

ACTION PLAN





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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

FIRST SUBMISSION DATE: 5.10.2018, **UPDATED VERSION SUBMISSION DATE:** 8. 2. 2019

1. ORGANISATIONAL INFORMATION *(Valid on the date 5.10.2018)*

Please provide a limited number of key figures for your organisation.

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	630
<i>Of whom are international (i.e. foreign nationality)</i>	251
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	35
<i>Of whom are women</i>	114
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	278
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	98
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	219
<i>Total number of students (if relevant)</i>	72
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	1012
RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	72 089 500
<i>Annual organisational direct government funding (designated for research)</i>	14 600 000
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	28 707 000
<i>Annual funding from private, non-government sources, designated for research</i>	377 000



PROFILE

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.



2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	
<p><u>Strengths</u></p> <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 on society. • Ethical principles embedded in the Code of Ethics 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 Ethics Committee of the FZU. He will continue to be in close contact with employees responsible for the area of ethics at the individual departments. • 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 in 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. 	<p><u>Weaknesses</u></p> <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. • Poor arrangement of the web pages and the Intranet that makes it difficult to find required information, e.g. directives and other internal documents or regulations. • The system where the information about the practices of publishing, about databases and document storages is stored is poorly arranged which causes the lack of clarity or ambiguous interpretations. • Many internal regulations, internal documents and notifications are not translated into English. • The role of the grant office and the services offered in the area of project preparation and implementation need to be clarified. There is a clear need to define the roles and responsibilities of the administrative team more accurately • The current FZU qualification audit system is not entirely understandable for the FZU ordinary staff. • The qualification audit at the FZU does not provide sufficient feedback to the employees.



Recruitment and selection	
<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 mobility experience.• Experienced HR team at ELI Beamlines research centre that actively cooperates with the units located in Prague.• The HR team in Slovanka was extended.• 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 the 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 other strategies of the FZU.• A new information HR system was purchased.	<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 across 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.• Temporary inability to use all the functionalities of the new HR system for the reason of it being in a testing phase.• 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.



Working conditions	
<p><u>Strengths</u></p> <ul style="list-style-type: none">• 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 the premises for work (e.g. construction of new offices and laboratories as part of the SOLID21 project, revitalization of the entrance areas in the Na Slovance building, and regular investments to instruments).• The administrative staff make an 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 support 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.• The 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 (CITI) 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.• Employees' teaching activities are perceived very positively both by the FZU management and the employees themselves. Although the FZU is not an educational institution, scientists actively seek and organize teaching opportunities at universities in the Czech Republic and abroad.	<p><u>Weaknesses</u></p> <ul style="list-style-type: none">• The current space capacity and equipment is not sufficient for the needs of all the employees. There are requirements for facility improvements, mainly improvements in 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 a clear interconnection with the system of employee evaluation is lacking. In the case of employees who are funded from multiple sources (mainly in combination with grant funds) the institutional and non-institutional parts of their salaries might be 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.) and clear rules applicable to the whole FZU would be beneficial.• FZU employees do not have clearly defined individual plans of their professional development and career growth.• At the existing HR and Payroll Department, there is no HR expert who would be professionally involved in career consultancy.



<ul style="list-style-type: none">• The expertise and knowledge of researchers is the most precious treasure of the institute and also their participation in the decision-making bodies of the FZU is beneficial.	<ul style="list-style-type: none">• The language barrier is an issue for foreign employees in multiple areas outside the solely scientific activities (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 the Czech language only.• The existing internal regulations for the area of intellectual property require an update and unification resulting in their 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).
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Training and development

<p><u>Strengths</u></p> <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 their 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 to discuss employees’ needs.	<p><u>Weaknesses</u></p> <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 are also not sufficiently familiar with the applicable legislation.• From the perspective of professional growth, the majority of researchers do not consider soft skills important.• A comprehensive strategy of education and personal development of employees is missing. It is therefore difficult to identify educational needs and the proper direction of development (both for managers and other employees).• There is no central record of planned and executed training at the HR department.
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3. ACTIONS

