

TEMPLATE 4: ACTION PLAN

<p>Case number: 2019CZ469429</p> <p>Name Organisation under review: FACULTY OF SPORTS STUDIES MASARYK UNIVERSITY</p> <p>Organisation's contact details: Zuzana Sajdlová, Vice-Dean for Science and Research (sajdlova@fsps.muni.cz) Veronika Vencúrik Pituková, HR Award Manager (veronika.pitukova@fsps.muni.cz) Faculty of Sport Studies, Masaryk University, Kamenice 753/5, 625 00 Brno, Czech Republic</p>

SUBMISSION DATE: 12.06.2021

1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	137
Of whom are international (i.e. foreign nationality)	6
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0
Of whom are women	63
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	12
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	54
Of whom are stage R1 = in most organisations corresponding with doctoral level	71
Total number of students (if relevant)	1,344
Total number of staff (including management, administrative, teaching and research staff)	176
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	355,734
Annual organisational direct government funding (designated for research)	275,768
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	73,474
Annual funding from private, non-government sources, designated for research	6,492
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>The Faculty of Sports Studies (FSpS) of Masaryk University (MU) was established on 1 January 2002. It educates experts in the sports sciences and promotes the attributes of a healthy way of life as a necessary part of a modern lifestyle. The faculty applies and develops knowledge of physical education medicine for the needs of sports and sports education, passes on the latest knowledge in regeneration and nutrition in sports and everyday life, prepares qualified experts for educational activities in leisure and the social sphere, and educates experts in sports management, and special training processes for security forces.</p>	

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE :

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

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>Strengths:</p> <ol style="list-style-type: none"> 1. The Masaryk University Statute defines academic freedoms in Art. 2. MU Directive No. 6/2015 expresses the ethical principles and procedures Masaryk University employees must follow. 2. Ethical principles and procedures are followed and ensured by the MU body, which approves the ethical aspects of research at MU – Research Ethics Committee (EN version is in development). Safe working procedures and requirements concerning data protection are complied with in accordance with the legislation of the Czech Republic and the internal regulations of Masaryk University (MU Directive No.10/2013) and FSpS. At Masaryk University, the Technology Transfer Office is responsible for intellectual property protection. Protection of data and confidential information for the university are presented in tailored brochures as well. https://webcentrum.muni.cz/media/3194308/ctt_dv_v_kostce_en.pdf https://www.ctt.muni.cz/media/3063733/brozura20_en.pdf 3. Masaryk University uses an employee evaluation system – EVAK. The FSpS introduced an evaluation system of academic staff (Directive no.5/2020 <i>The system of evaluation of pedagogical, creative, and other activities of academic staff at the Faculty of Sports Studies MU</i> – available only in Czech) which takes into account more flexibly the requirements imposed by superior bodies on the performance indicators and achieving the strategic goals of the faculty. 4. The university has established the Masaryk University Equal Opportunities Panel in order to comply with the principles of non-discrimination and the principles of equality. https://www.muni.cz/en/about-us/organizational-structure/boards-and-committees/panel-pro-rovne-prilezitosti <p>Weaknesses:</p> <ol style="list-style-type: none"> 1. The faculty's low success in obtaining external grants leads to poorly available research funding and funding for technical equipment and instrumentation for researchers. The shared infrastructure must be mainly financed from faculty resources. 2. The need to comply with the Ethical Principles and Rules defined by Masaryk University for research projects increases the administrative burden of researchers at the faculty (according to R2 and R3). 3. Lack of awareness and insufficient knowledge of plagiarism, intellectual property, and copyright was identified among researchers at the faculty. 4. R1, R2, and R3 have insufficient knowledge of the faculty's strategic documents (Strategic plan of FSpS) and systems for project management and administration, the processing of accounting documents, and personnel management. 5. There is a lack of information on regulations for projects and administrative tasks at the faculty. 6. There is no plan for disseminating results or procedures for communicating research results within the faculty.

