

REVISION OF THE ACTION PLAN ICS 2021-2022

	<i>Proposed ACTIONS</i>	<i>Timing (at least by year's quarter/s emester</i>	<i>Responsible Unit</i>	<i>Indicator(s)/ Target(s)</i>	<i>Action status</i>	<i>Explanation</i>
1.	<p>External communication and Employer branding</p> <ul style="list-style-type: none"> 1.01 Creation of a communication and popularisation strategy for ICS science (including public media and appropriate media of the South Moravian Region) 	Q4/2022	Marketing and Communication Department	Created communication strategy	EXTENDED New date: Q4/2024	The creation and implementation of an employment branding policy and the unification of the ICS brand was again discussed.
2.	<ul style="list-style-type: none"> 1.02 Increased promotion of ICS externally (outside the university) 	Q4/2023		Development of the number of visits to websites and SM pages (Facebook and Twitter) ICS		The marketing department has expanded to include a new head of marketing who will set up PR and promotion of ICS as an employer supporting science, research with the development of ICS social media communications (Twitter, Facebook, and LinkedIn).

3.	<ul style="list-style-type: none"> 1.03 Promoting ICS as an employer of choice for parenting 	Q4/2022		Development of the proportion of female applicants for employment at the Institute *Offer of tools for reconciling a university career with family life *Degree of employee satisfaction with the implementation of equal opportunities	New date: Q1/2026	<p>Web link., internal portal. Number of persons acquainted</p> <p>Goal: Promote a company work culture in which all employee groups, including carers, women, parents, are given opportunities</p>
4.	<ul style="list-style-type: none"> 1.04 Interviews with women from IT at ICS 	Q4/2021		Evolution of the proportion of female applicants for employment at the Institute *Number of published interviews with female employees		<p>In the period 2021-2023, interviews with women will be conducted as part of upcoming newsletters and their contribution in the IT and research sphere. Ongoing publication of interviews with women scientists on the ICS website Michaela Capandová: I Want to Bring a Laboratory Experience into the World of Administration around Science Institute of Computer Science (muni.cz) Conducted a questionnaire survey focused on the work environment, work culture and job opportunities for women at the ICS</p>

						(04/2023) employee-survey-hr-award.pdf (muni.cz)
5.	<p>Internal communication</p> <ul style="list-style-type: none"> 2.01 Creation of an ICS intranet in the MUNI portal (including information on career development, rules for selection committees, recruitment, etc.) 	Q1/2024	HR team	Extent of updated information on the ICS intranet	COMPLETED ✓	<p>The MU employee portal was created. For easy and quick orientation, an ICS signpost was created, which brings together direct links to the most frequently searched information and documents, the ICS newsletter and sections:</p> <ul style="list-style-type: none"> - Information for all employees - Information for managers - Information for researchers and projects - ICS structure - Events and meetings - Research, projects, teaching - Professional and personal development, employee benefits - About ICS
6.	<ul style="list-style-type: none"> 2.02 Regular staff meetings with ICS management 	Q1/2022		Number of meetings held between employees and ICS management	✓	<p>Regular meetings are held once a quarter with the Director and members of management where employees have the opportunity to discuss various topics with management. Life at ICS Institute of Computer Science (muni.cz)</p> <p>Once a month, a coffee with the Director and newcomers is held where the Director has the opportunity to</p>

