

TEMPLATE 4: ACTION PLAN

Identification number: 2021CZ600558

Organisation under review:

Faculty of Pharmacy of Masaryk University

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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*
Of whom are international (i.e., foreign nationality)	0,5*
Of whom are externally funded (i.e., for whom the organisation is a host organisation)	0*
Of whom are women	28*
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* (Professor, Associate Professor)
Of whom are stage R2 = in most organisations corresponding with the post-doctoral level	26,15* (Assistant Professor)
Of whom are stage R1 = in most organisations corresponding with the doctoral level	6,9* (Instructor)
Total number of students (if relevant)	732
Total number of employees (including management, administrative, teaching and research staff)	93,2*
RESEARCH FUNDING (figures for the most recent fiscal year)	€
Total annual organisation budget	4875357,97
Annual organisational direct/government funding (designated for research)	828749,18
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	272186,48
Annual funding from private, non-government sources designated for research	7510,56
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100. words)	
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 moved to Bratislava; in 1991, it returned to Brno as a part of the University of Veterinary and Pharmaceutical Sciences. Since 2020 it has fallen under the management of Masaryk University. Its organisation is divided into the	

dean's office, institutes, and purpose-built facilities. It offers master's and doctoral study programmes. A full-time study programme takes place in the form of lectures, seminars, practical classes and controlled practical training. During the study, the students acquire knowledge about medication, medicinal products, their technological processing and medicinal effects. The faculty offers a Master's programme in English and lifelong learning.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Please provide an overview of the organisation in terms of 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
Ethical and Professional Aspects	<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 researches 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</p>

	<p>marketing department in dissemination of their research results; staff mobility is not methodically supported. Major support of popularization of science and research is missing. English version of relevant internal documents and website sections is not available.</p>
Recruitment and selection	<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>
Working Conditions and Social Security	<p>Strengths:</p> <p>All researchers at the Faculty of Pharmacy are recognized 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 realize it due to teaching duties. Some researchers lack the possibilities of networking.</p>
Training and Development	<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 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</p>

	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.
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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 (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
1. Standardization of recruitment and selection				
An internal methodology of selection process reflecting the OTM-R policy will be created. The document will specify: <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 	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

<p><i>standardized forms and templates</i></p> <ul style="list-style-type: none"> • <i>Requirements for expertise, qualifications and gender equality of the selection committees</i> • <i>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)</i> • <i>Requirement for gender equality within individual positions</i> • <i>The form of feedback for applicants after the end of the selection process (e.g., indicating strengths and weaknesses)</i> • <i>System of quality control of the selection process</i> • <i>Process of handling complaints</i> 				
<p><i>Employees participating in the recruitment process will be methodically trained. Including e-learning.</i></p>	<p>12, 13, 14, 15, 16, 17, 27, 29</p>	<p>Q3/2023</p>	<p>HR Award team Head of the Personnel Office</p>	<p>Number of trained employees e-learning</p>
<p><i>Social networks LinkedIn, Facebook and ResearchGate will be used for advertising of open positions.</i></p>	<p>12, 13, 14, 15</p>	<p>Q2/2022</p>	<p>HR Award team Head of the Personnel Office Manager for External Relations and Marketing</p>	<p>Web link</p>
<p><i>Current employees will be informed about open positions.</i></p>	<p>12, 13, 14, 15</p>	<p>Q2/2022</p>	<p>HR Award team Head of the Personnel Office</p>	<p>Web link</p>
<p><i>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).</i></p>	<p>12, 13, 14, 15</p>	<p>Q2/2022</p>	<p>HR Award team Head of the Personnel Office</p>	<p>Document (excel spreadsheet)</p>