	<ol style="list-style-type: none"> 7. A large percentage of researchers at the faculty are unfamiliar with the possibilities presented by the Office of External Relations of the FSpS and the Press Office of the Masaryk University Rector's Office to support external communication. 8. There is a lack of sufficient knowledge of the content of the code of ethics at the faculty level. 9. There is also insufficient communication and feedback to the employee evaluation system at the faculty.
Recruitment and selection	<p>Strengths:</p> <ol style="list-style-type: none"> 1. At the FSpS, we use the university JOBS.MU application to recruit researchers. It is an internal application to which members of the selection procedure and human resources workers have access. For the public, advertising of vacancies is done through the portal Career MUNI. Vacancies for graduates are automatically transferred to JobCheckIN and selection procedures published in CZ + EN, or only EN are automatically transferred to portal THEuniJobs. 2. Career breaks are not perceived negatively in the field of sports; a parallel path is considered more as an advantage here. Practical knowledge is passed on to both students in teaching and is used in the scientific field. <p>Weaknesses:</p> <ol style="list-style-type: none"> 1. At the faculty, selection committee members and participants in the recruitment process are not familiar with the principles of OTM-R. 2. The wording of vacancies at the faculty does not always contain all relevant information (providing sufficient information for applicants about the university, the relevant unit, and career). 3. Requirements for applicants are sometimes contradictory and unsystematic. 4. The head of the department/office defines the criteria for each position without clear rules or knowledge of good (OTM-R) practice. 5. There are no clear rules, and there is a lack of knowledge of good (OTM-R) practice among senior employees at the faculty. 6. Unclear rules of the adaptation process. 7. There is no methodological procedure for the composition of the selection committee. 8. Insufficient transparency in the recruitment and selection of researchers (according to the questionnaire, especially problematic for R1). 9. Neither the university nor the faculty has established rules and procedures for recruiting postdoctoral researchers. Targeted recruitment for these positions does not occur unless external project resources are available. It is not regulated in the guidelines.
Working Conditions and Social Security	<p>Strengths:</p> <ol style="list-style-type: none"> 1. The faculty provides part-time work and the possibility of working on home-office, mainly for parents of small children. The internal economic-administrative information system allows employees to apply to work home office. The use of flexible working hours according to the <i>Dean's Directive 15/2017 – Scheduling and recording of working hours at the FSpS MU</i> (MU internal document), is also standard. 2. Fixed-term employment contracts are at the faculty provided in accordance with Council Directive 1999/70 EC and national legislation, i.e., Act No. 262/2006 Coll., the Labour Code. 3. Wages for all positions at MU are covered by the MU Internal Wage Regulation in accordance with MU Collective Agreement for 2018–2021.

	<ol style="list-style-type: none"> 4. The following wage components are applied at MU: wage scale, personal evaluation, function premium and bonus. 5. Every year, the Rector's Office funds the faculty to support foreign professors. The Office for External Relations FSpS offers employees and doctoral students regular information about the possibilities of teaching and training stays within the Erasmus+ programme. 6. There is faculty competition for internal research projects and university grant agency. The project office provides information about calls and support for submitting projects, including information on the conditions of funders. The approval of resources and costs during the preparation of a research project is carried out by the department head to which the employee belongs. 7. International experience is one of the essential criteria for career advancement. Internship abroad, which is a precondition for commencement of the habilitation procedure at the faculty, must last at least one month. 8. At the faculty, every doctoral student is also obliged to stay at a foreign university or research organisation for at least one month. 9. The teaching performance of employees is taken into account in the system for the evaluation of academic staff at the faculty. 10. Researchers are represented in the decision-making and advisory bodies of the faculty and the university, based on appointments or elections (Academic Senate, Scientific Board, Internal Evaluation Board, unions, Editorial Committee, Research Ethics Committee, etc.). <p>Weaknesses:</p> <ol style="list-style-type: none"> 1. There is no valid Career Code at the university and the faculty. 2. Unclearly defined process for accessing and using core facilities for research at the faculty. 3. Researchers at the faculty perceive their financial evaluation as insufficient. 4. Gender balance is not formally enshrined when setting up the selection committee. 5. There is a lack of career development strategies at both the university level and the faculty level. 6. There is no career guidance for academic employees. 7. The Rector's Office Career Centre provides counselling only to students (category R1). 8. There is a lack of knowledge concerning intellectual property rights among researchers. 9. Researchers at the faculty have insufficient knowledge concerning co-authorship. 10. Employees are not familiar with the rules for distributing the share of profits from scientific results. 11. The teaching and the administrative burden have a negative effect on the implementation of research plans. 12. Low awareness of the possibilities for filing complaints and appeals regarding working conditions and rights.
Training and development	<p>Strengths:</p> <ol style="list-style-type: none"> 1. R1 have the possibility to frequently consult with their supervisors and make use of it. 2. Personal and professional development is proposed by the researcher and approved by their supervisor. 3. MU and FSpS offer lifelong learning courses covering both professional knowledge and soft skills, language and computer knowledge, etc.