						greet new employees and present his vision and goals for ICS.
7.	<ul style="list-style-type: none"> 2.03 Publication of the ICS internal newsletter on a monthly basis 	Q1/2022		Number of ICS newsletters sent to employees' email inboxes	✓	The ICS Newsletter is received regularly by all ICS employees. Here they receive news and events from the life of ICS, regular information about new courses, activities, events, interesting science and research, news from the project world, and timely information about possible courses in the field of competence development. The newsletter introduces new employees and interviews with existing employees, introduces women in IT and their contribution and medallions on work life balance. The newsletter is published in parallel in Czech and English. Life at ICS Institute of Computer Science (muni.cz)
8.	<p>Language of communication</p> <ul style="list-style-type: none"> 3.01 Creation of internal rules for foreign language communication 	Q4/2021	HR team and marketing and communication department	Results of the survey of employees' views on discrimination	COMPLETED ✓	Strategic documents are translated into English, new regulations are issued in English. Official and operational information is communicated to employees bilingually (Czech and English) on the basis of the issued directive signed-Instruction of the Director No.1-2022 - Use of Language.pdf (muni.cz)
9.	<ul style="list-style-type: none"> 3.02 Translate all key documents into English and create new key documents in Czech and English 	Q4/2021		Number of key documents already translated into English	✓	ICS employees have access to a paid licensed version of the translator DeepL https://portal.muni.cz/preklad

10.	<ul style="list-style-type: none"> 3.03 E-mail communication with a group of people in which a non-Czech speaking employee may always be in Czech and English, or exclusively in English if it is a research group. 	Q4/2021		Number of bilingual formal/important e-mails from the Institute (Czech and English)	✓	All employees have the same access to information as Czechs, email communication to all employees is bilingual.
11.	<ul style="list-style-type: none"> 3.04 Intranet in Czech and English 	Q4/2021		Scope of bilingual information on the ICS intranet	✓	Translation of the intranet into English completed.
12.	<ul style="list-style-type: none"> 3.05 Knowledge of English will be part of the requirements for recruiting new staff, especially for more professional positions (mandatory for research and senior management positions) 	Q4/2021		Number of job adverts with compulsory English language skills	✓	Job adverts contain requirements for at least a communicative level of English (B2/C1).
13.	<p>Onboarding process</p> <ul style="list-style-type: none"> 4.01 Creation of a compact ICS onboarding process, including adaptation plans 	Q4/2022	HR team	Rate of use of adaptation plans * Rate of satisfaction of newcomers with the onboarding process	IN PROGRESS Q1/2024	Onboarding process has been developed and approved, published on the ICS internal portal. The process includes an Adaptation Plan, New Employee Handbook, Welcome E-Mail, welcome meeting. Adaptation process is in place-includes internal methodology, checklist for newcomer/supervisor/HR/IT technician/operation manager adaptation-for-new-employees.pdf (muni.cz)

						<ul style="list-style-type: none"> • Support materials are posted on the Employee Portal in the Newcomer and Leader Information section. • A regular evaluation of the probationary period is underway in the form of a questionnaire attached in the Adaptation application. • Employees and supervisors have been informed about the adaptation process in the ICS Management College, in management meetings and in the employee newsletter
14.	<ul style="list-style-type: none"> • 4.02 Creating a guide for new employees 	Q4/2022		Publication of a guide for newcomers to ICS Level of satisfaction of newcomers with the onboarding process	✓	At the ICS level, a new employee handbook en-employee-handbook.pdf (muni.cz) was developed to facilitate the onboarding of new employees. The ICS has also developed an electronic application that specifies the procedures for onboarding a new employee, designating a supervisor to attend to the newcomer.
15.	<ul style="list-style-type: none"> • 4.03 Creating a handbook for new managers 	Q4/2022		Publication of a handbook for managers in ICS	Q3/2024	In preparation, it will be completed in 2024.

16.	<ul style="list-style-type: none"> 4.04 Digitalisation of the onboarding process with the MUNI Portal 			<p>Created online tool for onboarding * Rate of use of the MUNI portal as an intranet * Rate of satisfaction of newcomers with the onboarding process</p>	✓	<p>Created an Adaptation for New Employees application that includes a checklist for managers, mentors, and employees that includes basic information with links to websites, regulations, handbooks including person contacts, a link to the MUNI portal as well as the ICS signpost. Portal information is part of the onboarding process for each new employee.</p>
17.	<ul style="list-style-type: none"> 4.05 Greater use of e-learning 	Q4/2023		<p>Number of e-learning courses added to the onboarding process</p>	✓	<p>Introduced Health and safety course and other statutory training in the form of e-learning, employees regularly trained: Legal training transferred to e-learning:</p> <ul style="list-style-type: none"> Regulations Familiarisation app launched and continuous familiarization of employees with relevant university and internal ICs regulations E-learning to train committee members on how to conduct interviews