2. Optimization of the adaptation process				
<p>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. 	3, 5, 8, 24, 26, 29, 31, 32, 34, 35, 36, 37, 40	Q4/2022	<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>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.</p>	1, 2, 6, 7, 10, 35, 36, 37	Q2/2022	<p>HR Award team Head of the Personnel Office</p>	<p>Number of informed employees Web link</p>
<p>An adaptation manual for newly hired employees will be created specifying:</p> <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 • Mobility, including virtual mobility • Participation in decision-making 	8, 24, 26, 29, 31, 32, 34, 35, 36, 37, 40	Q4/2022	<p>HR Award team Head of the Personnel Office Vice-dean for research and doctoral studies Head of international relations ICT administrator</p>	<p>Adaptation (onboarding) manual</p>

bodies <ul style="list-style-type: none"> • Field of IT safety and data protection • Possibilities for research funding. 				
3. Optimization of the evaluation process				
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
Senior employees will be methodically trained in evaluation of employees.	11	Q2/2023	HR Award team Head of the Personnel Office	Number of trained employees e-learning
4. Setting the education and development system				
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
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

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
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
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
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	Number of informed employees Web link
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	Number of trained employees e-learning
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
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 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 	34, 35, 36, 37, 40	Q4/2022	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

<i>mentoring.</i>				
<i>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.</i>	33, 38, 39	Q2/2022	HR Award team Head of the Personnel Office ICT administrator	Number of trained employees Manual e-learning
<i>Educational events will be evaluated by participants of the training.</i>	38, 39	Q2/2022	HR Award team Head of the Personnel Office Head of Lifelong Learning Institute	Evaluation form Number of evaluating employees
<i>Training for employees in the field of services offered by the GAMU internal grant agency will be prepared. Simultaneously, e-learning will be created.</i>	23	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
5. Support of ethical conduct and professional responsibility				
<i>Employees' awareness of the content of the MU Code of Ethics and Best Practices of Scientific Publishing will be systematically increased.</i>	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
<i>New employees will be informed about the MU Code of Ethics and Best Practices of Scientific Publishing during the onboarding process.</i>	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
<i>The issue of intellectual property, co-authorship and plagiarism will be conceptually approached.</i>	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
<i>Onboarding training will include issues of professional responsibility and ethical conduct.</i>	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
<i>Training for researchers will include issues of professional responsibility and ethical conduct.</i>	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
<i>Researchers will be methodically trained in issues of dissemination of their research results, including the possibilities of marketing support (e.g., graphic design).</i>	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

6. Professional advice				
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
7. Defining the post-doctoral position				
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
8. Support of junior researchers				
Funding of young employees research will be increased.	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
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
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	Number of trained employees e-learning Web link
Researchers (especially R1 and R2) will be systematically developed in academic writing skills.	8	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
Researchers will be systematically trained in the issue of research result dissemination, including the possibilities	8, 9	Q3/2022	HR Award team Head of the Personnel Office Vice-dean for research and	Number of trained employees e-learning

<i>of marketing support (e.g., graphic design).</i>			<i>doctoral studies Manager for External Relations and Marketing</i>	
9. Networking support				
<i>Activities focused on networking enhancement will be planned and implemented.</i>	23, 28	Q1/2024	<i>HR Award team Vice-dean for External Relations, Strategy and Development</i>	<i>Activities</i>
<i>A shared space where young researchers can informally meet in order to establish cooperation will be set up.</i>	23, 28	Q1/2024	<i>HR Award team Vice-dean for External Relations, Strategy and Development</i>	<i>Shared space</i>
10. Support of popularization of science and research				
<i>Activities focused on popularization of science and research will be designed and implemented, e.g., a series of specialized lectures for the public.</i>	9	Q1/2024	<i>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</i>	<i>Activities Web link</i>
<i>The faculty will present its activities on social networks, including an active participation in expert groups.</i>	9	Q2/2022	<i>HR Award team Head of the Personnel Office Vice-dean for External Relations, Strategy and Development Manager for External Relations and Marketing</i>	<i>Web link</i>
<i>Research results of the Faculty of Pharmacy employees will be promoted and publicized more effectively.</i>	8, 9	Q3/2022	<i>HR Award team Head of the Personnel Office Vice-dean for External Relations, Strategy and Development Manager for External Relations and Marketing</i>	<i>Web link</i>
<i>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.</i>	8, 9	Q3/2022	<i>HR Award team Head of the Personnel Office Vice-dean for research and doctoral studies Manager for External Relations and Marketing</i>	<i>Number of trained employees e-learning</i>