	<p>4. Every year, senior employees and their subordinates evaluate their annual performance in the EVAK application.</p> <p>Weaknesses:</p> <ol style="list-style-type: none">1. Insufficient sharing of information, experience and knowledge across the faculty.2. There is a lack of management skills training for senior employees.3. No Career Code at the university/faculty.4. The skills and competencies of researchers based on further professional development are not evaluated or sufficiently shared.5. Awareness of senior employees about their responsibilities and obligations is insufficient.
--	--

3. ACTIONS

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

Please provide the web link to the organisation's webpage(s):

*URL: <https://www.fsps.muni.cz/en/research/hrs4r-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 <i>Free text – 100 words max</i>	GAP Principle(s) <i>Retrieved from the GAP Analysis</i>	Timing (at least by year's quarter/semester)	Responsible Unit	Target(s) Indicator(s)
1. Improvement of access to laboratory equipment <ul style="list-style-type: none"> - Defining clear rules for reservation, contacts and prices of laboratory services - Update and implementation of the internal <i>Dean's Directive no.1/2020 Organisation of laboratory activities at the Faculty of Sports Studies MU.</i> - Information campaign 	1, 23	4Q/2021	<ul style="list-style-type: none"> • Vice-Dean for Lifelong Learning and Technical Support • Laboratories of Sport Diagnostics 	<ul style="list-style-type: none"> • Updated internal directive accessible in the university internal system • 100% informed employees • % of trained heads of departments
2. Introduction of regular training on ethical and professional aspects of research <ul style="list-style-type: none"> - Raising awareness of researchers on the following topics: intellectual property management, use of research results, Open Science, research data management, plagiarism, predatory publishing, gender aspects in research, copyright, co-authorship in the case of research with supervisors, rules for law enforcement to be recognised and cited according to the actual contribution. 	2, 3, 8, 31, 32	3Q/2022	<ul style="list-style-type: none"> • Vice-dean for Science and Research • Office for Research, Development and Project Support • Office for External Relations • Cooperation: Technology Transfer Office of MU 	<ul style="list-style-type: none"> • 2-3 actions carried out annually • % of trained employees • Weblink with methodological materials on the FSpS <i>Research</i> sub-page

<p>3. Improvement of information and procedures in the field of administrative support</p> <ul style="list-style-type: none"> - To acquaint employees with information about administrative tools in economic and personnel support in the preparation and realisation of research projects, line management, popularisation of research, strategic documents of the faculty, etc. - Implementation of the training for the <i>Internal System for Project Management at Masaryk University</i> (ISEP) application. - Creation of educational material for project management 	4, 5, 6, 7, 31	2Q/2022	<ul style="list-style-type: none"> • Office for Research, Development and Project Support • Finance Office • Personnel Office 	<ul style="list-style-type: none"> • Formulated and published document - a graphic map with administrative procedures and how departments support is provided (process map) • Regular information seminars: 2 per year • % of trained employees • Weblink with e-course of project management • Published manual for working with the <i>Internal System for Project Management at Masaryk University</i> (ISEP) • Weblink on the FSpS <i>Research</i> sub-page with valid guidelines for the preparation and realisation of research projects
<p>4. Creation of the Gender Equality Plan</p> <ul style="list-style-type: none"> - Set up a focus group to define gender equality gaps at the faculty and propose actions - Formulation of the faculty Gender Equality Plan as a subsequent part of the Gender Equality Plan of Masaryk University - Establishment of a faculty body (an advisory body to the Dean) for non-discrimination and gender equality issues, the definition of the body's competence and rules of conduct. 	10, 14, 24, 27, 34	4Q/2021	<ul style="list-style-type: none"> • Faculty Bursar • Expert team 	<ul style="list-style-type: none"> • Faculty Gender Equality Plan – document and weblink + weblink to the university Gender Equality Plan • 100% of complaints to be discussed by the faculty body for non-discrimination and gender equality issues • the tracking system of complaints/cases
<p>5. Improvement of working conditions for parents and carers</p> <ul style="list-style-type: none"> - Revision and adjustment of employment contracts to promote the compatibility of family and working life (flexibility of working hours, home office). - Setting up facilities at the faculty for researchers with families and care responsibilities. 	10, 24, 25, 27	2Q/2022	<ul style="list-style-type: none"> • Division head – Personnel Office • Division head – Technical and Operational Office 	<ul style="list-style-type: none"> • 100 % of revised employment contracts • Space for parents with children (changing table, play area with toys, breastfeeding room)
<p>6. Implementation of an employee evaluation system</p> <ul style="list-style-type: none"> - Ensuring transparent and regular evaluation of work performance in the areas of teaching, research, social role, commercial and promotional activities, internationalisation, and mobility activities. 	11, 25, 26, 28, 29, 30, 33	4Q/2021	<ul style="list-style-type: none"> • Vice-dean for Strategy and Development • Office for Strategy and Development 	<ul style="list-style-type: none"> • Regular annual evaluation of employees related to financial remuneration • 100 % of evaluated employees • 100 % of trained heads of departments • 1-2 training carried out annually