18.	<ul style="list-style-type: none"> 4.06 Introduction of checklists for managers/HR/employees to simplify the onboarding 	Q4/2022		Providing onboarding checklists for managers/employees/mentors/HR departments.	✓	The adaptation process was set up and described as of 11/2022. A template was set up in the application according to internal specifics, including a feedback questionnaire for newcomers and department heads.
19.	<ul style="list-style-type: none"> 4.07 Introduction of adaptation plans during the trial period 	Q4/2022		Adaptation utilisation rate	✓	An e-application with checklists was created for those involved, and an introduction to the adaptation process was made for heads of department and ICS management.
20.	<ul style="list-style-type: none"> 4.08 a signpost for researchers (information about ethics, CERPEK, projects, etc.) on the MUNI intranet (portal) 	Q4/2023		Rate of adding relevant information to the ICS intranet (MUNI portal)	✓	A Research, Projects, Teaching section has been created in the ICS portal signpost with information on project support, how to handle data and intellectual property information.
21.	<ul style="list-style-type: none"> 4.09 Incorporating links to all relevant documents into the onboarding process 	Q4/2022		Publication of a handbook for newcomers to ICS * Level of satisfaction of newcomers with the onboarding process	✓	All references to internal documents are included in the adaptation process.
22.	<ul style="list-style-type: none"> 4.10 Incorporating cybersecurity and data protection, Open Science into the onboarding process 	Q4/2023		Level of newcomer awareness of cybersecurity, data protection and open science topics * Publication of the ICS	Q4/2023	In progress

				Newcomer Guide * Level of newcomer satisfaction with the onboarding process.		
23.	<ul style="list-style-type: none"> 4.11 Systematic introduction of new recruits (interviews or brief introduction in internal newsletter) 	Q4/2021		Share of featured newcomers in the ICS newsletter	✓	Every month (except summer months) there is a short introduction of new employees in the internal Newsletter ICS, new recruits are introduced by email on the day of joining to all employees. Life at ICS Institute of Computer Science (muni.cz)
24.	<p>Employee evaluation process</p> <ul style="list-style-type: none"> 5.01 Incorporation of activities related to the popularization of science into staff evaluations (support for these activities by the Institute) 	Q1/2023	HR team Division Heads	Issuance of modified evaluation forms for researchers, managers and other staff.	EXTENDED Q1/2024	<ul style="list-style-type: none"> The need for a review of the staff appraisal process in ICS and a new set of development plans according to the strategy of the new ICS management. Revise and modify the evaluation criteria; Develop support materials for managers
25.	<ul style="list-style-type: none"> 5.02 Introduction of evaluation of managers by their subordinates (not only top-down) 			Number of bottom-up management evaluations carried out		To be addressed during 2024, when we will implement the Performance Management System
26.	<ul style="list-style-type: none"> 5.03 Specification of the evaluation process form for researchers, supervisors and other staff 			Issuance of revised evaluation forms for researchers, managers and other staff.		Goal: Transparent, fair, comprehensive and objective evaluation.

