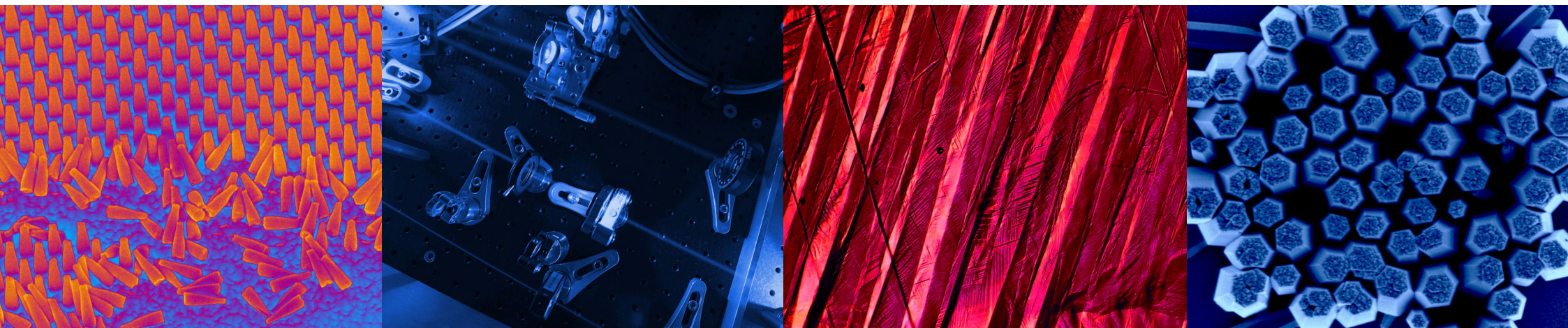


HR Excellence in Research

ACTION PLAN



EUROPEAN UNION
European Structural and Investment Funds
Operational Programme Research,
Development and Education



MINISTRY OF EDUCATION,
YOUTH AND SPORTS



Fyzikální ústav
Akademie věd ČR, v. v. i.

TEMPLATE 4: ACTION PLAN

Case number: CZ.02.2.69/0.0/0.0/16_028/0006223

Name Organisation under review: Institute of Physics of the Czech Academy of Sciences

Organisation's contact details:

Address: Na Slovance 1999/2, 182 21 Prague 8

Contact e-mail: secretary@fzu.cz

Telephone: (+420) 266 052 110

VAT n.: CZ68378271

SUBMISSION DATE: 8.10.2018

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	630
Of whom are international (i.e. foreign nationality)	251
Of whom are externally funded (i.e. for whom the organisation is host organisation)	35
Of whom are women	114
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	278
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	98
Of whom are stage R1 = in most organisations corresponding with doctoral level	219
Total number of students (if relevant)	72
Total number of staff (including management, administrative, teaching and research staff)	1012
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	72 089 500
Annual organisational direct government funding (designated for research)	14 600 000

Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	28 707 000
Annual funding from private, non-government sources, designated for research	377 000
PROFILE (a very brief description of your organisation, max. 100 words)	
<p>The Institute of Physics of the Czech Academy of Sciences (FZU) is a public research institute, oriented to fundamental and applied research in physics. The founder of the Institute is the Czech Academy of Sciences. The present research programme of the Institute comprises six branches of physics: particle physics, the physics of condensed matter, solid state physics, optics, plasma physics and laser physics. This is reflected in the way the Institute is divided into the major Scientific Divisions. Our 1299 employees are located in four facilities situated in various locations - Na Slovance building, Cukrovarnická building, ELI Beamlines research centre and HiLASE centre. All of them are within or close to Prague.</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 organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects (free txt maximum 500 words)	
<u>Strengths</u> <ul style="list-style-type: none"> • The working environment respecting: freedom of research, thought and expression; the principle of non-discrimination; occupational health and safety; compliance of working practices with national legislation and the emphasis on the conducted research having a beneficial effect for society. • Ethical principles embedded in the Code of Ethics of the Czech Academy of Sciences and the existence of the Ethics Committee at FZU. • Professional cooperation with an external consultant for ethics who is the co-author of the Code of Ethics and at the same time a member of the 	<u>Weaknesses</u> <ul style="list-style-type: none"> • Deficiencies in the area of internal communication. This results in gaps in the employee awareness of e.g. the functioning of the Ethics Committee, of the strategic aims and objectives of the Institute, of amendments to the legislation and internal regulations. • Limited internal communication channels between teams, individuals and within the divisions.

<p>Ethics Committee of the FZU. He will continue to be in close contact with employees responsible in the area of ethics at the individual departments.</p> <ul style="list-style-type: none"> ● Responsible professional attitude of researchers to their working activities, entrusted property and projects. ● Grant project “Improving quality of the strategic management in the Institute of Physics of the Czech Academy of Sciences” which identifies aims and measures for the improvement of the strategic management of the institute. ● In the area of Public Engagement there is a team of motivated employees who are involved in the popularization of science and research. ● A newly established grant office which helps with the preparation of specific, mainly international grant applications. ● The Career Rules contain a qualification audit system which ensures regular evaluation of work performance, creative activities and results of all researchers by means of an independent committee. 	<ul style="list-style-type: none"> ● Poor arrangement of the web pages and the Intranet that makes difficult to find required information, e.g. directives and other internal documents or regulations. ● The system of information storage on publishing practices, databases and document storages is inefficiently arranged which causes unclarity or ambiguous interpretations. ● Many internal regulations, internal documents and notifications are not translated into English. ● There is lacking a clear role of the grant office and the offered service in the area of project preparation and implementation. There is a clear need to define more accurately the roles and responsibilities of the administrative team ● The current FZU qualification audit system is not entirely understandable for the FZU ordinary staff. ● The qualification audit at FZU does not provide a sufficient feedback to the employees.
<p>Recruitment and selection (free txt maximum 500 words)</p>	
<p><u>Strengths</u></p> <ul style="list-style-type: none"> ● Recruitment procedure is open, transparent, just and internationally comparable. ● Employees are recruited by means of open selection procedures. The degree of the required qualification with regards to the requirements of the particular position is evaluated, taking into consideration the experience of the candidates and career interruptions. ● The FZU respects and applies a positive approach to new employees with experience from foreign institutions. The FZU values and supports experience with mobility. 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> ● A compact system of HR processes is lacking at the FZU resulting in too broad decentralization approaches over various departments ● The HR Department at the FZU is primarily in charge of all legal aspects of HR administration. Strategic management and human resource development planning at the managerial level addressing e.g. the current labour market situation and the emphasis on the competitiveness of the employees is lacking. ● The absence of a consistent information system results in an increase in administrative work.

