MUNI ICS | **hr** HR EXCELLENCE IN RESEARCH

Internal Review

Case number: **2020CZ495345**
Name Organisation under review: **Masaryk University – Institute of Computer Science**
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1. Organisational Information

*Please provide an update of the key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE 2023	2021
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	24	32
Of whom are international (i.e., foreign nationality) *	0	2
Of whom are externally funded (i.e., for whom the organisation is host organisation) *	0	0
Of whom are women *	3	2
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	17	9
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	5	13
Of whom are stage R1 = in most organisations corresponding with doctoral level *	2	10
Total number of students (if relevant) *	/	/
Total number of staff (including management, administrative, teaching and research staff) *	301	300

RESEARCH FUNDING (figures for most recent fiscal year)	€	
Total annual organisational budget	*16 734 000*	*17 027 000*
Annual organisational direct government funding (designated for research)	*800 000*	*332 000*
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	*5 398 000*	*6 751 000*
Annual funding from private, non-government sources, designated for research	*141 000*	*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 infrastructure (centre **CERIT-SC**)
- Research and development in current areas of cybersecurity (centre **C4e** and **CSIRT-MU**)
- Authentication and authorisation infrastructure **ELIXIR AAI**
- **MeDiMed** project development – exchanging of medical visual data and information
- Cooperation with **CESNET** association (optical networks, virtual environment for cooperation)
- Development of information systems and digital libraries of the university and the national community

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the four thematic areas of the Charter and Code, as provided by your organization in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further tune the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred to the initial plan.

Ethical and professional aspects:
In the Ethical and professional aspects, we have made a progress by improving in several areas. During the implementation phase, the following measures were taken: **Strengths:** - Information and documents on the research agenda, publication activities, projects, and work situations are available on the Internal employee portal. Relevant information for new employees is incorporated into a newly implemented onboarding process, via Handbook for new employees en-employee-handbook.pdf (muni.cz) Occupational health and safety training and other mandatory trainings are converted into e-learning and properly recorded. - Strategic documents are available on the institute´s website, employee portal or via the employee newsletter. - Internal communication is in Czech and English as standard. Key documents and regulations are issued bilingually; translation into English was provided for older documents or is currently underway. - There has been a significant shift in OPEN ACCESS - the Open Science MU Strategy was adopted, a website was created, and an Open Science Methodologist position has been established at the institute. Open science Core team is based in ICS. - Project researchers are kept informed about new developments in project administration through the newsletter - As of 4/2023, a new ombudsman has been established at MU. With the institute of the so-called ombudsperson, who should, for example, investigate complaints for the protection of rights, provide and advice to parties to a conflict, etc., rights protection will become a new and special area of methodological management at the University. New MU Ombuds will take office in April	News	em.muni.cz - Diversity support-The colloquium is held once a month (except for the summer months) according to a planned annual schedule viewed at intranet for employees in the Calendar of Events. The goal of the colloquia is to present current research and work in various areas of the Institute's activities to an Institute-wide audience. - Strategic plan of ICS the-strategic-plan-of-the-ics-2021-2028.pdf (muni.cz) - At the university level creation of new website on Sexual Harassment. Masaryk University provides counselling to victims, witnesses and those accused of sexual harassment, approaches them with an offer of assistance and provides the relevant information. All the necessary information and contacts are available on the website https://www.muni.cz/en/students/sexual-harassment
Remarks (max 500 words)

Remarks:

Masaryk University is fiercely dedicated to developing the ethical aspects of its activities. A working group of experts has prepared a draft of the text of the new MU Code of Ethics, which is currently undergoing an extensive comment procedure, with publication planned for July 2023

Standards for internal and external communication at the ICS, the use of gender-sensitive language, working conditions and development has been shown in the questionnaire survey on the implementation of HRS4R 2023 employee-survey-hr-award.pdf (muni.cz)

The ICS is actively involved in community service and social engagement activities and will continue to engage in this area intensively; it has included such activities in MUNI HELPS (munipomaha.cz)a volunteer center of MU, celebrated in 2023 three years since its foundation in which students and employees of ICS are actively involved.