27.	<ul style="list-style-type: none"> 5.04 Setting and ongoing work with individual education plans as part of the evaluation 			The level of key learning and development indicators set as part of the staff appraisal process		To be addressed during 2024, when we will implement the Performance Management System
28.	<ul style="list-style-type: none"> 5.05 Continuous use of employee evaluation outputs (HR/manager) 			Number of human resources measures based on the results of staff appraisals		To be addressed during 2024, when we will implement the Performance Management System
29.	<p>Career code for non-IT positions</p> <ul style="list-style-type: none"> 6.01 Creating a system for non-IT positions (competencies, responsibilities and requirements) at the ICS 	Q4/2024	HR team	Publication of the non-IT job system in the ICS	IN PROGRESS Q4/2024	In progress, to be completed in 2024
30.	<ul style="list-style-type: none"> 6.02 Creation of career rules for non-IT positions 			Publication of career rules for non-IT positions		Goal: to set a framework for career development and its expected milestones for workers and jobseekers in terms of their expected career growth and motivation
31.	<ul style="list-style-type: none"> 6.03 Publication of career regulations/career opportunities on the ICS intranet (MUNI Portal) 			Publication of career rules for non-IT positions on the intranet.		In progress, to be completed in 2024
32.	<ul style="list-style-type: none"> 6.04 Completion of required formal or other appropriate education/training for all positions 			Added required formal or other appropriate education/training for positions within the career ladder.		In progress, to be completed in 2024

33.	Mentoring <ul style="list-style-type: none"> 7.01 Introducing the role of mentor to a new employee 	Q4/2022	HR team	Level of satisfaction of newcomers with the role of mentor	EXTENDED Q3/2024	Goal: Name and define the position of mentor and trainer who will provide support and guidance in the professional development of employees, motivate and contribute to professional security <ul style="list-style-type: none"> Create a document and present to employees
34.	<ul style="list-style-type: none"> 7.02 Develop a system for identifying and training potential mentors in leadership. 	Q3/2023	HR team	Number of training sessions for mentor candidates		It will be implemented in cooperation with CERPEK MUNI. CERPEK (muni.cz)
35.	PhD Meetups <ul style="list-style-type: none"> 8.01 Introduction of doctoral meetings for supervisors of doctoral students, consultants and postgraduate students of different research groups skupin 	Q3/2021	Deputy Director for Research and Development	Number of doctoral meetings *Satisfaction rate of postgraduate students with these meetings	EXTENDED Q4/2024	<ul style="list-style-type: none"> Goal: Set standards for the quality of work of supervisors and communication between supervisors and PhD students Involve PhD students in research projects
36.	Management Training and Development <ul style="list-style-type: none"> 9.01 Creating a competency model of a manager at the ICS 	Q4/2023	HR team Heads of Divisions	Publication of the ICS Manager Competency Model	EXTENDED Q1/2024	To be addressed during 2024, when we will implement the Performance Management System
37.	<ul style="list-style-type: none"> 9.02 Creation of a handbook for managers (rights and duties, important documents, required competencies, guidelines). 			Publication of a handbook for managers in ICS		Goal: Improve the skills of managers to perform the job
38.	<ul style="list-style-type: none"> 9.03 Training of managers in management skills based on individual training needs and plans. 			Number and scope of training and internal seminars for managers		In the period 2021-2022, 10 courses were implemented for non-academic positions (management skills, HR skills, soft/hard skills, IT skills), 21

						people were trained. Access to the online training portal was provided for those interested Online kurzy, semináře, odborná školení a firemní vzdělávání – Seduo.cz
39.	<ul style="list-style-type: none"> 9.04 internal workshops on employee evaluation 	Q2/2023	HR team Heads of divisions	Number of internal seminars on employee evaluation		<p>The University's concept of education and development is not established. However, in March 2022, the MU Centre for the Development of Pedagogical Competences was transformed into a new Centre for the Development of Competences (CERPEK). The educational portfolio has thus been expanded (including its form and content) and corresponds to transferable 28/39 international practice and the needs of individual target groups.</p> <ul style="list-style-type: none"> Training and development at the ICS is so far taking into account the target groups
40.	<ul style="list-style-type: none"> 9.05 internal workshops on working with employee training plans 			Number of internal seminars on working with staff training plans		It will be conducted in collaboration with Cerpek with regard to the specific needs of the employee.
41.	<p>Training of selection committee members</p> <ul style="list-style-type: none"> 10.01 Training of selection committee members (seminars, e-learning, other materials) - 	Q4/2023	HR team Division Heads	Statistics on the composition of selection committees *Number of training	COMPLETED ✓	In accordance with the requirements of OTM – R policy, training on the rules and process of the selection procedure was introduced for all