11. Support of internationalization				
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
Selected documents will be translated into English:	7, 15, 23	Q1/2024	HR Award team Head of the Personnel Office Vice-dean for International Relations and Internationalization	Document
Directive - Professional advice and assistance with job searching Directive - Recruitment and selection Directive - Employee evaluation Directive - Learning and development Directive - Ethics in Research, Intellectual Property Directive - Positions of Postdocs Statutes of Faculty of Pharmacy MU FaF MU Academic Senate Election Regulations FaF MU Academic Senate Rules of Procedure FaF MU Scientific Board Rules of Procedure Disciplinary Code of Faculty of Pharmacy Organizational Regulations of Faculty of Pharmacy FaF MU Directive No. 1/2020 Employees' Wage Claims FaF MU Directive No. 2/2020 Organisation and Record-Keeping of Working Hours at the Faculty of Pharmacy FaF MU Directive No. 1/2021 Study in Doctoral Study Programmes and its Organization FaF MU Directive No. 2/2021 Publishing Activities of the Faculty of Pharmacy MU				

<p><i>FaF MU Measure No. 1/2021 Implementation of HR Award – HRS4R</i></p> <p><i>FaF MU Measure No. 2/2021 Determination of Study-Related Fees for the Academic Year 2021/2022</i></p> <p><i>FaF MU Measure No. 3/2021 Appointment of Substitutes</i></p> <p><i>FaF MU Instructions No. 1/2020 Operating Rules of Masaryk University Premises at Palackého třída 1946/1, Brno 612 00</i></p> <p><i>FaF MU Instructions No. 3/2021 Procedure for Submitting Project Application Proposals and Determining Personnel Costs from Grant Funds</i></p> <p><i>FaF MU Instructions No. 4/2021 Procedure of Assigning Workplace Bonuses for Cooperation with Foreign Students</i></p> <p><i>FaF MU Instructions No. 5/2021 Personal Protective Equipment in the Workplace, Cleaning Agents, Detergents and Disinfection Preparations</i></p> <p><i>FaF MU Instructions No. 6/2021 Remuneration of FaF MU Academic Workers for Research Results</i></p> <p><i>FaF MU Instructions No. 7/2021 Operating Rules of FaF MU Central Laboratory</i></p> <p><i>FaF MU Instructions No. 8/2021 OHS Risk Prevention and Management</i></p>				
<p><i>Web section Věda a výzkum (Science and research) will be translated into English.</i></p>	<p>6, 8, 9, 15, 23</p>	<p>Q1/2024</p>	<p><i>HR Award team</i> <i>Head of the Personnel Office</i> <i>Vice-dean for International Relations and Internationalization</i></p>	<p><i>Web link</i></p>

			<i>Manager for External Relations and Marketing</i>	
<i>The faculty will be active in expert groups on social networks.</i>	8, 15	Q2/2022	<i>HR Award team Head of the Personnel Office Vice-dean for International Relations and Internationalization Manager for External Relations and Marketing</i>	<i>Web link</i>
<i>Mobility of researchers will be systematically supported by:</i> <ul style="list-style-type: none"> <i>Informing new employees during the onboarding training and through the adaptation manual</i> <i>Informing current employees during the training for researchers.</i> 	29	Q2/2022	<i>HR Award team Head of the Personnel Office Head of international relations</i>	<i>Number of trained employees e-learning</i>
12. Non-discrimination				
<i>Rules for appointing members of the selection committee in order to reach gender balance will be set.</i>	10, 27	Q4/2023	<i>HR Award team Head of the Personnel Office</i>	<i>Document</i>
<i>Selection committee members' awareness of the issue of discrimination will be systematically increased.</i>	10, 15, 16, 27	Q4/2023	<i>HR Award team Head of the Personnel Office</i>	<i>Number of trained employees e-learning</i>
<i>Gender balance of individual positions will be considered during the selection process.</i>	10, 27	Q4/2023	<i>HR Award team Head of the Personnel Office</i>	<i>Document</i>

The establishment of an Open Recruitment Policy is a key element in the HRS4R policy. Please indicate also how your Organisation will use the Open, Transparent, and Merit-Based Recruitment Toolkit and how you intend to implement the principles of an 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.

