

ICS ACTION PLAN HR AWARD 2023-2026

	<i>Proposed ACTIONS</i>	<i>Completion date</i>	<i>Responsible Unit</i>	<i>Indicator/ Target</i>	<i>Status</i>
	Action plan points 2021-2022 DEADLINES EXTENDED				
1.	External communication, creating and strengthening the employer brand <ul style="list-style-type: none"> • Creation of a communication and popularization strategy for ICS science (including public media and appropriate media of the South Moravian Region) • More extensive promotion of ICS externally (outside the university) • Promoting ICS as an employer of choice for parents 	Q4/2024	Marketing and Communication Department, HR team	ICS communication strategy developed	Extended AP 2020

<p>2.</p>	<p>Employee evaluation process</p> <ul style="list-style-type: none"> • Setting and ongoing work with individual education plans as part of assessment • Introduction of evaluation of managers by their subordinates (not only top-down) • Specification of the evaluation process form for researchers, supervisors and other staff • Continuous use of employee evaluation outputs (HR/manager) • Incorporation of activities related to the popularization of science into staff evaluations (support for these activities by the Institute) 	<p>Q3/2024</p>	<p>HR team Heads of Divisions ICS Management</p>	<p>Issuance of modified evaluation forms for researchers, managers and other staff.</p>	<p>Extended AP 2020</p>
<p>3.</p>	<p>Mentoring</p> <ul style="list-style-type: none"> • Introducing the role of mentor to a new employee • Develop a system for identifying and training potential mentors in leadership. 	<p>Q3/2024</p>	<p>Training Coordinator, HR Manager, CERPEK</p>	<p>Implementation of training</p> <p>Level of satisfaction of newcomers with the role of mentor</p>	<p>Extended AP 2020</p>

4.	Doctoral meetings <ul style="list-style-type: none"> • Introduction of doctoral meetings for supervisors of doctoral students, consultants and postgraduate students of different research groups 	Q4/2024	ICS Management, Deputy Director of Research and Development	Number of doctoral meetings held Degree of satisfaction of postgraduate students with these meetings	Extended AP 2020
5.	Management training and development <ul style="list-style-type: none"> • Creating a competency model of a manager in ICS • Creation of a handbook for managers (rights and duties, important documents, required competencies, guidelines) • Training of managers in management skills based on individual training needs and plans • Internal seminars on working with employee training plans 	Q3/2024	ICS management, HR manager in cooperation with CERPEK	Publication of the ICS Manager Competency Model	Extended AP 2020
6.	Complaint handling process <ul style="list-style-type: none"> • Described a clear process for resolving employee complaints and problems at ICS 	Q4/2025	HR Manager in cooperation with the Personnel Department	Level of satisfaction of employees with the resolution of conflict situations or their complaints Flexibility in dealing with MU employees'	Extended AP 2020

				complaints and suggestions Content of employee complaints, including complaints resolved with MUNI through the courts	
7.	Onboarding <ul style="list-style-type: none"> • Creating a handbook for new managers • Incorporating cybersecurity and data protection, open science into the onboarding process 	Q3/2024	ICS management, HR team	Publication of a handbook for managers in ICS Topics added to templates in Adaptation	AP in progress 2020
8.	Employee training and development <ul style="list-style-type: none"> • Implementation of an employee training and development plan in the employee evaluation process • Active cooperation with CERPEK, setting up individual education plans 	Q2/2025	ICS management in cooperation with division heads HR manager	Number and scope of e-learning courses Employee satisfaction with the range of training offered	AP 2020 in progress
9.	Parenting support <ul style="list-style-type: none"> • Creation of a "parent section" on the Portal intranet • Active support for part-time workers returning from parental leave 	Q3/2025	HR Manager, Marketing and Communication Department	Questionnaire survey on reconciliation of personal and working life of employees	AP 2020 in progress

<p>10.</p>	<p>Career rules for non-IT positions</p> <ul style="list-style-type: none"> • Creation of career rules for non-IT positions 	<p>Q4/2024</p>	<p>ICS Management, HR Manager, Heads of Divisions</p>	<p>Publication of career rules for non-IT positions</p>	<p>AP 2020 in progress</p>
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	<i>New actions 2023-2026</i>				
11.	Systemisation of positions and jobs <ul style="list-style-type: none"> • Complete the systematization of positions and posts in all divisions and departments • Define the rules and procedure for the systematisation of jobs and their filling • Mapping positions against salary surveys 	Q2/2025	ICS management in cooperation with the HR manager and division heads	Defined career paths Description of positions Job description	New action
12.	Exits/Offboarding <ul style="list-style-type: none"> • Creating a quality offboarding plan that focuses on a positive experience and the subsequent spread of the ICS reputation 	Q1/2025	HR manager	Described process , Offboarding guide for employees	New action
13.	Employee attraction <ul style="list-style-type: none"> • Actively seeking and reaching out to potential candidates via professional social networks • Employee involvement in recruitment through a new employee referral programme 	Q4/2024	HR team	Improving the quality of applicants Number of new candidates approached	New action
14.	Revision of internal regulations <ul style="list-style-type: none"> • Revision of all regulations in the familiarisation application 	Q1/2026	HR Manager, ICS Secretary, RMU MU	Easy familiarisation of employees with the regulations	New action

15.	Talent management <ul style="list-style-type: none"> Active identification of potential through Performance Management using competency models and setting up an adequate career path 	Q2/2025	ICS Management, HR Manager	Competence models by positions	New action
16.	Compensation and benefit policy <ul style="list-style-type: none"> Setting a quality and transparent C&B policy 	Q4/2024	ICS Management HR Manager	A transparent compensation system that supports and fulfils ICS's strategic objectives while motivating employees to deliver excellent results	New action