<ul style="list-style-type: none"> ● Experienced HR team at ELI Beamlines research centre that actively cooperates with the units located in Prague. ● The researchers welcome the effort to strengthen the role of HR in the institute. Due to this, the planned changes in the area of the Human Strategy for Researchers have good potential for successful implementation. ● Recruitment training courses targeted at existing employees of the Personnel and Payroll Department. ● Commencement of the implementation of the “Improving quality of the strategic management in the Institute of Physics of the Czech Academy of Sciences” project that directly addresses recruitment and new strategies. 	<ul style="list-style-type: none"> ● The recruitment process does not have clearly defined procedures and guidelines. Effective support for recruitment and employee selection is missing. There is an insufficient number of employees who would be systematically involved in these processes and provide support to scientists. ● There is a lack of awareness of the career rules and possibilities of career growth.
<p>Working conditions (free txt maximum 500 words)</p>	

Strengths

- The FZU has a generally applicable system of qualification grades and the qualification audit for researchers in place as part of its Career rules.
- The FZU management takes steps aiming at the solution of the insufficient capacity and standard of premises for work (e.g. construction of new offices and laboratories as part of the [SOLID21](#) project, revitalization of the entrance areas in Na Slovance building, and regular investments to instruments).
- The administrative staff makes effort to create a pleasant and welcoming environment for researchers (an effort to ease and reduce the administrative load on researchers).
- The FZU guarantees to its employee's freedom of research.
- The FZU creates conditions that are supporting part-time jobs and flexible working hours.
- The institute uses its research infrastructure effectively.
- The FZU growth and development is based on diversification of financial resources and the wide use of targeted funding.
- The institute makes every effort to offer researchers adequate and attractive salaries including bonuses.
- Researchers have strong intrinsic motivation for their lifelong development in the scientific field and the institute supports them.
- Mobility is perceived as an integral part of a career in science.
- The Centre for Innovations and Technology Transfer ([CITT](#)) has been established as an integrated part of the FZU with the primary mission to support intellectual property rights protection, providing extensive know-how in the area of result commercialization and consultancy to all employees.

Weaknesses

- The current space capacity and equipment is not sufficient for the needs of all the employees. There are requirements for facility improvements, mainly of resting areas and informal areas for discussions.
- Fixed-term contracts evoke the feeling of insecurity in the employees.
- Effective remuneration of employees differ within the institute and clear interconnection with the system of employee evaluation is lacking. In the case of employees who are funded from different sources (mainly in combination with grant funds) situations occur when the institutional and non-institutional part of the salary is determined according to different rules.
- There is a gender imbalance at the FZU. At senior scientific positions, as well in the FZU management, men prevail. On the other hand, women prevail in the administration. Currently, the highest ranking woman in the institute is a head of a department.
- The objectivity of assessment in the area of gender balance and equal opportunities is influenced (in favour of men) by the unequal representation of men and women in the institute. The opinion of women is not sufficiently reflected in decision-making at the FZU.
- In the area of Working Conditions, there are several aspects working on rather an informal basis and individual agreements (e.g. home office, measures to support work-life balance, etc.). However, clear rules applicable to the whole FZU are lacking.
- FZU employees do not have clearly defined individual plans of professional development and career growth.

<ul style="list-style-type: none"> ● Employee teaching activities are perceived very positively both by the management and the employees at the FZU. Although the FZU is not an educational institution, scientists actively seek and organize teaching opportunities at universities in the Czech Republic and abroad. ● The expertise and knowledge of researchers is the most precious treasure of the institute and also their participation in decision-making bodies of the FZU is beneficial. 	<ul style="list-style-type: none"> ● At the existing HR and Payroll Department, there is no HR expert who would be professionally involved in career consultancy. ● The language barrier is an issue for foreign employees in multiple areas outside the solely scientific activity (e.g. project administration, teaching opportunities at universities for foreign scientists). Foreign-language employees get information about the institute functioning indirectly. Most of the internal documents, mainly older documents, are available in Czech language only. ● The existing internal regulations for the area of intellectual property require an update, unification, and an exact interpretation so that they could be more effectively used in practice. ● Internal communication does not provide sufficient information to the employees (the current flow of information does not ensure it is delivered and understood properly).
Training and development (free txt maximum 500 words)	
<u>Strengths</u>	<u>Weaknesses</u>

<ul style="list-style-type: none"> ● The FZU ensures that know-how is transferred to scientists by means of transfer of key knowledge and experience in the working process using the structured system of managers. Managers share their knowledge and experience with the subordinates and coordinate their professional development. ● The offer of professional education is wide at the FZU. Professional education is actively supported by managers. ● At the FZU lifelong learning is part of the “corporate culture”, based mainly on a personal approach and individual initiative. ● Researchers perceive their professional development as an integral part of their profession. ● Managers are willing to devote their time to consultations and meetings and discuss the needs of employees. 	<ul style="list-style-type: none"> ● A strategy and planning of personal training and development as well as a specialist support dealing with these issues are missing at the FZU, ● Some managers are top scientists but do not have sufficient managerial skills. Some also are not sufficiently familiar with the needed legislation. ● From the perspective of professional growth, the majority of researchers does not consider soft skills important. ● A comprehensive strategy of education and personal development of employees is missing. Therefore identification of educational needs and the proper direction in the development (both for managers and other employees) is difficult. ● There is no central record of planned and executed training at the HR department. ● Internal communication does not result in the employees being sufficiently informed (the flow of information does not ensure it is delivered and understood properly).
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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 HR Strategy dedicated webpage(s):