<ul style="list-style-type: none"> - Linking the evaluation system for remuneration in three areas (teaching, research and the third role - promotion, commercial courses, socially beneficial activities). - Employee evaluation training for the senior employees. 				
<p>7. Revision of the concept of the PhD studies</p> <ul style="list-style-type: none"> - Specify and implement PhD study standards, specification of students' rights and obligations— incorporation of faculty's specifics in the university-wide concept. - Faculty's handbook for new doctoral students. - The realisation of regular seminars for doctoral students to develop their research skills (International Exchanges within PhD, Financing Research, Publication Ethics, Communication of Science and Research Results Promotion, Intellectual Property, etc.). 	1, 2, 3, 5, 15, 29, 32, 36	2Q/2022	<ul style="list-style-type: none"> • Vice-dean for Science and Research • Chair of Doctoral Board • Office for Research, Development and Project Support • Cooperation: Technology Transfer Office of MU 	<ul style="list-style-type: none"> • A website with revised information for doctoral studies. • Handbook for PhD students, printed and published electronic version • 100% of new PhD students receiving a handbook • % of PhD students who annually attend seminars for the development of skills and knowledge in research • At least 5 seminars offered to PhD students annually
<p>8. Improvement of quality of supervision at the faculty</p> <ul style="list-style-type: none"> - Setting and implementing standards for supervisors (roles, duties, and responsibilities in the process of supervision of PhD students). - Regular evaluation of the activities of internal supervisors (e.g., within the annual evaluation of faculty departments). - Regular seminars for supervisors to develop a student-supervisor relation (best practice in leading doctoral students from the perspective of the supervisor and the student; working with talents; effective feedback; ways of communication using IT tools, mentoring, etc.). 	2, 11, 22, 28, 36, 37, 38, 39, 40	2Q/2023	<ul style="list-style-type: none"> • Vice-dean for Science and Research • Office for Research, Development and Project Support in cooperation with the Masaryk University Rector's Office (Grants Division) 	<ul style="list-style-type: none"> • Handbook for supervisors, printed and published electronic version • 2-3 seminars per year • % of trained supervisors • Feedback for the supervisors from their evaluation annually
<p>9. Formulation of a strategy of postdoc positions</p> <ul style="list-style-type: none"> - Cooperation on creating university-wide postdoc strategy (position definition, employment conditions, care system for a foreign postdoc). 	12, 13, 15, 18, 21	4Q/2022	<ul style="list-style-type: none"> • Vice-dean for Science and Research • Personnel Office 	<ul style="list-style-type: none"> • Rules for postdoc recruitment included in the internal recruitment and selection methodology

<ul style="list-style-type: none"> - Implementation of university strategy in the conditions of FSpS. - Formulation of supporting materials for the promotion of postdoc positions. 				<ul style="list-style-type: none"> • Number of new postdoc employees per year
<p>10. Implementation of support for mobility activities</p> <ul style="list-style-type: none"> - Promotion of support for departures and arrivals - Update and revision of international partnership agreements - Establishing cooperation with partner universities, which are higher in international rankings evaluating the quality of the university - Strengthen the weight of experience with mobility during selection procedures. - Appreciation of mobility activities within the faculty evaluation system. 	11, 18, 29	4Q/2021	<ul style="list-style-type: none"> • Vice-dean for External Relations and Internationalization • Office for External Relations • Faculty Bursar 	<ul style="list-style-type: none"> • List of newly established international cooperation • Weblink promoting mobility opportunities and funding of internships • % of employees and PhD students who took part in mobility per year • number of incoming PhD students and visiting experts per year
<p>11. Creation of OTM-R Recruitment Policy</p> <ul style="list-style-type: none"> - Co-creation of university OTM-R Recruitment Policy - Creation of faculty-specific OTM-R policy for the recruitment and selection of academic and non-academic employees - Revision and updating of the <i>MU Regulations on Competitive Selection Procedures</i> following the principles of the university OTM-R policy and supplementing the missing principles of the Charter and the Code. - Publication OTM-R policy on the FSpS website (Czech and English). 	10, 12, 13, 14, 15, 20, 21	3Q/2021 (OTM-R Policy) 4Q/2022 (MU regulations)	<ul style="list-style-type: none"> • Personnel Office in cooperation with the Masaryk University Rector's Office 	<ul style="list-style-type: none"> • Document – OTM-R policy • Updated MU Regulations on Competitive Selection Procedures • Weblinks