Weaknesses:

- Awareness of the Code of Ethics and ongoing education in the areas of ethical and professional aspects of work, intellectual property, and handling of research data is still not enough among all staff. Wider awareness is planned for 2023 in connection with the forthcoming update of the MU Code of Ethics.

- The evaluation process is being revised. Managers need to be trained in conducting appraisal interviews, manuals for appraisees and appraisers need to be developed. Inputs for employee evaluation (Career Regulations of MU and ICS MU) and methodology for further work with evaluation outputs, with follow-up to other personnel processes, are missing.

- A methodological sheet Career System at ICS must be published with tools for career development at MU.

- The Institute will continue to focus on communication and activities that will strengthen the position of women in science, research, IT positions.

- Going forward we still have room for improvement in the onboarding of research managers and non-academic managers, pilot evaluation and smooth transition to regular evaluation of non-academic staff working in science and research.

Recruitment and selection:

During the implementation phase of the recruitment and selection process, we built on the strengths of the organisation. We introduced new measures to bring the recruitment process closer to international standards. Based on continuous monitoring and evaluation of the process, further incremental changes are being made to ensure that the basic principles of the selection process based on OTM-R principles, efficiency, gender balance and protection of rights are met.

Strengths:

- After two years we have achieved at the university level new Regulations on Competitive Selection Procedures at Masaryk University with inclusion of OTMR principles. The Ministry of Education, Youth and Sports registered the Masaryk University Selection Procedure Regulations under Ref. No. MSMT-23561/2022-4 https://www.muni.cz/en/about-us/official-notice-board/rad-vyberoveho-rizeni-mu

- The OTM-R principles were also adopted to the ICS by creating handbook: recruitment-and-candidate-selection-and-ics-handbook.pdf (muni.cz)

- Along with the above we have participated in revision and updates to the university E-tool for Recruitment and Selection "Jobs.MU". For example: (documents approval, gender, field specification, composition of the candidate, success rate in individual rounds etc.)

- Selection committees have been trained to conduct selection interviews. Newly nominated members of the selection committees go through an online course created for this purpose. We are focused on gender balance of the committees and HR staff during selection interviews. HR staff were trained in the recruitment and selection processes, including in-person and online training sessions. The training focused on implementing OTM-R principles throughout the process, emphasizing preparation.

- Career pages have been created to provide comprehensive information on the selection process and vacancies on our web site and internal portal.

- Evaluation of the quality of the selection procedures is underway in the form of a questionnaire that is sent to the participants of the selection procedure. Feedback will help us continuously improve the process.

- As part of the recruitment process, we have specified the selection process's formalities, including the individual participants' responsibilities in the recruitment process. Recruitment procedures for academic, scientific or research positions are always advertised in English and published on the university portal and Euraxess, although during the implementation period the need to announce the selection was low.

Remarks:

There have been changes in recruitment and selection. The process is closer to international standards, reflects OTMR principles, is professionally managed, more efficient and guarantees a greater chance of attracting quality candidates from outside MU and abroad. However, it needs to be continuously monitored and adjusted to reflect current trends (e.g., use of social networks as LikedIn, Facebook, etc.) Newly recruited employees have the necessary information for their work, their integration and familiarization with the institute is faster, which translates into a positive perception and evaluation of the Institute.

Weaknesses:

- The Career Code at the university level has not been developed. The New Career Code will be elaborated and published in 2025.

- Advertising vacancies on international portals should be expanded.

- Recruitment – more actively searching and reaching out to potential candidates through professional social networks.

Working conditions:

During the implementation phase, we introduced the following measures to help us provide better working conditions for individual employees in relation to their current and future work needs.