*URL: <https://www.fzu.cz/en/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)
<i>Free text -100 words max</i>	<i>Retrieved from the GAP Analysis</i>	<i>(at least per Quarter or Semester/year) e.g.: December 2017, at least once a semester, at least once during the academic year</i>	<i>Deputy director Personnel and Payroll dpt., Computing and networking dpt.</i>	
<p>A1 Increased awareness of the ethical aspects of scientific work</p> <p>The Code of Ethics of the FZU will be prepared and published by the end of 2018. This code will respect both the principles of the Code of Ethics and the Charter for Researchers. It will also regulate ethical principles in the case of labour-law policy violations. At the same time, procedures will be described in the Code of Ethics what steps can be taken in the case of ethical principles breach and where and in what cases to seek help.</p> <p>In relation to the new Code of Ethics at the FZU, the awareness of the FZU employees of this document and of the practices and bodies which deal with potential ethical problems will be strengthened. Communication channels, which will be used in this case, will include Internal Notifications of the Director, the FZU Intranet, meetings of the FZU director, division heads, laboratory heads and research teams. The initial information is provided to new employees by the HR Department already when they start their employment and the</p>	2.Ethical principles	4Q 2018 - 2Q 2019	Director, Science Secretary, members of the Ethics Committee of the FZU.	<ul style="list-style-type: none"> ● Preparation of the Code of Ethics of the FZU ● Amendment to the composition of the Ethics Committee of the FZU by the end of 2018 ● Delimitation of process procedures for filing complaints and of the way the Ethics Committee of the FZU functions. ● Strengthening the employees' awareness of the work and function of the FZU Ethics Committee using periodical information provision and creating a thematic information section on the internal web pages.

<p>existing employees will be trained in this area periodically in the two-year period.</p>				
<p>A2 Development of popularization activities The following steps will be taken:</p> <ul style="list-style-type: none"> • strategy setting and development of the popularization of science and development including all the FZU units, • improvement of the FZU visitor centre Na Slovance, • development of the team for popularization, • procurement of equipment and visual aids for the direct work of scientists with the public, • preparation and regular update of ICT tools for popularization, • implementation of pilot activities for the public. 	<p>9.Public engagement</p>	<p>4Q 2018 - 4Q 2020</p>	<p>HR Department, Science Secretary</p>	<ul style="list-style-type: none"> • Analysis of the current condition of PR • Workshop with the main stakeholders in the organization, on the basis of which priorities for the area of PR will be defined • Proposal of a unified PR strategy for all the divisions and departments (including the action plan) • Verification of the RP strategy effectiveness in the first testing period • Full staffing (4 positions) at the PR Department • Training of the 4 PR employees • The launch of a new website by 4Q 2019 • Analysis of the number of external visitors of the FZU web site • Equipped visitor centre • Identification and retention of the optimum visitor number of popularization events held at the FZU premises/laboratories. • Organization of at least eight popularization events
<p>A3 Increase in awareness of the qualification audit procedure criteria and providing better feedback to the evaluated scientists. The implementation of measures will be focused on the increase in the transparency of criteria and procedure of the qualification audit, and also on the intensification and clarification of the feedback form (i.e. the provision of information on the strengths and weaknesses arising from the evaluation). The objective is to achieve a unified practice of how the evaluated are notified of the results and feedback.</p>	<p>11.Evaluation/ appraisal systems</p>	<p>1Q 2019 - 3Q 2019</p>	<p>Director, Science Secretary, heads of scientific divisions and departments, members of the Qualification Audit Committee</p>	<ul style="list-style-type: none"> • Process analysis of the qualification audit which will reveal specific deficiencies. • Creation of a document which would better explain the qualification audit procedure including the criteria used to evaluate the respective scientists. • The qualification audit procedure will be complemented with e-mail information sent automatically after the result of the

				<p>qualification audit has been entered into the Attest database. The addressees of the information will be the evaluated person, head of the department, head of the division, and the secretariat of the department.</p> <p>According to the analysis result the content of the communication will be set in such a way so that the information was sufficient and at the same time it met the requirements of the personal data protection.</p>
<p>A4 Creation of conditions for the establishment of a unified recruitment and selection process.</p> <p>A detailed analysis of the existing conditions will be performed. Subsequently a unified employee recruitment strategy and employee recruitment and selection methodology will be prepared for the whole organization. In the methodology, a unified strategy and the long-term aims and objectives of the institute and of the individual divisions which need to be achieved in this area in approximately 5 years' time will be described. All procedures in the recruitment process will be standardised for the whole institute. In the methodology, international projects and international experts will be taken into consideration. The methodology will also deal with the preparation of advertisement writing and links to information channels where the advertisements will be published (i.e. it will contain a description of specific procedures for specific servers, web pages, social networks, and other options).</p>	<p>12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code)</p>	1Q 2019 - 4Q 2020	HR team, heads of divisions, heads of departments	<ul style="list-style-type: none"> ● Analysis of the existing situation in the area of employee recruitment and selection at the FZU ● The preparation of the first testing version of a unified recruitment strategy + methodology for the recruitment process delimiting individual responsibilities for the recruitment process, advertising channels, financial limits of advertising, persons participating in recruitment and their roles. ● Testing of the first version of the recruitment and selection strategy and methodology. ● The composition of a professional "Welcome Package" which will contain materials from sending the job offer to the information regarding the process of adaptation at the institute and will facilitate fast and efficient integration of employees. ● Training and allocation of an HR specialist for the employee recruitment and selection.