<p>12. Adjustment of recruitment and selection process according to OTM-R</p> <ul style="list-style-type: none"> - Publication of selection procedure rules on the FSpS website (Czech and English). - Creation of an internal guide (including the methodological procedure for the recruitment and selection of employees, classification of positions on R1-R4) for the selection committee and other employees participating in the field of recruitment and selection of employees. - Training/workshop for staff in OTM-R policy. - Analysis of available data on submitted applications from individual career portals on the number of applicants from abroad. - Creation of rules/guidelines for advertising vacancies; simultaneously setting the responsibility for defining the qualification requirements for a suitable candidate. - Creation of a uniform template for the wording of vacancies, including information about the relevant unit, FSpS, MU, and additional information on whether this is a job position suitable for applicants with disabilities. 	<p>12, 13, 14, 15, 20, 21, 25</p>	<p>4Q/2022</p>	<ul style="list-style-type: none"> • Faculty Bursar • Division Head – Personnel Office 	<ul style="list-style-type: none"> • Internal guide for selection committees and other staff involved in recruitment and selection. • 2 seminars annually (OTM-R policy for employees) • % of trained employees • % of employees who participate annually as members of the selection committee • Vacancy template
<p>13. Improvement of support for newcomers</p> <ul style="list-style-type: none"> - Introduction of feedback on the recruitment process from the candidate's perspective within the adaptation process. - Implementation of "Welcome service." 	<p>13, 15, 16, 21, 25, 28</p>	<p>1Q/2023</p>	<ul style="list-style-type: none"> • Faculty Bursar • Division Head – Personnel Office 	<ul style="list-style-type: none"> • 100% of newly hired employees were asked for recruitment feedback • 100% of newly hired employees were provided with a "Welcome Service"

<p>14. Removal of the language barrier</p> <ul style="list-style-type: none"> - Supplementing the existing Czech versions of internal regulations and relevant information and public documents with translations into English. - Setting up relevant internal communication with employees in Czech and English. - Increasing the language skills of employees providing support and service to foreign researchers. 	<p>5, 6, 7, 9, 10, 13, 21, 24, 27, 28, 29, 31, 35, 36</p>	<p>2Q/2023</p>	<ul style="list-style-type: none"> • Faculty Bursar • Personnel Office • Office for External Relations • Office for Research, Development and Project Support 	<ul style="list-style-type: none"> • translation of all key faculty documents into English • number of support staff who have participated in a language course • faculty website in English
<p>15. Creation of the Career Code</p> <ul style="list-style-type: none"> - Contribution to the creation of the university-wide Career Code and its implementation at the faculty level (system of job positions including job descriptions, required research and teaching competencies, the definition of teaching load) - Compilation of a career development plan for researchers following the results of their evaluation - Setting up career guidance processes for researchers 	<p>15, 21, 22, 28, 29, 30, 33, 38</p>	<p>4Q /2022</p>	<ul style="list-style-type: none"> • Personnel Office in cooperation with the Masaryk University Rector's Office • Rector's Personnel Management Office 	<ul style="list-style-type: none"> • Weblink with the document: Career Code • Methodological document - Personal Development Plan - in printed and electronic versions • Weblink with career guidance procedures and contacts • 100% informed staff and PhD students
<p>16. Increasing the competencies of the senior employees</p> <ul style="list-style-type: none"> - Compiling an offer of development courses for senior employees in the areas of management and leadership, communication skills, evaluation and remuneration of employees, providing feedback, time management, equal opportunities, etc. - Seminar for senior employees on the topic of the organisational rules of the faculty - powers and responsibilities of senior employees - Setting up the process of sharing the acquired information, knowledge, and insights with the aim of career growth - Setting up the process of sharing good practice between departments (internal practice) 	<p>11, 26, 30, 37, 38, 39, 40</p>	<p>1Q/2023</p>	<ul style="list-style-type: none"> • Division Head – Personnel Office • Personnel Office • Heads of Departments • Office for Strategy and Development 	<ul style="list-style-type: none"> • Weblink - offer of courses • % of trained senior employees • Twice a year - meetings of researchers - sharing information, knowledge, and skills for career growth and professionalism in research • 2-3 interdepartmental collaborations per year

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

Currently, the Faculty of Sports Studies of Masaryk University does not have a uniform OTM-R policy which would be available in both Czech and English. Masaryk University has a recruitment policy laid down in the Code of Recruitment (Regulations of Competitive Selection Procedures at MU), which entered into force on 5 January 2018 and covers most OTM-R rules. The Code of Recruitment constitutes a wide range of rules; however, it lacks a more detailed description of the procedures required by the OTM principles following the HRS4R Award.