The Action Plan and the HR strategy for researchers (HRS4R) 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):

www.fzu.cz/en/hr-award

Proposed ACTIONS	GAP Principle(s)	Timing (at least year's quarter/semester) by	Responsible Unit	Indicator(s) / Target(s)
<p>A1 Increased awareness of the ethical aspects of scientific work 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 existing</p>	<p>2.Ethical principles</p>	<p>I-1.1 4Q 2018 (fulfilled)</p> <p>I-1.2 4Q 2018 (fulfilled)</p> <p>I-1.3 4Q 2018 (fulfilled)</p> <p>I-1.4 2Q 2019</p> <p>T-1.1 4Q 2018 (fulfilled)</p>	<p>Director, Science Secretary, members of the Ethics Committee of the FZU.</p>	<p>I-1.1 The Code of Ethics of the FZU is prepared and published on the FZU websites (fulfilled 4Q 2018).</p> <p>I-1.2 New members of the Ethics Committee are appointed (fulfilled 4Q 2018).</p> <p>I-1.3 Specification of the internal procedures for filing complaints and of the way the Ethics Committee of the FZU works (fulfilled 4Q 2018).</p> <p>I-1.4 A thematic information section on the Intranet web pages and a periodic electronic newsletter about the function of the FZU Ethics Committee and the ethical aspects of scientific work is created.</p>



<p>employees will be trained in this area periodically in the two-year period.</p>		<p>T-1.2 4Q 2020</p>		<p>T-1.1 Put in action the Ethics Code and Ethics Committee (fulfilled 4Q 2018).</p> <p>T-1.2 Increase awareness of the ethical aspects of scientific work among employees.</p>
<p>A2 Development of popularization activities The following steps will be taken:</p> <ul style="list-style-type: none"> ● setting up and developing a strategy of the popularization of science and development for all the FZU units, ● improvement of the FZU visitor centre Na Slovance, ● development of a team for popularization, ● procurement of equipment and visual aids for 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>I-2.1 1Q 2019</p> <p>I-2.2 4Q 2019</p> <p>I-2.3 4Q 2019</p> <p>I-2.4 4Q 2019</p> <p>I-2.5 4Q 2020</p> <p>I-2.6 4Q 2020</p> <p>T-2.1 4Q 2019</p> <p>T-2.2 4Q 2019</p> <p>T-2.3 4Q 2020</p>	<p>PR Department, Science Secretary</p>	<p>I-2.1 A PR workshop with the main stakeholders in the institute is organized which defines priorities for the popularization activities at the FZU.</p> <p>I-2.2 A unified PR strategy for all the divisions and departments (including the action plan) is published on the Intranet.</p> <p>I-2.3 4 positions in the PR department are filled and the employees are trained in public relations and communication.</p> <p>I-2.4 A new FZU website is launched.</p> <p>I-2.5 A functional visitor centre is opened to the general public.</p> <p>I-2.6 At least eight popularization events during two years are organized.</p> <p>T-2.1 Develop a science popularization strategy.</p> <p>T-2.2 Build-up an internal science popularization team.</p>



		T-2.4 4Q 2020		<p>T-2.3 Establish a science popularization visitor centre.</p> <p>T-2.4 Set ICT tools for promoting science popularization in action.</p>
<p>A3 Increasing awareness of the qualification audit procedure criteria and providing better feedback to the evaluated scientists.</p> <p>The implementation of measures will be focused on the increase in the transparency of the 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>I-3.1 3Q 2019</p> <p>I-3.2 3Q 2019</p> <p>T-3.1 4Q 2020</p> <p>T-3.2 4Q 2020</p>	<p>Director, Science Secretary, heads of scientific divisions and departments, members of the Qualification Audit Committee</p>	<p>I-3.1 A document explaining the qualification audit procedure is created and published on the Intranet.</p> <p>I-3.2 An automatically generated procedure that will inform individual employees by email about the results of the qualification audit is set up.</p> <p>T-3.1 Increase awareness of the qualification audit procedure and criteria.</p> <p>T-3.2 Provide feedback to all the evaluated researches.</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</p>	<p>12.Recruitment 13.Recruitment (Code) 14.Selection (Code) 15.Transparency (Code) 16.Judging merit (Code)</p>	<p>I-4.1 4Q 2019</p> <p>I-4.2 4Q 2019</p>	<p>HR team, heads of divisions, heads of departments</p>	<p>I-4.1 The first version of a unified recruitment and selection strategy together with the methodology for the recruitment process and the composition of a professional "Welcome Package" are prepared and published on the Intranet.</p> <p>I-4.2 All the members of the HR team responsible for the employee recruitment in the human resource recruitment and selection processes according to the new recruitment methodology are trained.</p>