<p>A5 Revitalization of the research environment FZU employees work in four different buildings and the level of the technical and social facilities is different in each of the four buildings. As part of the measures taken, the insufficient capacity of the current buildings or the insufficient capacity of offices and conference rooms will be solved. The main benefit of the revitalization should be improved facilities in the area of relax zones, coffee shops, facilities for employees and sanitary facilities.</p>	<p>23. Research environment</p>	<p>2Q 2019 - 4Q 2020</p>	<p>FZU Administration Unit</p>	<ul style="list-style-type: none"> ● Analysis of the condition of the rest zones and informal areas in the existing buildings and a plan for the revitalization of these areas, or the construction of new ones. ● Reconstruction of the entrance area of the building Na Slovance. ● The beginning of the construction of a new building as part of the SOLID21 project due to which the area of laboratories and offices for researcher will increase at Na Slovance premises. Also a conference hall with the capacity of 250 seats will be built.
<p>A6 Improvement of “soft” working conditions In the area of working conditions, the verification and the analysis of the existing situation will be done. It will be checked whether the working conditions are sufficiently flexible and whether they meet the needs of the current and potential employees so that they could conduct successful research. This measure will be focused mainly on the employees’ feeling of job insecurity connected with the way in which they are informed about the prolongation of fixed-term contracts, on the more precise embedding of home office or sabbatical leave in the internal regulations and on the support of employees in the area of life-work balance.</p>	<p>24. Working conditions 25. Stability and permanence of employment</p>	<p>1Q 2019 - 4Q 2020</p>	<p>HR team, HR Department, director and heads of department/divisions</p>	<ul style="list-style-type: none"> ● Analysis of the needs of employees; detailed analysis of specific needs (e.g. more precise embedding of home office or sabbatical leave in the internal regulations). ● Comparative analysis of what is realistic from the viewpoint of the management, from the viewpoint of applicable legislation and testing of specific solutions. ● Introduction of measures mitigating the impact on the employees arising from the following: <ul style="list-style-type: none"> a) fixed-term contracts <ul style="list-style-type: none"> - inform all the FZU employees about the intention to extend the employment contract six months before it expires; - inform an employee about the sources from which the particular position is funded (grant and institutional). b) return to interrupted research work after a maternity leave

<p>A7 Internal analysis for the area of gender balance The FZU focus on the representative balance between genders has been so far rather limited. It will be necessary first to thoroughly analyse the current situation at the institute and subsequently to identify suitable methods and possibilities of employee support in achieving life-work balance and thus to set a sensitive and conceptual attitude in this area. This topic already has the support of the director and first steps have been initiated in the effort of addressing the problem of gender balance on the level of the whole institute. In relation to the analysis results further procedure will be determined which will lead to a conceptual solution.</p>	<p>27. Gender balance</p>	<p>1Q 2019 - 3Q 2020</p>	<p>HR team, HR Department, director and heads of department/divisions</p>	<ul style="list-style-type: none"> ● Execution of an internal analysis from the gender perspective by 3Q 2019. ● Identification of a target group where the problem of gender balance is most relevant. ● Schedule for the conceptual solution implementation. ● Identification of suitable methods facilitating the achievement of a representative balance between genders and the implementation of pilot measures. ● The introduction of individual career plans (in relation to A8) motivating women to career growth.
<p>A8 Concept for individual career development planning. The whole institute needs a unified concept of career planning for employees on the basis of their knowledge, skills, individual goals and needs. This concept will cover the whole process of a career path from the beginning, reflecting continuous fulfillment to the evaluation of the individual career plans. It will also include support of preparation of individual plans in the form of career consultancy and its staffing, e.g. in the form of mentoring programmes (see A10).</p>	<p>28. Career development 30. Access to career advice</p>	<p>4Q 2019 - 3Q 2020</p>	<p>HR team, heads of divisions, heads of departments, director</p>	<ul style="list-style-type: none"> ● A unified definition of the term “career development” at the institute (on the basis of internal discussion). ● Analysis of the current situation in the area of the planning of employee career development. ● In relation to the analysis results, the methodology will be prepared, leading to a conceptual solution and a unified system of FZU employee career growth. ● Setting up time schedule for the process implementation. ● Appointing persons responsible for career consultancy and process control.
<p>A9 Awareness increase of the use of support actions, procedures and possibilities of appeals / complaints. Information about support actions, procedures and possibilities of appeal will comprise a separate chapter of the Code of Ethics which is being prepared. Also information about persons, Ethics Committee or other</p>	<p>34. Complaints/ appeals</p>	<p>4Q 2018 - 2Q 2020</p>	<p>The Ethics Committee of the FZU, FZU lawyer, HR Team</p>	<ul style="list-style-type: none"> ● Incorporating the procedure for filing complaints related to the Code of Ethics and related documents. ● Update of documents related to the use of support actions, possibilities of making an appeal or a complaint, etc.

<p>bodies, which employees can contact will also be included. Training of employees in this area will be conducted with the focus on providing information about what cases they can solve themselves, when it is necessary to contact the Ethics Committee, etc. At the same time managers will inform their colleagues about the existence of the Code of Ethics which will be also available to all the employees on the Intranet.</p>				<ul style="list-style-type: none"> ● Training of managers in the respective areas and preparation of e-learning training for all employees. ● Preparation of a dedicated web page which will contribute to strengthening employee awareness of procedures of filing a complaint. ● Testing the effectiveness of the defined procedures based on the analysis of specific cases.
<p>A10 Mentoring programme and the system of employee evaluation Creation of mentoring programmes for all the employees in which a need of a mentor will be identified (typically Ph.D. students or scientists at the beginning of their careers). The programme will also cover the evaluation and documentation of significant progress or feedback in the evaluation process.</p>	<p>37. Supervision and managerial duties</p>	<p>1Q 2020 - 4Q 2020</p>	<p>HR Team, director and heads of departments/divisions</p>	<ul style="list-style-type: none"> ● Analysis of mentoring needs ● Preparation of a test version of the employee training and development strategy. ● Setting up a time schedule for the process implementation. ● Appointment of mentors and persons responsible for the process control. ● Execution of the mentoring programme testing phase.
<p>A11 Employee training and development. Setting the concept of training and development in relation to individual professional needs of all the FZU employees. Focus mainly on the area of “non-scientific” education, e.g. managerial and didactic skills, and development of the so-called soft skills. The institute will extend its education offer in the area of soft skills and it will motivate and support employees in personal development.</p>	<p>38. Continuing Professional Development 39. Access to research training and continuous development</p>	<p>2Q 2019- 4Q 2020</p>	<p>HR team, heads of divisions, heads of departments</p>	<ul style="list-style-type: none"> ● Analysis of training and development needs from the viewpoint of the institute. ● Training and development need analysis from the viewpoint of the employees. ● Proposal and testing of the first version of the employee training and development strategy. ● Preparation of the offer of training in the area of soft skills. ● Organization of at least 20 educational activities for the FZU employees. ● Training for at least half of the employees in managerial positions as part of the planned educational events of the FZU by the end of 2020.