The Faculty of Sports Studies of Masaryk University is going to create and implement OTM-R policy in the following way:

- We will **actively contribute to creating the university-wide OTM-R policy** and process description, which we will project to the faculty level; we will create specific documents based on university rules (University OTM-R policy will be published in Czech and English on faculty's webpages). We consider it essential to discuss revising the directive on the Regulations on Competitive Selection Procedures at Masaryk University. In addition, to create an internal guide that will contain the methodological procedure for the recruitment and selection of employees according to the R1–R4 classification of researchers. Employees participating in the selection of researchers will then be adequately trained. To make the arrival of new colleagues from abroad more pleasant and easier, we will strengthen the "Welcome Service."
(see Actions no. 11, 12, 13/link to OTM-R checklist no. 1, 2, 3, 7)
- **Advertising and submitting applications** – all vacancies are advertised on the MU career website. Academic positions are always advertised in Czech and English. Applicants can always apply via the MU career portal and, whenever considered appropriate by the HR department, also via job.cz, unijobs or Euraxess. Within the HRS4R Award, we will prepare a unified template for the wording of advertisements and methodological material, which will determine the responsibility for defining the qualifications of a suitable candidate, where the rules for advertising vacancies will be set and the obligation to collect and analyse data on the number of applicants from individual career portals will also be defined (e.g., MU Career Portal and Euraxess).
(see Actions no. 14, 15/link to OTM-R checklist no. 4, 6, 8, 10, 11, 12)
- In the area of **selection and evaluation**, the FSpS has set out the rules for appointing selection committees, where the Dean of the faculty is responsible for recruitment to academic positions and the Faculty Bursar is responsible for non-academic positions. Although, in practice, we pay attention to gender balance in selection committees, this issue is not firmly anchored in any document. Therefore, we will prepare a document on the composition of selection committees to examine gender balance and balance in other regards within the HRS4R Award. Moreover, a methodological recommendation will be created for members of selection committees, which will include, for example, practical tips on how to ask questions, how to verify a candidate's abilities, etc. Members of selection committees will also be trained in this area.
(see Actions no. 11, 12/link to OTM-R checklist no. 17, 18, 19)
- **Appointment** – all candidates who have applied for a selection procedure are informed in good time of their success or failure. Candidates taking part in a selection interview are informed by telephone and are briefly informed of the reasons for their success or failure. Candidates who were not selected for a selection interview based

on the documents provided are informed by email, explaining that other candidates have been preferred. The results of the selection procedure are communicated as soon as possible after it ends. However, this practice is not anchored in any document. Therefore, we will set the rules for giving feedback and determining the responsibility for this process. Furthermore, the faculty will set the rules for filing complaints and reports against any discrimination.
(see Actions no. 9, 12, 13/link to OTM-R checklist no. 20, 21, 22)

If your organisation already has a recruitment strategy which 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: Code of Recruitment (Regulations on Competitive Selection Procedures at Masaryk University) – contains some OTM-R elements, link provided here:
<https://www.muni.cz/en/about-us/official-notice-board/rad-vyberoveho-rizeni-mu>

4. IMPLEMENTATION:

General overview of the expected implementation process:

The Faculty of Sports Studies (FSpS) is the **youngest** and, at the same time, the **second smallest** faculty of Masaryk University in terms of the number of researchers. There are **66 researchers** and **71 doctoral students** at the faculty. The progressive development in physical education and sports education has in recent years led to a stabilisation in the offer of study opportunities, with diffusion into the education of coaches, teachers, sports training specialists, the training of security forces, applied kinesiology, physiotherapy, sports management, nutrition, the education of referees for team sports, and kinanthropology. In the following period, we want to strengthen the societal role of the faculty, continue to improve the quality of studies, build the missing sports infrastructure of MU, and increase the scientific potential and performance of the faculty.

The faculty is aware that being awarded the HRS4R Award is only the **first step** in fulfilling the HR Strategy for Researchers. We will implement the HR Strategy for the Researchers, which emerged from the Action points of our Action Plan that reflects the shortcomings contained in the GAP Analysis, OTM-R checklist, and the results of the questionnaire survey (which took place at FSpS from April to November 2020). FSpS has set the **following strategic priorities** within the HRS4R Award:

- Increase knowledge of already set processes introduced and implemented at Masaryk University and the Faculty of Sports Studies.
- Implement the OTM-R policy in the recruitment and adaptation of new researchers and provide feedback.
- Create methodological materials that make it easier for researchers to understand their administrative tasks during their research and project activities.
- Revise the current employee evaluation system and improve its components, leading to the transparent remuneration of researchers.