<p>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>I-4.3 2Q 2020</p> <p>T-4.1 4Q 2020</p>		<p>I-4.3 All the heads of departments and managers who are responsible for the recruitment and selection at the FZU are trained.</p> <p>T-4.1 Create and follow a unified recruitment and selection process methodology.</p>
<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>I-5.1 3Q 2019</p> <p>I-5.2 3Q 2020</p> <p>I-5.3 4Q 2020</p> <p>T-5.1 4Q 2020</p>	<p>FZU Administration Unit</p>	<p>I-5.1 A new plan for the revitalization of rest areas is prepared and published on the Intranet.</p> <p>I-5.2 The reconstruction of the entrance area of the Na Slovance building is completed.</p> <p>I-5.3 The construction of a new building in the Na Slovance site is started.</p> <p>T-5.1 Revitalize the research environment – technical and social facilities.</p>
<p>A6 Improvement of “soft” working conditions 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 incorporation 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 of permanence employment</p>	<p>I-6.1 4Q 2018</p> <p>I-6.2 1Q 2019</p> <p>I-6.3 3Q 2020</p>	<p>HR team, HR Department, director and heads of department/divisions</p>	<p>I-6.1A new internal regulation on flexible working hours is issued. (fulfilled 4Q 2018)</p> <p>I-6.2 A new internal regulation setting up the rules for home office and mitigating the problems associated with returning to work after maternity leave is issued.</p> <p>I-6.3 A new automatic procedure is set up to inform all FZU employees with fixed-term contracts about the intention to extend / terminate their employment contract six months prior to the expiry and about any possible sources from which the particular</p>



		T-6.1 4Q 2020		position can be funded (grant and institutional) in the future.
		T-6.2 4Q 2020		T-6.1 Improve “soft” working conditions. T-6.2. Inform respective employees about their career future.
<p>A7 Area of gender balance The management of the FZU is aware of the gender balance issue in physics and strongly supports activities that are aiming at eliminating inequalities and promoting equality in all aspects of research and innovation. The following steps have already been initiated to address gender balance on the whole institute level.</p> <p>A. Promoting and strengthening gender balance and eliminating gender inequalities.</p> <p>B. Measures enhancing work-life balance and supporting current and future employees, who do not want to interrupt their careers because of parenthood at all stages of their research cycle.</p> <p>C. Measures to promote the participation of women in decision-making bodies and selection or evaluation committees.</p>	27.Gender balance	<p>I-7.1 1Q 2019 (fulfilled)</p> <p>I-7.2 1Q 2019 (fulfilled)</p> <p>I-7.3 2Q 2020</p> <p>I-7.4 3Q 2020</p> <p>I-7.5 3Q 2020</p> <p>I-7.6 4Q 2020</p> <p>I-7.7 4Q 2020</p>	HR team, HR Department, director and heads of department/divisions, PR Department	<p>I-7.1 Cooperation with the Centre for Gender & Science is established (fulfilled in 1Q 2019).</p> <p>I-7.2 Gender equality training of the whole HR team is executed (fulfilled in 1Q 2019).</p> <p>I-7.3 Gender equality training of all team leaders (as a part of their personal management training) is executed.</p> <p>I-7.4 An internal/external campaign for gender balance in science aimed at promoting women in physics is launched.</p> <p>I-7.5 An internal/external branding campaign aiming at promoting the FZU as an employer supporting work-life balance is launched.</p> <p>I-7.6 A dedicated work-life balance web page providing useful information for women (e.g. about free places in the child care facilities in the neighbourhood of the FZU) is launched.</p> <p>I-7.7 The number of women in FZU committees (nominated by the director of the FZU) is increased by at least 20 %.</p>