Strengths:

- MU has issued a Gender Equality Plan for 2022-2024, and this gender policy is fully respected at ICS level. gender_equality_plan_mu_gep_mu_en.pdf (muni.cz)

- The MU https://czs.muni.cz/en/ look after staff coming to work at MU and offers help with practical matters such as accommodation, kindergarten school etc.

- MU has published a guidance sheet, Career system at MU hraward - EN_Career_system_at_Masaryk_University.pdf - Všechny dokumenty (sharepoint.com)which provides information and guidance for staff on career development and career growth. It offers motivational elements, counselling and consultancy support and self-assessment tools for career development and growth.

- Adaptation process has been implemented by HR department using application Adaptation. New employees receive a welcome meeting with HR representatives, manager and with director of the ICS ("coffee with director") at the beginning of their employment with information in Employee Handbook for new employees, contact persons at ICS and benefits, organizational chart etc.adaptation-for-new-employees.pdf (muni.cz) The new employee is introduced to the entire organization via a short medallion email.

- The MUNI Employee Portal includes a tab about offers of courses and training including saved recorded trainings, which an employee can complete anytime. The university has now support in the university center CERPEK, which has previously dominated in support of the skills for employees but is now supporting employees in professional development in a lot of areas. These include managerial skills, soft skills, development, talent development and other courses including psychological health. CERPEK has developed an E-learning and new employees are informed about this E-learning during the onboarding process. https://cerpek.muni.cz/en

- The internal communication is supported with employee´s newsletter provided every month. Life at ICS | Institute of Computer Science (muni.cz)

- A MUNI child group Elanek https://www.elanek.eu/sites/default/files/elanek-muni-brno-center-eng.pdf has been created to support our parent

  employees and their families. Employees can register their children through us in the Elanek group. MU prepared a guide for parents that needs help

- Events for employees - Coffee with director and coffee with director for newcomers Life at ICS | Institute of Computer Science (muni.cz)

- Psychological counselling at MU is offered to our R1 – R4 as part of the standard advisory services https://poradenstvi.muni.cz/psycholog/en

Remarks (max 500 words)

Weaknesses:

- We need to develop an Institute Career Code and a website for career growth and professional development. (Offers of courses, career paths etc.). To be addressed in 2024 in parallel with the implementation of the Compensation & Benefits strategy.

- The individual development plan is part of the annual staff evaluation, what needs to be revised. To be addressed during 2024, when we will implement the Performance Management System

- Need to expand the information service for employees on working conditions, work-life balance tools, and Maternity/Parental leave on the employee portal.

- The Institute does not have an actual gender pay gap analysis. Implement a gender pay gap analysis and then decide if and what needs to be implemented in relation to its results. It will be addressed in 2024, in parallel with the implementation of the C&B strategy.

Training and development:

During the implementation phase, we focused on introducing measures that will lead to sharing experiences among employees and promoting the ability to learn.

Strengths:

- Employees have access to continuous training and development, employees have a comprehensive overview of available tools to support career growth and development, IT tools for self-assessment of competencies and consultancy and advisory support.

- Participation in seminars and conferences at home and abroad, courses organized by university departments, e.g., CERPEK, Language Centre, e-learning, and IT courses, or courses and conferences organized directly in the ICS. https://cerpek.muni.cz/en, https://www.cjv.muni.cz/en, Users education | CSIRT-MU (muni.cz), Celouniverzitní Open Science Workshop | Ústav výpočetní techniky (muni.cz)

- There are several IT departments at Masaryk University continually improving and teaching employees across the university:By Images: Know-how and Upcoming Plans Were Shared at the IT Community Meeting | Institute of Computer Science

- Training about the Sexual Harassment prevention has been conducted and was available to all persons of the HR department.