In the initial phase, activities will be implemented to determine procedures and responsibilities, creating concepts, documents, legislative and methodological background. Subsequently, the gradual implementation of individual actions/measures into the FSpS environment will be performed.

In the following years, throughout the implementation phase of the project (5 years), the faculty will continue in its **activities aimed at maintaining the HRS4R Award**, also adopting the centralised HRS4R Award processes at the university level (e.g., OTM-R Policy MU, Regulations on Competitive Selection Procedures at MU, Talent Management MU Policy, MU Gender Equality Plan and the MU Career Code). These centralised processes are specified in the [“MU Strategic Plan and Proposed Actions for HRS4R Award”](#).

HRS4R at the FSpS is a part of the broader university HR strategic project – **“Development of Human Resources and MU’s International Research Orientation”** (HR4MU II), co-financed by the European Union.

Regarding preparations for the HRS4R Award, we are drawing upon experience gained by our university partners (Faculty of Science, CEITEC Masaryk University); these partners have already received the HRS4R Award, and they are implementing the set goals according to the Action Plan.

As part of the implementation, the responsible members of the **Working Group** participating in the activities related to the HRS4R Award process will expand their experience in cooperation with **foreign institutions** that are already holders of this award. This activity will be implemented in the form of visits to these institutions and on-site consultations with experts who participate in the HRS4R Award process. The aim is to share and pass on information obtained on foreign and domestic trips to other employees of FSpS, especially to members of the Working Group, the Steering Committee, and employees of relevant workplaces. The Round Table participants will be presented in the form of a workshop, information from consultations provided by institutions that are holders of the HRS4R Award, have experience with obtaining it, or the process of implementing the action plan.

The **Working Group** and the **Expert Team** will be responsible for implementing individually defined actions of the Action Plan for FSpS. It will be in the same composition as when preparing documents (GAP Analysis, OTM-R Checklist, Questionnaire Survey, Action Plan). The Working Group will work on creating and fulfilling some

Action goals, in the form of the involvement of selected focus groups of employees (academic and scientific) directly at the departments, as was the case with the processing of mandatory documents to obtain the award.

The **Steering Committee** will continue in the same composition as during the preparation of all materials for the HRS4R Award.

FSpS will attempt to obtain and maintain the HRS4R Award. We believe that this will increase the prestige and competitiveness of the faculty, **improve the internal environment** so that it is more attractive and open to potential applicants, especially from abroad, and **improve the conditions** for the further education of researchers and their career growth.

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
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p>The Expert Team will review the process once a month at the FSpS during the implementation period.</p> <p>The composition of the Steering Committee, which will oversee the project progress, will be the same as in the GAP and AP development phase.</p> <p>The HR Award Manager will continue to inform the SC about the implementation process regularly.</p> <p>Monthly electronic updates and quarterly evaluations will be a permanent agenda of the Steering Committee at the meetings of the Dean's Board.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>The research community is a part of individual focus groups, which were set up during the work on the GAP Analysis. These groups will continue to discuss, semi-annually to annually, how to specifically fulfil the Action Plan during the implementation period.</p> <p>Action Plan detailed in Gantt Chart will be created, published and regularly updated on the faculty's HRS4R Award website.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognised in the organisation's research strategy, as the overarching HR policy.</p>	<p>The Faculty of Sports Studies, as a part of Masaryk University, participated in discussions on the strategic plan, which also includes implementing the HRS4R Award principles into the personnel policy of researchers. The faculty is cooperating with the university with regard to the formulation of a university-wide OTM-R policy and Gender Policy (in the form of the incorporation of the faculty's Gender Equality Plan into the University's Gender Equality Plan).</p> <p>Also, the FSpS strategic plan for the period 2021–2027 will include the area of a researchers' personnel policy. The Vice-Dean for Science and Research and the Faculty Bursar are part of the Working Group (Expert Team), which guarantees that this topic remains a clear priority at the Faculty of Sports Studies. The individual actions of the Action Plan stress the</p>