		<p>T-7.1 2Q 2020</p> <p>T-7.2 4Q 2020</p> <p>T-7.3 4Q 2020</p>		<p>T-7.1 Initiate gender equality training and counselling at the FZU.</p> <p>T-7.2 Increase attractiveness of the FZU as an employer to women.</p> <p>T-7.3 Create an active management support for women candidature to all selection panels and decision-making bodies.</p>
<p>A8 Concept for individual career development planning. The whole institute needs a unified concept of career planning for its 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 fulfilment, to the evaluation of the individual career plans (horizontal, vertical, interdisciplinary, etc.). It will also include support of the 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>I-8.1 4Q 2019</p> <p>I-8.2 2Q 2020</p> <p>I-8.3 3Q 2020</p> <p>I-8.4 4Q 2020</p> <p>T-8.1 4Q 2020</p>	<p>HR team, heads of divisions, heads of departments, director</p>	<p>I-8.1 A unified definition of the term “career development” at the institute (on the basis of internal discussion) is defined.</p> <p>I-8.2 A methodology of the career development is prepared.</p> <p>I-8.3 A time schedule for the career development process implementation is set up.</p> <p>I-8.4 Clear rules and explicit guidelines for the career development of Ph.D. students and postdoctoral researchers are established.</p> <p>T-8.1 Create and follow a career development methodology and rules.</p>
<p>A9 Increase in the awareness of the use of support actions, procedures and possibilities of appeals / complaints.</p>	<p>34. Complaints/appeals</p>	<p>I-9.1 4Q 2018</p>	<p>The Ethics Committee of the FZU, FZU</p>	<p>I-9.1 The procedure for filing complaints is incorporated in the Code of Ethics and related documents (fulfilled in 4Q 2018).</p>



<p>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 bodies, which employees can contact will 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>		<p>I-9.2 2Q 2019</p> <p>I-9.3 4Q 2019</p> <p>I-9.4 2Q 2020</p> <p>T-9.1 4Q 2020</p>	<p>lawyer, HR Team</p>	<p>I-9.2 Documents related to the use of support actions, possibilities of making an appeal or a complaint, etc. are updated.</p> <p>I-9.3 Managers are trained in the respective areas and e-learning training for all employees is prepared.</p> <p>I-9.4 A dedicated internal web page contributing to strengthening employee awareness of procedures of filing complaints is prepared.</p> <p>T-9.1 Create clear and fair complaint procedures.</p>
<p>A10 Mentoring programme and the system of employee evaluation – postponed to the following period Creation of mentoring programmes for all the FZU employees in which the need of a mentor (the cases when a mentor is required?) 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>Action is postponed to 2021-2022</p>		
<p>A11 Employee training and development. Setting a 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 offer of training 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>I-11.1 1Q 2019</p> <p>I-11.2 4Q 2020</p> <p>I-11.3 4Q 2020</p>	<p>HR team, heads of divisions, heads of departments</p>	<p>I-11.1 An offer of training in the area of soft skills is prepared.</p> <p>I-11.2 An updated version of the employee training and development strategy is prepared.</p> <p>I-11.3 At least 20 educational activities for the FZU employees are organized.</p>



		I-11.4 4Q 2020		I-11.4 Training for at least one third of the employees in managerial positions as part of the planned training events of the FZU is conducted.
		T-11.1 4Q 2020		T-11.1 Design and follow an employee training and development strategy.
<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 contacts 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>I-12.1 4Q 2018 (fulfilled) I-12.2 4Q 2019 I-12.3 1Q 2020</p>	<p>International Cooperation Office, Science Secretary, Director, HR team</p>	<p>I-12.1 Language support for administrative staff in the form of an internal translator and English teacher is introduced (fulfilled in 4Q 2018). I-12.2 Advertising for research positions is bilingual (in the Czech and English language). I-12.3 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 are published.</p> <p>T-12.1 Ensure bilingual communication in the institution.</p>
Additional issue				
<p>A13 Increase in the effectiveness of communication channels and internal communication Meeting the information communication needs of employees, more effective use of the tools of internal communication:</p>	<p>2. Ethical principles 3. Professional responsibility 4. Professional attitude 5. Contractual and legal obligation</p>	<p>I-13.1 4Q 2019 I-13.2 4Q 2019</p>	<p>Science Secretary, HR team, PR Department</p>	<p>I-13.1 An update of the Intranet structure is performed.</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>The execution of the measure will reside in a unified implementation of the basic principles of communication culture into the institute management. The FZU meets the principles of open access and open science through using the repository of its founder - the Academy of Sciences of the Czech Republic.</p>	<p>7.Good practice in research 8.Dissemination, exploitation of results 11.Evaluation/ appraisal systems 19.Recognition of qualifications 21.Postdoctoral appointments 34.Complaints/ appeals 35.Participation in decision-making bodies</p>	<p>I-13.3 4Q 2019</p> <p>I-13.4 2Q 2020</p> <p>T-13.1 4Q 2020</p> <p>T-13.2 4Q 2020</p>		<p>I-13.2 Training for FZU employees, who are responsible for Open Access and Open Science, is conducted.</p> <p>I-13.3 A new internal rule about Open Access and Open Science is issued.</p> <p>I-13.4 An update of the communication strategy document of the FZU is done.</p> <p>T-13.1 Increase the effectiveness of communication channels.</p> <p>T-13.2 Increase the effectiveness of internal communication.</p>
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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)
<p>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</p>	<p>1,2,3</p>	<p>I-14.1 4Q 2019</p> <p>I-14.2 1Q 2020</p>	<p>HR team, FZU management, heads of divisions</p>	<p>I-14.1 Internal training OTM-R principles for employees who participate in employee recruitment and selection is conducted.</p>