- Online courses, seminars, professional training and corporate training - Seduo.cz Online kurzy, semináře, odborná školení a firemní vzdělávání – Seduo.cz

Remarks (max 500 words)

Weaknesses:

- Set up of the new Employee Evaluation Process at the ICS and development plans by setting up an internal application. It will be addressed in connection with the implementation of the new Performance Management process

- A single planning application, organizing and recording development and training activities is lacking. This application is now under development at the university level. The aim is to systematize and centralize training activities at the university-wide level.

Have any of the priorities for the short and medium term changed? (max 500 words)

Our original action plan was very ambitious and designed to cover the entire 5-year period 2021-2025. In general, we have met the main priorities of the original plan and few of the medium-term actions have been completed or at least started (status in progress). The most important were standardization of the recruitment and selection process, introduction of an adaptation process, improvement of internal communication, equal chances, and opportunities for selected groups of employees.

With the new Director of the ICS from January 2023 the overall direction of the strategy is now changing. ICS priorities have changed, primarily requiring adjustments to some delivery deadlines, and as the importance of some topics has increased, there have been changes in their priorities. But we still adhere to all the established principles, the ICS is committed to its HR strategy of HR Award.

HR is responding in synergy and will adapt in all these areas:

- Changing the perception of HR from transactional to transformational: Building an HR Partner model where HR is seen as a trusted partner to all levels of management and provides expertise across the full spectrum of HR.

- Employer Branding: strengthening the ICS brand in the market in cooperation with the Marketing Department.

- Recruitment - actively searching and reaching out to potential candidates through professional social networks.

- Effective onboarding

- Talent Management - active identification of potential through

- Performance Management using competency models and setting adequate career paths.

- Learning and development - active cooperation with CERPEK, setting individual training plans

- Compensation and benefits - use of modern tools for analysis and comparison with the market. Setting up a quality and transparent C&B policy. Using modern tools for analysis and comparison with the market. Setting a quality and transparent C&B policy.

- Offboarding: creating a quality offboarding plan that focuses on a positive experience and the subsequent spread of the ICS reputation.

Have any of the circumstances in which your organization operates changed and as such have had an impact on your HR strategy? (max 500 words)

In January 2023 there was a change in the Institute management. This change did not affect the planned activities and measures that were designed in accordance with the ICS MU Strategic Plan (2021-2028). the-strategic-plan-of-the-ics-2021-2028.pdf (muni.cz)

The priorities of the new management were thus in line with the proposed HR strategy but required revision of the HR processes.

At the university level we have a HRS4R coordinator, who supports all the faculties HR Managers and coordinates working groups (representatives from faculties and institutes), when we need to create or update a policy, regulation or plan new action at the university level for the implementation of the HRS4R. Furthermore, the HR Award manager at the Faculty of Science is an HRS4R Assessor at the European Commission and has been a great support to the process of HRS4R implementation providing us many tips and guidance

Are any strategic decisions under way that may influence the action plan? (max 500 words)

In 2021, ICS adopted a new Strategic Plan for 2021-2028, which also reflects the mission, values, and vision of Masaryk University's Strategic Plan for this period. Caring for people and establishing and maintaining the HR Award brand has a firm place in it. Moreover, the measures of the Action Plan are closely linked to the ICS Strategic Plan, which should help its implementation. The election of the Director of the ICS MU took place in 2022. In the event of a change in management, we do expect a change and revisions of some HR processes and a change in organizational structure at ICS. However, there may be partial changes in the emphasis on selected topics regarding their importance.

3. Actions

Please consult the list of all actions you have submitted as part of your HR Strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also select new objectives.

Note: Choose one or more of the principles from the GAP Analysis with their <u>implementation ratings:</u> New, In Progress, Completed, Extendedˇ

The revised Action Plan 2021-2022 with the status of actions and Action Plan for 2023-2026 are in separate documents.