	Interview management, structure, non-discrimination, etc.			programmes for OTM-R *Number of staff trained for OTM-R		members of the selection committees in the form of e-learning. Selection committees are always constituted according to gender balance. The selection committees are always composed according to the different experience of each member. Screening of trained committee members is carried out by the HR team as part of the ICS selection processes.
42.	<ul style="list-style-type: none"> 10.02 Publication of rules for selection committees in the intranet 			Publication of handbook/rules for selection panel members.	✓	Recruitment rules, resources and key dates for selection panels and senior staff have been published in the recruitment section of the ICS portal.
43.	Employee Training and Development <ul style="list-style-type: none"> 11.01 Implementation of an employee training and development plan in the employee evaluation process 	Q3/2023	HR team Division Heads	Number and scope of e-learning courses *Satisfaction of employees with the scope of training offered	IN PROGRESS: Q2/2025	<ul style="list-style-type: none"> Training and development at ICS was conducted with regard to the training and development needs identified in the annual staff appraisal or according to the needs of individual staff. The range of development activities is published on the staff portal.
44.	<ul style="list-style-type: none"> 11.02 Greater use of e-learning in education 			Number and scope of e-learning courses *Satisfaction of employees with the scope of training offered	✓	A working group of Learning and Development Coordinators has been established, which includes representatives of the University's constituent units. The HR Specialist serves on this group on behalf of ICS

						MU. The coordinators are not only the contact persons for staff training issues in their units, but also work on further development of the area. Currently, the priority is to create a common university-wide IT platform for staff development and training, which would collect and clearly offer training opportunities not only from CERPEK, but also from other professional units across faculties and centres.
45.	<ul style="list-style-type: none"> 11.03 Introduction of Seduo - online training in various areas, including foreign languages, personal development, management skills 			Number of employees using Seduo.cz *Number of completed courses on Seduo.cz	✓	Access to the online learning portal https://www.seduo.cz/ SEDUO.CZ is provided for those interested in further education. Employee access licenses are purchased annually. Currently, 64 employees are using this training, 44 employees have completed courses.
46.	<ul style="list-style-type: none"> 11.04 internal workshops for staff (institutional and university research strategies, project management, funding sources..) 			Number of internal seminars held	✓	Colloquia Life at ICS Institute of Computer Science (muni.cz) are held once a month according to the planned annual schedule visible in intranet Portal. The aim of the colloquia is to present current research and work in different areas of ICS activities to the ICS staff as a whole.
47.	<ul style="list-style-type: none"> 11.05 Coordination and communication of existing internal 			Setting up the evaluation of the		A questionnaire will be used to evaluate all activities to date.

	seminars, more effective use of ICS colloquia			effectiveness of the use of colloquia. Created tools for evaluating the effectiveness of training events (questionnaire, statistics)		
48.	<ul style="list-style-type: none"> 11.06 Training time for education- 2 hours per week 					We plan to review staff development needs through the appraisal system and set training needs per week accordingly by the end of 2023.
49.	<p>Recruitment process</p> <ul style="list-style-type: none"> 12.01 Participation in the development of the OTM-R policy in cooperation with the Rector's Office MUNI 	Q2/2022	HR team Division Heads	Publication of the OTM-R policy at university level	COMPLETED ✓	In cooperation with all MU units, a new MU Selection Procedure Code was developed at the university level MU Regulations on Competitive Selection Procedures Masaryk University (muni.cz) incorporating all the principles of OTM-R and was issued in autumn 2022 with effect from 1 January 2023. At the ICS level, a methodology of selection procedures for all types of positions has been developed, including MU rules and defining the rules of selection procedures: recruitment-and-candidate-selection-and-ics-handbook.pdf (muni.cz) Selection procedures are held for all positions. Any exceptions are precisely defined. Clear