<p>A12 Ensuring bilingual communication within the FZU. FZU currently employs approximately 1/3 of researchers from abroad. Communication in English should become the norm, from advertisement publishing and thus targeting potential new employees, to the communication with the current employees, promotion of the institute, etc. The objective is therefore to ensure sufficient communication in English in all the aspects of the institute functioning and to eliminate the language barrier between the employees, e.g. between foreign principal investigators of projects and project administrators. Another important point is to ensure support for foreign scientists, for example in arranging contact or in organizing their lectures at Czech universities.</p>	<p>4. Professional attitude 5. Contractual and legal obligations 6.Accountability 7. Good practice in research 13.Recruitment (Code) 24. Working conditions 33. Teaching</p>	<p>4Q 2018 - 2Q 2020</p>	<p>International Cooperation Office, Science Secretary, Director, HR team</p>	<ul style="list-style-type: none"> ● Publishing English versions of older internal regulations, work methodologies, rules of procedure of the FZU Council and Assembly of Researchers, electoral regulations and other internal documents. ● Ensuring bilingual advertising for research positions (in the Czech and English language). ● Introduction of language support for administrative staff in the form of an internal translator. ● Introduction of a bilingual e-learning tool for increased support of all employees in the area of labour law documents. ● Embedding to the mentoring programme (in relation to A10) an option for foreign scientists to select a mentor who would help them with e.g. arranging contacts for cooperation with universities.
Additional issue				
<p>A13 Increase in the effectiveness of communication channels and internal communication Ascertaining information communication needs of employees, more effective use of the tools of internal communication:</p> <ul style="list-style-type: none"> ● improvement of internal presentation of strategic aims and objectives across the whole institute, ● improvement of the exchange of information among scientific teams, ● increase in the availability of information, ● regular information on applicable legislation, ● etc. 	<p>2.Ethical principles 3.Professional responsibility 4.Professional attitude 5.Contractual and legal obligation 7.Good practice in research 8.Dissemination, exploitation of results 11.Evaluation/ appraisal systems 19.Recognition of qualifications</p>	<p>1Q 2019 - 2Q 2020</p>	<p>Science Secretary, HR team, PR Department</p>	<ul style="list-style-type: none"> ● Review of communication processes ● Identification of an efficient way of material and topical information dissemination ● Proposal and testing of plans for making communication more effective, including clear delimitation of notification obligations of managers and employees in other positions. ● Update of the Intranet structure enabling full-text search in the internal regulations of the FZU – by 4Q 2019.

The execution of the measure will reside in a unified implementation of the basic principles of communication culture into the institute management.	21.Postdoctoral appointments 34.Complaints/ appeals 35.Participation in decision-making bodies			
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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.

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R, based on the weaknesses identified in the OTM-R:

Proposed ACTIONS	OTM-R Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<i>Free text -100 words max</i>	<i>Retrieved from the OTM-R checklist</i>			
O1 Creation of the OTM-R policy for the FZU In the year 2019, a thorough analysis of the current situation in the area of employee recruitment and selection will be performed within the whole FZU. In 2020 the first draft of the unified employee recruitment and selection strategy will be prepared and of methodology how to ensure these processes. As part of these documents, also OTM-R principles will be prepared which will be incorporated into the draft of the strategy and methodology. These documents will be communicated on meetings of the management, with heads of departments and scientific groups, and at the same time all managers and employees allocated to selection committees will be trained so that they thoroughly observed these	1,2,3	1Q 2019 - 1Q 2020	HR team, FZU management, heads of divisions	<ul style="list-style-type: none"> ● New OTM-R policy of the FZU ● Methodology of OTM-R policy implementation at the FZU ● Internal training for employees who participate in employee recruitment and selection

principles. The proposal will then be tested, reviewed at the end of 2020 and based on the review it will be updated.				
<p>O2 Preparation of methodology and templates of advertisements for vacancies</p> <p>Heads of divisions at the FZU work with their own templates of advertisements and with methods how to proceed with regards to vacancy advertising. In 2019 a new advertisement template which will be used by the whole FZU will be prepared and also a unified procedure how to handle personal advertising.</p>	11	by the end of 2019	HR team, heads of divisions	<ul style="list-style-type: none"> ● Methodology of advertisement writing for new and existing job titles ● Advertisement template which will be used by the whole FZU
<p>O3 Unification and description of tools used for vacancy advertising</p> <p>At the FZU it is not described in a unified way what advertising tools are used, who can use them and what procedures need to be applied. At individual FZU divisions different tools are used. In 2019 advertising channels will be described, or potentially also other tools, and this description will be available to all employees involved who will be primarily trained in this area. At the HR Department, a specialist will be selected and trained who will be in charge of this area and of recruitment and will thus guarantee effective support for the whole FZU during vacancy advertising.</p>	14	by the end of 2019	HR team, heads of divisions	<ul style="list-style-type: none"> ● Guidelines on the use of available advertising channels ● Appointment of persons who will work with the tools ● Training of HR specialists in the effective use of internal tools, channels, etc.
<p>O4 Creation of rules for selection committee appointment, their composition</p> <p>At the FZU there are currently no unified rules for the appointment and composition of selection committees. This is always organized by the guarantor of the particular vacancy – i.e. heads of divisions, heads of departments. In some cases members of the HR team are present at job interviews, in another case the HR Departments only perform the role and of an administrator. The objective is to create a methodology and practice of how to appoint the individual members of the</p>	16,17	1Q 2019 - 4Q 2019 1Q 2020 - 4Q 2020		<ul style="list-style-type: none"> ● Analysis of the current situation ● The first version of the rules for selection committee members appointment ● Definition of selection committee composition ● Testing and update of the rules of selection committee members appointment and selection committee composition