(Free text, max. 1000 words)

The OTM-R policy at the faculty is not defined at the moment. The recruitment process at the Faculty of Pharmacy complies with the Masaryk University Selection Procedure Regulations. This university-wide regulation has rather a framework character and does not cover all requirements for open, transparent and merit-based hiring, nor does it provide more detailed methods for practice.

Deficiencies which emerged from the GAP analysis and the OTM-R Checklist are incorporated in the Action plan in the form of the following measures:

An internal methodology for recruitment and selection of academic and non-academic positions at the Faculty of Pharmacy will be created and it will take into account the particularities of the Faculty of Pharmacy and will provide functional instructions and recommendations for faculty practice. Advertising of open positions will include the information about the career development, Sabbatical leave and salary.

Employees participating in the recruitment process (e.g., the members of selection committees) will be trained in the field of the OTM-R, e.g., how to evaluate "merit" of candidates.

Social network LinkedIn will be used for advertising open positions, the Faculty of Pharmacy will become an active participant in relevant professional groups on LinkedIn.

A system of quality control of the selection process will be put in place.

The rules for selection, recruitment and career development of post-doctoral students will be included in internal documents.

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:

The implementation process will smoothly follow up the preliminary phase where the Expert and Working groups were formed (composed of representatives of the faculty management and researchers). The positions of the HR Award manager who covers, coordinates and administratively processes the whole process was created and appointed during the preliminary phase. The mentioned groups actively participated in the preparation and processing of the GAP analysis, the OTM-R Checklist and the HR Award Action plan. Simultaneously, the members of the Steering board (faculty management) who supervise the whole process were appointed.

The basis of the implementation process of the Action plan will include continuous meetings of the HR Award Working group where its members will propose and discuss the form, details and other follow-ups of the measures to be taken. Furthermore, the materials and events suggested by persons responsible for the individual measures of the Action plan will be consulted and approved. The members of the Working group will, as in the preliminary phase, equally carry the HR Award topics to their departments and return to the group with feedback from their colleagues/researchers. The Expert group will participate in the preparation of drafts of new documents and events. The task of the Steering board will be to make decisions in strategic matters, consult and approve drafts of new documents and to supervise the accordance of the HR Award activities with other activities taking place at the Faculty of Pharmacy and at MU.

The goal of the whole Action plan is to improve the conditions and working environment for researchers. The employees will be periodically informed about the fulfilment of the Action plan and the HRS4R implementation through internal communication channels – the website of the Faculty of Pharmacy, MUNI employee portal, department meetings, newsletter. Feedback on the implemented measures will be surveyed.

The process of fulfilling the Action plan includes:

- Optimization of the adaptation process
- Standardization of recruitment and selection (aiming for transparency of the process and obtaining quality researchers, including gender issues).
- Optimization of the evaluation process
- Setting the education and development system
- Development of managerial and pedagogical skills
- Development of academic writing
- Improving communication, improving staff awareness
- Improving external communication (result dissemination, participation in professional groups on LinkedIn, popularization of science and research, support of internationalization).

The Action plan is primarily set for the period of two years. The goal is to create a sound and solid basis for further development of personnel processes and related activities.