Proposed ACTIONS

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website. Please provide the link to the dedicated webpage(s) on your organisation's web site *:

URL: HRS4R/HR Award | Institute of Computer Science (muni.cz)

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles

The implementation of the OTM-R principles was the most important part of this phase of the project. The implementation phase included:

1. Revision and updating of the **MU Selection Procedure Regulations**, which are effective from 1 January 2023. The OTM-R Principles are an integral part.
2. The conditions and rules of selection procedures at ICS MU are specified in Recruitment and candidate selection, an ICS handbook which defines the individual steps of the recruitment process, from the announcement of the selection procedure to the filling of the position.
3. As a support material for managers, a Guide to the selection process has been published on internal (Portal.muni.cz) which contains practical information, tips and templates for the selection process (e.g., advert templates, list of advertising channels including rules for advertising, offer letter, etc.)
4. We follow it from 2023.

The OTM-R Principles are an integral part thereof. At the Institute level we have been part of a working group to create updated Regulations on Competitive Selection Procedures at Masaryk University, which embedded the OTM-R principles. Strong recommendation was made for the in the gender balance and training required for the selection committee. As a result, we have a new updated policy at the Masaryk University for the recruitment and selection. The newly updated policy includes the process for the research, academic and support staff. Regulations on Competitive Selection Procedures | Masaryk University (muni.cz) New E-**learning** for the Recruitment and Selection process the MU has been created. At the ICS level we created the Recruitment and candidate selection, an ICS handbook,recruitment-and-candidate-selection-and-ics-handbook.pdf (muni.cz), implementing-regulation-for-the-masaryk-university-selection-procedure-regulations.pdf (muni.cz)

Further actions in this area:
- HR has been part of the working group who contributed suggestions in development of the E-learning for the Selection Committees.
- All Selection Committees members at the ICS must complete the E-learning for Recruitment and Selection of Employees
- HR participated in the working group to improve university E- Recruitment tool "Jobs.MU"
- HR team is continuously providing a support and consultancy to all participants in the process
- The evaluation of the quality of selection procedures is also carried out in the form of a questionnaire sent to the participants in the selection procedure.
- Recruitment – HR team is actively searching and reaching out to potential candidates through professional social networks.

Ideally, an extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

URL: HRS4R/HR Award | Institute of Computer Science (muni.cz)
implementing-regulation-for-the-masaryk-university-selection-procedure-regulations.pdf (muni.cz)
Regulations on Competitive Selection Procedures | Masaryk University (muni.cz)

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

The Action Plan was ambitious and covers a longer period. During the implementation phase, the key areas defined for improvement were largely fulfilled, creating a solid foundation on which to build further staffing processes and follow-up activities. At the institute level, these are mainly:

- standardization of the recruitment and selection process in accordance with the principles of the OTM-R policy
- introduction of the adaptation process
- improving the awareness of staff (provision and transmission of information to staff)
- development of managerial and soft skills with regard to the needs of the target group
- opening the topic of gender issues and equal opportunities (gender audit, increasing the number of women in the institute)

The implementation phase included:
- Regular meetings of the HR Award Team (once a quarter), checked the implementation of the schedule and solved operational tasks related to the implementation of the Action Plan
- The Steering Committee members were informed about the progress of the Action Plan and the measures implemented through a quarterly report submitted to the Director of ICS, who is a member of the Steering Committee.
- A working group, primarily consisting of heads of departments, was also involved in the development and implementation of the measures. This group participated in the preparation of the adaptation process and the setting up of the recruitment and selection process in accordance with the principles of OTM-R, through comments and observations on the proposals and documents submitted.
- Employees are informed about the implementation of the Action Plan and the implementation of HRS4R through the internal newsletter, the employee portal, and the website, where specific outputs are published. Information is also conveyed at meetings of managers and in the management colleges

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

How have you prepared for the internal review? *

The internal evaluation was prepared by the HR Specialist in collaboration with a working group (representative from HR and researchers). The evidence for the internal evaluation was discussed and agreed to by the Steering Committee at a meeting of the management collegium.