selection committee and what the composition of a selection committee should be, etc.				
<p>O5 Creation of a mechanism applicable in case a candidate complains</p> <p>All candidates get feedback on the results of the selection proceedings. If there is a complaint, the respective candidate contacts the person who organizes the selection proceedings. It can be the head of the division, head of the department or a member of the HR team. The FZU does not have a specific procedure described and mechanism created which employees should follow in these cases. As part of OTM-R principles for the FZU a specific methodology will be prepared.</p>	22	1Q - 4Q 2019 1Q- 4Q 2020	HR Department, heads of divisions, heads of departments, heads of laboratories	<ul style="list-style-type: none"> ● Analysis of complaints in the last two years and procedures which were applied in those cases ● Preparation of a methodology which will regulate the process of solving complaints. ● Methodology testing and potential update
<p>O6 Preparation of a methodology for measuring the effectiveness of OTM-R principles</p> <p>In the following period, the FZU will unify a strategy and methodology of recruitment, employee selection and will work on OTM-R principles. While these specific principles will be defined, also a methodology will be prepared to effectively measure the effectiveness and observance of the implemented OTM-R principles. This methodology will apply to the whole FZU.</p>	23	1Q - 4Q 2020		<ul style="list-style-type: none"> ● Analysis of the OTM-R principle observance by individual divisions and departments ● Preparation and definition of tools to monitor OTM-R principles and to measure their effectiveness ● Definition of specific indicators for OTM-R principle measurement ● Testing of the methodology for measuring OTM-R principle effectiveness

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: *not relevant*

4. IMPLEMENTATION

General overview of the expected implementation process:

free text 1000 words maximum

(free text, 1000 words maximum)

Implementation process objectives

We expect that the main benefit of the whole process of HRS4R implementation will be a change in the organization culture and the improvement of working conditions at the FZU. In the context of the presupposed first action plan implementation, the objective is to awaken stakeholders' interest in participation in search for effective solutions and identification of the most effective measures by means of testing and verification. Since the conclusions of the GA and AP are based mainly on the results of a quantitative survey and statistical data acquired by the HR and the Steering Committee (qualitative data were only of a complementary character), the objective will be to expand the supply of specific data on the basis of qualitative research.

Partial objectives for thematic units solved by individual implementation teams are set as follows:

- Objective of the PR: Coherent presentation of the FZU towards the public and scientific community as an excellent institution offering scientists wide opportunities for realization of their potential and achieving results of both fundamental and applied research beneficial for society.
- Objective for internal communication: Identification and implementation of an efficient model of internal communication which will enable better awareness of employees in key areas.
- Objective of the HR: Implementation of key HR processes.
- Objective for working conditions: Identification of obstacles to the work-life balance of the FZU employees and testing of proposed measures.

The roles of the individual parties involved in the implementation process are described in detail in Section "Additional remarks/comments about the proposed implementation process".

Process of implementation of specific actions

The implementation of the Action Plan will be divided into two phases:

- a) Phase 1 – analytical – will be carried out mainly during the year 2019. Detailed mapping of the current situation will be done by analyses within the individual measures. Purpose of this phase will be investigation of the gaps addressed in the Action Plan to much greater detail compared to how they were captured in the GAP analysis itself. The result of this phase will be a set of correction steps.

- b) Phase 2 – verification – will be carried out mainly in the year 2020 when the first testing of the prepared solutions will be carried out on the basis of action plans.

The Action Plan was prepared mainly based on quantifiable statistical data carried out by the Working Group for HRS4R. The Action Plan was prepared as a result of the cooperation of the HR Department and the main stakeholders who participated in its formulation – i.e. management and the Steering Committee. The process in the pre-implementation phase can thus be characterized as a top-down process. Nevertheless, in order to achieve a really “live” HRS4R strategy to emerge, it is necessary to reverse the course of the process into bottom-up in such a way so that both research and administrative staff became a driving force for changes, have influence, are engaged and actively participate in the Action Plan implementation. Therefore the implementation process will be performed in the following steps:

1. Strategic workshop

By the end of 2018, a strategic workshop with the FZU employees will be held (with the participation of a facilitator) on cross-cutting themes. All the FZU employees will have a chance to register. The workshop participants will define their own strategic themes. These will subsequently be compared with the current action plan and based on this the indicators and the action plan aims will be verified or amended. The workshop will enable to deepen the conclusions resulting from the GAP analysis, to finally define long-term and short-term aims and objectives (the Action Plan verification), to identify other involved members of the implementation team and measure owners (employees who are interested in the active solution of the respective measure), and potentially to supplement strategic development area. The optimum option is to find a sufficient number of implementation team members and measure owners for all the identified measures. If this does not happen, the “undistributed” measures will be temporarily taken charge of by the Working Group for HRS4R. Also a set of 4–7 measures/actions will be identified which from the point of view of the employees are of absolute priority.

2. Elaboration of operational action plans by key stakeholders

For each measure included in the Action Plan a detailed operational action plan will be elaborated. The elaboration of operational action plans (OAPs) will be the responsibility of the respective measure owners. When elaborating OAP, the measure owner can cooperate with other key stakeholders – e.g. the implementation team, research or administrative staff. Operational action plans will have been elaborated by the end of February 2019.

3. Analyses of the elaborated operational action plans

Operational action plans will be assessed from the point of view of their feasibility in 2019. In March 2019, the measure owners in collaboration with the Working Group members will submit the operational action plans for review to the Steering Committee and management. The individual implementation teams will commence subsequently pilot implementation of the operational action plans. For the solution of specific themes focus groups will be organized.

4. Final adjustments of operational action plans

By the end of 2019, on the basis of knowledge and experience from the pilot analytical phase of the OAP implementation, OAPs will be formulated in their final form. In this form the operational action plans will be carried out in the following year with the aim to achieve the set indicators.

5. Operational action plan implementation

As part of the operational action plan implementation in 2020, reviews of all the operational action plans will be performed at a joint meeting once every three months. Regular control of the operational action plans will be performed on meetings convened according to the individual measure owners' (stakeholders') needs. Main annual reviews will be performed and new operational action plans will be elaborated (for the following periods).

To conclude, the first two years will be devoted to the performance of analyses and to testing periods in the individual areas so that after two years a strategy could be implemented.