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

Checklist	*Detailed description and duly justification																		
How will the implementation committee and/or Steering board regularly oversee progress?	Members of the Steering board will hold quarterly meetings, their main responsibility will be to supervise the fulfilment of the Action plan and set operative measures if needed. This way the progress in the HRS4R implementation will be monitored. The members of the Steering board will be actively participating in the creation of strategic documents whose production stems from the Action plan.																		
How do you intend to involve the research community, your main stakeholders, in the implementation process?	<p>The research community (as well as the non-research community) participated in the outputs of employee surveys, workshops and meetings. The level of involvement of the research community so far is shown in the table below:</p> <table><tr><td></td><td>R1</td><td>R2</td><td>R3</td><td>R4</td><td>Non-researchers</td></tr><tr><td>Employee Questionnaire</td><td>14%</td><td>37%</td><td>15%</td><td>5%</td><td>29%</td></tr><tr><td>Workshops a public debates</td><td>8%</td><td>46%</td><td>12%</td><td>8%</td><td>26%</td></tr></table> <p>Researchers will be further involved in several ways: The Working group comprised of R1-R4 researchers (representatives of individual departments) will continue to play an important role during the implementation process. The members of the group will express their recommendations for the individual proposals of the Action plan and will actively participate in the HRS4R implementation (e.g., creation of necessary documents, implementing individual measures into practice or transmitting information to their colleagues).</p> <p>The Steering board will supervise the implementation process and approve documents.</p> <p>The researchers will be periodically informed about the stablished measures, processes or newly created documents via web pages, department meetings, the newsletter and other faculty communication channels. Individual meetings with all employees are planned in order to inform them about the Action plan and the process of the HRS4R implementation.</p>		R1	R2	R3	R4	Non-researchers	Employee Questionnaire	14%	37%	15%	5%	29%	Workshops a public debates	8%	46%	12%	8%	26%
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Workshops a public debates	8%	46%	12%	8%	26%														
How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the Organisation’s research	Obtaining the HR Award certification and commencing the fulfilment of the Action plan is stated as a priority in Strategic goals and planned measures at the Faculty of Pharmacy in the field of Personnel management and employee development for 2022.																		

strategy, as the overarching HR policy.	Obtaining the HR Award is also stated as a priority in the MU Strategic plan for 2021-2028. Fulfilment of the HRS4R is supported by implementing of events at the university level, which will result in unified OTM-R policy, new Career code etc.
How will you ensure that the proposed actions are implemented?	The GAP analysis and the Action plan are the result of a collaboration and consensus of several groups. They are accepted and supported by them, which guarantees continuous engagement of their members during the implementation of the suggested issues since the teams will continue in the same positions. Responsible persons are established in the Action plan for carrying out the individual events and their activity will be supported, organized and coordinated by the HR Award manager. The members of the Working group will periodically meet and consult the individual proposals of the Action plan and will actively participate in the HRS4R implementation (e.g., creation of necessary documents, putting individual measures into practice or transmitting information to their colleagues). The Working group will play a consulting and approval role, the Steering board will have the final say.
How will you monitor progress (timeline)?	The proposed measures of the Action plan have set deadlines. The HR Award manager is responsible for the fulfilment of the Action plan and will supervise the implementation of the individual issues and quarterly goals in accordance with the schedule. In case of delay or other deviations from the schedule, the Steering board decides on further steps and adopts measures which will eliminate further possible risks associated with the HRS4R implementation.
How will you measure progress (indicators) in view of the next assessment?	Each Action plan proposal has a defined output which can be well monitored and it can be evaluated if a particular proposal has been implemented. In case of internal documents, manuals and websites, a created document and/or web link will be an indicator. Employee feedback on carried out events will be an important source of information.

Additional remarks/comments about the proposed implementation process:

The Faculty of Pharmacy of Masaryk University agrees with the 40 principles of the Charter and Code and commits to implement these principles in a letter addressed to the European Commission, sent on 01/02/2021. The Faculty of Pharmacy approaches implementing the HRS4R individually – the Action plan contains measures which can be implemented at the faculty level. The individual departments of the Faculty of Pharmacy appointed their internal

experts into groups, the Working group, Expert group and Steering board were created, and their activity was defined. During 2021, the mentioned teams primarily collaborated on the GAP analysis and the Action plan. Between 2022 and 2024, the teams will work together on the implementation of the Action plan measures.