						<p>procedures and deadlines are established. Rules for gender or professional balance of selection committees are specified. The protection of personal data and the rights of candidates and the possibility of lodging complaints about the conduct or outcome of the selection procedure are regulated. Training on the rules and process of the selection procedure has been introduced for all members of selection committees in the form of e-learning. Currently, the following have been trained:</p> <ul style="list-style-type: none"> • staff involved in the recruitment process • all members of selection committees (e-learning). <p>The university e-application Jobs.MU used for the recruitment process has been supplemented with the indicators needed for monitoring the quality of recruitment.</p>
50.	<ul style="list-style-type: none"> • 12.02 Creating more transparent job advertisements (listing the number of vacancies, salaries, career opportunities and information about the selection process) 				✓	<p>Goal: to professionalise and streamline the recruitment process, reduce the administrative burden for the participants in the process. The advertisement is a key document in</p>

						<p>every selection procedure. It is prepared by the head of the position to be filled in cooperation with the HR department and contains the information described in the Recruitment Manual.</p> <ul style="list-style-type: none"> Questionnaire used – feedback on the selection procedure; satisfaction-with-recruitment-at-ics.pdf (muni.cz)
51.	<ul style="list-style-type: none"> 12.03 Make the wording of job advertisements as specific as possible, including the hard and soft skills required (e.g. using competency cards). 				✓	<ul style="list-style-type: none"> The advert templates were revised and updated in accordance with the requirements of the so-called "OTM-R toolkit". Templates were created for interviewing, transparent evaluation of candidates and communication with candidates.
52.	<ul style="list-style-type: none"> 12.04 Standard writing of job advertisements in English and Czech except for research positions (English only) and specific administrative positions (Czech only). 	Q2/2022	HR team Division Heads		✓	<p>We stick to the set goal of displaying scientific and research positions in English, taking into account the specificity of the position. Positions in the Czech language are positions that require a Czech-speaking candidate with respect to expertise and competencies.</p>

53.	Complaint process <ul style="list-style-type: none"> 13.01 Describe a clear process for resolving employee complaints and problems at the ICS. 	Q4/2025	HR team Steering committee	Level of satisfaction of employees with the resolution of conflict situations or their complaints *Flexibility in resolving complaints and suggestions from MU employees *Scope of employee complaints, including complaints resolved with MUNI through the courts	IN PROGRESS Q4 2025	All ICS MU employees are familiarised with MU Directive No.3/2008 Handling and recording complaints via the Familiarisation with Regulations application. The University is currently reviewing its rights protection procedures, preparing a new internal regulation and has established the position of the MU Ombudsperson. However, there is a need to complete the methodology for the process of resolving complaints and issues at ICS.
54.	Parenting support <ul style="list-style-type: none"> 14.01 Description of the work-parenting options that already exist at ICS 	Q3/2025	HR team Secretary, Director ICS	Offer of tools for reconciling university career and family life *Overview of the use of work-life balance measures *Level of employee satisfaction with equal opportunities	IN PROGRESS Q3 2025	Interviews are conducted with employees of the Institute for the Reconciliation of Work and Family Life: Couple Šárka and Jaromír Ocelka: A Quarter of a Century Together not only at ICS Institute of Computer Science (muni.cz) The search for opportunities and tools to implement support measures in this area continues.
55.	<ul style="list-style-type: none"> 14.02 Extending home office options 	Q2/2021	HR team Director ICS	Employee satisfaction with equal opportunities	✓	Employees may use the Home Office 4 days per month based on the Director's Directive No.1/2019. working-time-at-ics.pdf (muni.cz)
56.	<ul style="list-style-type: none"> 14.03 Creation of a "parents' section" on the Portal for sharing experiences and advice 	Q3/2025	HR team Secretary	Statistics on usage and active posts in the "parent section"	IN PROGRESS Q3 2025	Employees on Parental and Maternity Leave engage in internal communication, meet in group

						meetings and participate in team building events at ICS.
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