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 group regularly oversee progress?	<p>free text 500 words maximum</p> <p>The Steering Committee will meet quarterly. The Working Group for HRS4R will present a report on the process of implementation to the Steering Committee based on the conclusions of quarterly meetings of the implementation teams. It means that each implementation team will always assess progress in the implementation of their activities every three months. The Steering Committee will have the following competencies:</p> <ul style="list-style-type: none"> ● make objections and comments regarding the implementation and suggestion for improvement; ● monitor timely fulfillment and the continuity of tasks; ● assess potential risks and propose preventive/mitigating steps. <p>During 2020, when regular quarterly reviews of the operational action plans will be performed, the implementation teams will present proposals of corrections to the Steering Committee for its approval. The Steering Committee will either approve them or it will recommend specific amendments through the Working Group for HRS4R. At the beginning of each calendar year, the FZU management (based on the data provided by</p>

	<p>the Working Group for HRS4R) will issue a statement addressing all the FZU employees with an overview of what has been achieved and what the prospects are for the following year in the area of the HRS4R implementation.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>free text 500 words maximum</p> <p>During the Action Plan implementation, we would like to emphasize the bottom-up approach when implementing HRS4R. The first step will be the organization of a strategic workshop for researchers (R1-R2-R3-R4) and administrative staff. Research and administrative staff will have an opportunity to supplement the members of implementation teams and measure owners for the individual measures and actively address the themes which they feel most strongly about. The measure owners will be enabled to choose their colleagues at their own disposal. Another entity which needs the engagement of researchers (also the foreign ones), will be implementation teams. The whole implementation structure is designed in such a way so that the formulation was based on the real needs of employees and so that proposals of solutions were primarily driven by them. Operational action plans will be elaborated and implemented by their measure owners and regular testing of the individual solutions and the verification of their effectiveness in practice (in the form of surveys, focus groups, analyses, etc.) will be performed. In connection with the character of a specific measure, already in the phase of the solution formulation/testing, the respective departments should get involved – e.g.: PR Department (in connection with the implementation of A2 and A13 measures, the Administration Unit of the FZU (in connection with A5 measure), HR Department (in connection to A6 and A7 measures), Legal Department (in connection to A9 measure) or International Cooperation Office (in connection with A12 measure).</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.</p>	<p>free text 500 words maximum</p> <p>The institutional strategic regulations of the FZU include the following documents (all documents will be available on demand and in Czech language):</p> <ul style="list-style-type: none"> a) FZU Organizational Code b) Collective-bargaining Agreement c) Career Rules of the Czech Academy of Sciences <p>As the FZU does not have a unified and formalized organizational policy, the management has confirmed in the form of a Declaration of Honour the compliance of the measures performed as part of HRS4R implementation</p>

	<p>with the institutional regulations, i.e. the adopted or planned measures are not in contradiction with the organizational rules and their implementation is supported by the management.</p> <p>During the strategic workshop, synergy will be achieved between strategies which are being prepared separately – namely the HRS4R strategy, PR strategy, grant strategy, and strategy of international cooperation. It will thus be possible to use the dynamics of the project “Improving quality of the strategic management in the Institute of Physics”, as part of which these partial strategies are being prepared, and to look for points of contact between them already at the very beginning. In the area of thematic focus, the FZU prepares six-year programmes of research activities – currently “Programme of Research Activities for 2017-2022” is applicable. Since HRS4R is closely connected with fulfilling Article 32 “Recruitment and Working Conditions of Researchers” of the grant agreement with the beneficiaries of Horizon 2020, the obligation to ensure the observance of the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers will be taken into consideration from the position of the whole institution as well as in the strategy of research.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>free text 500 words maximum</p> <p>The implementation of the Action Plan will be continuously monitored by the Working Group HRS4R and evaluated by the Steering Committee which also participated in the identification of the priority themes for the following two years. Implementation themes will submit to the Steering Committee regular quarterly reports. Partial measures will be implemented on the basis of the operational action plans. The regular meeting will include:</p> <ul style="list-style-type: none"> ● regular monthly internal meetings of the Working Group HRS4R; ● regular monthly meetings of the implementation teams; ● regular quarterly meetings of the Steering Committee; ● regular annual reviews of the action plans; ● meetings of the focus groups – as needed. <p>The correct steering of the implementation will be determined at the strategic workshop where strategic themes and priorities from the viewpoint of the ordinary employees will be laid down. The Steering Committee will be</p>

	<p>responsible for the timely identification of risks and will propose remedial measures if there is a conflict with the schedule. The Steering Committee composition will be extended by the heads of the individual sites (i.e. Slovanka, Cukrovarnická, ELI Beamlines – Laser Centre in Dolní Břežany, and Centrum HiLase in Dolní Břežany) who will ensure activity coordination at the respective sites. Focus groups will serve as a tool for getting feedback and verification that the implementation of the strategic measures is going well.</p>
<p>How will you monitor progress (timeline)?</p>	<p>free text 500 words maximum</p> <p>The implementation teams will meet once a month and will evaluate together the progress achieved, i.e. the progress in the implementation of the operational action plans. Monitoring of timely performance of partial steps within a respective measure will thus follow detailed schedules which will be part of operational action plans. Information on the achieved progress will be reported to the Steering Committee at the quarterly meetings, by a respective member of the Working Group. Action plans will be revised once a year. To verify the stakeholders' satisfaction, focus groups will be used as well as additional tools – questionnaires, surveys, in-depth interviews, etc. For the purpose of sharing all documents and information by all the implementing bodies, a joint storage will be established.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>free text 500 words maximum</p> <p>The FZU will fully adhere to the specific part of the Rules for the applicants and beneficiaries of the call Strengthening Capacity for Research and Development of the Operational Programme Research, Development and Education, according to which within 24 months after the “HR Award” is presented for the first time, the recipient is obliged to send the European Commission running interim evaluation of the institution including the Action Plan review. The above-mentioned documents are the obligatory output of the project “Improving quality of the strategic management in the Institute of Physics”. Before the period of 24 months elapses, the Working Group for HRS4R will perform the running internal evaluation in compliance with the requirements of the European Commission, i.e. with the use of the respective template the Working Group will describe the fulfillment of the approved Action Plan and will evaluate to what extent the set indicators have been met. Prior to being sent to the European Commission, the evaluation will be submitted to the Steering Committee for approval and thus also to the FZU management in fact. The input for the evaluation of the fulfillment of the Action Plan indicators</p>