- The implementation of the measures was regularly monitored.
- Feedback and suggestions from staff and working groups.
- Sharing experiences and feedback with other faculty.
- Collecting data, resources, and information to support internal review assessment
- The working version of the document was discussed by the Expert Team, then submitted to the Steering Committee for approval.

How have you involved the research community, your main stakeholders, in the implementation process? *

Detailed description and duly justification (max 500 words)

Implementation group – in this group were mainly the heads of divisions and the department heads, whom we discussed the action plan with, reviewed actions planned and completed, monitored the progress, and coordinated next steps for completion of other actions. The periodicity of our meetings was based on the action plan deadlines.
Employees are informed about newly introduced measures, processes or issued documents via emails, Personnel department, or the ICS newsletter.

Do you have an implementation committee and/or steering group regularly overseeing progress? *

The progress of the implementation of actions has been regularly overseen by the Steering Committee and information about new actions or progress has been provided at the management collegium in quarterly meetings. The HR specialist regularly commented, discussed, and agreed on further steps with the director who is a member of the Steering Committee.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy

The implementation of the HRS4R HR strategy and the maintenance of the HR Award are anchored as priorities in the most important strategic documents of the University and the Institute (MU Strategic Plan 2021-2027, ICS MU Strategic Plan 2021-2028).

How has your organization ensured that the proposed actions would be also implemented? *

The implementation of HRS4R is anchored in the ICS MU Strategic Plan 2021-2028. The implementation is primarily the responsibility of the HR Specialist, who is responsible for the entire coordinates the process, oversees the implementation of the schedule and, in cooperation with the Expert Team (implementation team), prepares and submits materials and documents for approval, ensures communication with the faculty management, staff and selected interest groups. If there are delays or problems, these are discussed so that the best possible solution can be reached.
The implementation of actions is also supported by:

- Issued internal directives and measures - available on the ICS MU document server and the employee Portal.
- Information events for employees - e.g., the newsletter, news on the employee portal, presentations at management meetings.
- Explicit support of selected events by the Director (Teambuilding, coffee with director)
- A shared repository of the documents for the Expert Team and Working Group in MS Teams, where documents on the implementation of the Action Plan and individual activities are stored for comment.
- Monitoring and control of the ongoing implementation of the Action Plan

How are you monitoring progress (timeline)? *

- The Steering Committee (management) oversees the implementation process and is informed about the implementation of the Action Plan in the form of a quarterly revision submitted. The report is prepared by the HR Specialist. In the event of identified obstacles or problems, it decides how to proceed.
- There are also regular meetings of the MU HR Award Managers' Working Group, which monitors the implementation of activities defined at the university level and reflects their implementation in set faculty actions.
- Progress and improvement are also monitored through formal or informal feedback from staff and questionnaire survey.

How will you measure progress (indicators) in view of the next assessment? *

The next Revised Action Plan for the External Review in 2026 will be measured in the same manner as the Action plan from 2021 -2022. We will regularly check and revise the fulfillment of the targets (Gantt Chart), which will have a detailed approach to actions and completion of actions will be described in the "Action status" section. In addition, we would like to conduct an Employee Survey to evaluate the impact of HRS4R same as we did in implementation phase. In addition to individual indicators, it is also necessary to monitor the overall progress/development of the institution, changes in its internal culture and set processes, about the whole purpose of HRS4R. For these purposes, the ICS plans to include an ad hoc employee survey on the topic of job satisfaction (beyond the activity planned for Q3/2024)

How do you expect to prepare for the external review? *

- Revision of the Action Plan (monitoring of the implementation process at the faculty and university level).
- Meetings with the HR Award Expert team and Implementation Team at the Institute.
- Research Focus Group (Opinion Makers) collection of inputs and feedback.
- Employee survey on the HRS4R Implementation.
- Networking with other faculties and institutions in the next phase of HRS4R implementation.
- Continuously attending various workshops and trainings organized through Euraxess or other institutions (eb. The NKC Gender and Science) to improve knowledge about best practices

Additional remarks/comments about the proposed implementation process