	HRS4R principles and their reflection both in internal regulations and in the minds of employees, which will result in a positive change in the organisation's culture.
How will you ensure that the proposed actions are implemented?	<p>The HR Award Manager will monitor the implementation of the individual tasks of the Action Plan in close cooperation with the Expert Team. Regular reporting of progress to the Steering Committee will also ensure supervision over the Action Plan implementation.</p> <p>At each quarter-end, the HR Award Manager/Expert Team will prepare a summary for the Steering Committee – a record of the activities set in the Action Plan that were carried out and which still need to be completed.</p> <p>Should there be delays in carrying out the appropriate actions according to the set deadline, the Expert Team will have to provide an explanation and possibly set an alternative deadline.</p>
How will you monitor progress (timeline)?	<p>The Expert Team is fully responsible for complying with the procedures/tasks of the Action Plan, including the remedies that will need to be applied in the event of a delay if obstacles arise or conditions change. The HR Award Manager will monitor progress according to the Gantt chart. The HR Award Manager will coordinate the progress of the work vis-à-vis the Expert Group.</p> <p>Delays in implementation and possible proposals for alternative solutions or deadlines will have to be approved by the Steering Committee.</p>
How will you measure progress (indicators) in view of the next assessment?	<p>Compliance with the Action Plan indicators will be monitored annually. Consequently, the yearly progress can be closely scrutinized.</p> <p>The indicators are set for individual activities and are monitored by the Steering Committee and the HR Award Manager. The Steering Committee regularly evaluates the progress at its meetings by comparing the milestones reached in the Action Plan according to the Gantt chart. Actions whose indicators are set numerically will be compared in the following period with the current situation. Indicators of actions, such as brochures, training, webinars, methodologies, graphic maps, will be clear proof of performance and will be documented.</p>

Additional remarks/comments about the proposed implementation process:

Based on your kind recommendations we have fixed the following shortcomings specifies in the Consensus Report from 12.04.2021:

1. We have moved the faculty's HR Award webpage (Home > Research > HRS4R/HR Award) and changed the title to **HRS4R/HR Award**.
2. We are not confident to use the HR Excellence logo before officially earning it; therefore, it is not visible on our websites.

3. In the *GAP Analysis – Process description*, we have modified and correctly defined the role of researchers groups involved in the GAP Analysis.
4. In the *GAP Analysis – Process description*, we have intelligibly described the process followed to collect feedback – the questionnaire survey. We have described in more detail the roles and appointment of the Steering Committee, Working Group and Expert Team.
5. We have added necessary information in the individual gaps detected in the *GAP Analysis* – added links to the documents (some of them are still available only in Czech), legislation description, added results of the questionnaire survey.
6. In the *Action Plan*, we have described the individual actions in much greater detail – described better and formed as an actual activity with a sense of future purpose and intention.
7. The “Implementation” part of the *Action Plan* has been rewritten, and crucial parts have been highlighted/bolted for easier identification.
8. We have made sure that the documents we claim to be published on the FSpS HRS4R sub-page are visible – Action Plan, MU Code of Ethics, Questionnaire Survey Results, and Gantt Chart. OTM-R Policy will be published when the university-wide OTM-R Policy is created.

The Faculty of Sports Studies wants to be an internationally recognised and competitive organisational unit of Masaryk University (the second-largest university in the Czech Republic). Within the research environment of the faculty, we will create conditions and an environment that will lead to the implementation of the HRS4R Award Policy in accordance with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

More due attention will be paid to new researchers. At the beginning of the cooperation, the conditions and processes will be set for the "newcomer" and their supervisor to harmonise the adaptation process and remove any pitfalls and obstacles. Training processes will also be set up so that the "newcomer" is a beneficial, high-quality, and productive team member.

Through a change in the internal environment of the faculty, we will enable existing researchers to develop personally and professionally with regard to increasing expert qualifications and professional growth, and we will also set better conditions for the harmonisation of work and personal life.

The faculty website includes a sub-website dealing with the HR Excellence in Research Award, both in [Czech](#) and [English](#). The website will include:

- General information about the HRS4R Award,
- Objectives and schedule,
- Team members,
- OTM-R Policy (University OTM-R will be published when available)
- Action Plan and Gantt Chart,
- Masaryk University Code of Ethics,
- Questionnaire Survey Results.

The Faculty of Sports Studies of Masaryk University respects its researchers, as their creative and human potential is the most crucial asset for the development of the faculty and the fulfilment of the university's societal responsibilities. Therefore, it is striving to obtain the HR Excellence in Research Award, which will improve the working environment's quality. In particular, through the implementation and revision of the OTM-R Policy and the evaluation system, through fair remuneration and the development of a working environment for researchers, the main objectives of the HRS4R Award Policy will be fulfilled, and as a result, contribute to improving the European research area.