	will be provided by the measure owners on the basis of their operational action plans. These conclusions will be supplemented by the results of an online questionnaire the purpose of which will be to find out how satisfied the employees are and how they perceive the changes being performed from the viewpoint of their work.
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Additional remarks/comments about the proposed implementation process:

free text 1000 words maximum

Implementing bodies and their mutual relationships

In the course of the implementation phase of the activities of the already established bodies, i.e. the Steering Committee and the Working Group for HRS4R, their function will be supported by implementation teams. Each implementation team will be in charge of the achievement of one of the objectives defined above. Each measure will have a measure owner assigned. The FZU management will have decision-making authority while the extended Steering Committee will provide supervision and will set the direction of the gradually performed changes. The Working Group for HRS4R will be the main actuator of the Action Plan implementation and it will also work as a bridge between the management/Steering Committee and the implementation teams/measure owners. For this reason, selected members of the Working Group for HRS4R will also be members of the implementation teams. The composition of the implementation teams will be supplemented by the measure owners of the partial measures and potentially also by interested stakeholders. For the solution of selected themes, open focus groups for 8–12 persons will be organized.

Delimitation of the roles of the individual bodies of the implementation process:

- **Measure owner** – is a person responsible for the implementation of the formulated measure, monitors its implementation and supervises the fulfillment of the indicators on the basis of a partial operational action plan elaborated for the measure it deals with. Based on the type of measure, it is typically an FZU management member or an HR team member. The measure owner can appoint persons responsible for a particular indicator as part of the particular measure which will be included in the operational action plan.
- **Implementation teams** – are groups which gather measures on similar topics and each such group is responsible for the implementation of one of the objectives of the Action Plan according to the schedule. The teams will include engaged FZU employees, measure owners, always at least one member of the Working Group for HRS4R and potentially other stakeholders interested in the respective theme – including foreign employees. They

will meet once a month to evaluate the achieved progress, mainly monitoring the milestones for the specific activities in the operational action plans. Each implementation team will have 8 members in total at most. The list of the proposed implementation teams (IMT) is as follows:

- IMT for PR and popularization (A2)
 - IMT for communication (A1, A3, A9, A12, A13)
 - IMT for HR (A4, A8, A10, A11)
 - IMT for working conditions (A5, A6, A7)
- **Working Group HRS4R** – determines the aims and objectives of the Action Plan, presents the course of the implementation and other proposals before the Steering Committee. It processes materials and documents in the communication with the European Commission, AP evaluators and its goal is to get and retain the HR Award in Excellence. It is the main execution component of the whole process.
 - **Steering Committee** - has a role of a supervisor in the elaboration and implementation of the Action Plan. It provides feedback, recommends amendments and proposes improvements, points out risks in the implementation and supports the Working Group in the implementation of amendments. The composition of the Steering Committee should respect also the representation of foreign employees and gender balance. The main decision-making role in the AP implementation belongs to the FZU management.
 - **Focus Groups** – open irregular meetings will be convened and will deal with narrowly delimited themes proposed by the implementation themes. In this form, stakeholders will be invited to the discussion on the changes in the institute which are being prepared. Representatives of scientists, researchers, administrative staff, foreign staff, etc. will participate. Focus groups bring in proposals, advice or feedback to implementation teams based on their practice and experience with the respective theme.

Research community and main stakeholders

The engagement of scientists, administrative staff and main stakeholders will be reflected in multiple components of the implementing bodies in the form of their participation on the level of:

1. Steering Committee,
2. measure owner or the IMT member,
3. participants in focus groups.

Scientists and the administrative staff are already actively involved in the HRS4R process by means of their membership in the Steering Committee (see the list of the Steering Committee members). Those employees will become measure owners of measures or members of implementation teams who will express their interest in the active solution of the measures or whose expertise is in the area as the respective measure. The representatives of various departments/workplaces/scientific levels (with respect to the balanced participation of men/women and Czech/foreign staff) as participants in focus groups will bring proposals to measure owners of measures related to the individual themes. At the same time, they will be able to present opinions on testing and

verification phase from the viewpoint of the FZU employees. In this way, they will also contribute by valuable feedback from the everyday practice environment.

Process implementation in multiple locations

In the phase of the Action Plan implementation, the composition of the Steering Committee will be extended, and also the heads of the individual sites (i.e. Slovanka, Cukrovarnická, ELI Beamlines – Laser Center in Dolní Břežany, and Centrum HiLase in Dolní Břežany) will be invited to participate. The heads of the sites will ensure coordination of activities directed at the implementation of the individual measures on the given sites and will also supervise the course of the implementation of these steps on the respective sites. At the same time, the Working Group for HRS4R will get supplemented with a representative of Cukrovarnická site, and in this ways timely hand-over of information will be ensured and the specificities of this FZU part will be taken into account.

Identified risks and their mitigation

Risk monitoring will be performed as an integral part of the implementation process and it will be the responsibility of the Steering Committee based on the proposals of the Working Group for HRS4R. Also, measure owners and implementation team members will participate in risk elimination. Project risk factors will be assessed regularly (i.e. at least once a month) during the implementation process. If a risk is identified, a measure eliminating or mitigating the risk factors will be proposed.

In the preparation phase the following risks were identified:

- a) insufficient capacity of the HRS4R team
- b) dominance of operational issues in the HRS4R team
- c) lacking support or interest from management
- d) lacking interest from researchers

Insufficient capacity is a risk which can be revealed on the basis of organization planning. In such a case, the risk can be prevented by a timely completion of the team or by means of crisis management in the form of emphasis put on key activities for the duration of capacity insufficiency.

The elimination of “Dominance of operational issues” risk arises from the Action Plan which defines strategic activities and gradually assigns the HR team a role of a strategic partner and not only a role of an administrative component.

“Lacking support or interest of management” is the least serious risk which will be solved by the selection of high-quality and experienced experts that will join implementation teams and will function as owners. Selection of these experts will be consulted with the management. With regards to the fact that the management is bound to the project implementation and we expect its engagement and support.

The measure which is supposed to motivate researchers to the engagement in the whole process of HRS4R implementation takes a form of marketing activities (e.g. focus groups, some employees will be activity guarantor or Steering Committee members).