<p>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 principles. The proposal will then be tested, reviewed at the end of 2020 and based on the review it will be updated.</p>				<p>I-14.2 A new OTM-R policy of the FZU is prepared and published on FZU websites.</p>
<p>O2 Preparation of methodology and templates of advertisements for vacancies Heads of divisions at the FZU work with their own templates of advertisements and methods of procedure 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 for handling personal advertising.</p>	11	<p>I-15.1 3Q 2019</p> <p>I-15.2 4Q 2019</p>	HR team, heads of divisions	<p>I-15.1 A new methodology of advertisement writing and advertisement template for new and existing job positions is prepared and posted in the FZU Intranet.</p> <p>I-15.2 All managerial employees are trained with respect to the methodology of advertising</p>
<p>O3 Unification and description of tools used for vacancy advertising 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 the 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	<p>I-16.1 2Q 2019</p> <p>I-16.2 3Q 2019</p> <p>I-16.3 4Q 2019</p>	HR team, heads of divisions	<p>I-16.1 Persons who will work with the advertising tools are appointed.</p> <p>I-16.2 Training of HR specialists in the effective use of internal tools, channels, etc. is conducted.</p> <p>I-16.3 Guidelines on the use of available advertising channels are prepared and published on the FZU Intranet.</p>
<p>O4 Creation of rules for selection committee appointment, their composition At the FZU there are currently no unified rules for the appointment and composition of selection</p>	16,17	I-17.1 4Q 2019	HR Department, heads of divisions,	I-17.1 The rules for selection committee members appointment are prepared and included to the OTM-R policy.



<p>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 selection committees and what the composition of a selection committee should be, etc.</p>			<p>heads of departments, heads of laboratories</p>	
<p>O5 Creation of a mechanism applicable in case candidate complains 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 a division, head of a 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	<p>I-18.1 3Q 2019</p> <p>I-18.2 3Q 2020</p>	<p>HR Department, heads of divisions, heads of departments, heads of laboratories</p>	<p>I-18.1 An analysis of complains in the last two years and procedures which were applied in those cases is made.</p> <p>I-18.2 The description of a methodology which will regulate the process of dealing with complaints is created and published on the FZU Intranet.</p>
<p>O6 Preparation of a methodology for measuring the effectiveness of OTM-R principles 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	<p>I-19.1 4Q 2020</p> <p>I-19.2 4Q 2020</p>		<p>I-19.1 Tools to monitor OTM-R principles and to measure their effectiveness are defined and prepared.</p> <p>I-19.2 Specific indicators for OTM-R principle measurement are defined and published on the FZU intranet.</p>

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:

Implementation process objectives

We assume that the main benefit of the HRS4R implementation process as a whole will be the change in the organizational culture and improvement in working conditions at the Institute of Physics (FZU). For this reason the process includes involvement of all employees (researchers R1-R4, management, administrative and technical staff). All the actions set out in the Action Plan are relatively diverse in their thematic focus, therefore 4 Implementation Teams have been set up to deal with the actions listed under sub-themes. The themes may overlap but the overall work efficiency is ensured by the HRS4R Working Group whose representatives are present in all the teams.

Sub-objectives for the individual Implementation Teams are specified as follows:

- Objective for PR: To present the FZU to general public in a clear manner as a top institution providing scientists with a wide range of professional prospects and delivering results in both basic as well as applied research with a clear impact on society.
- Objective for internal communication: To find an effective internal communication model to make sure that employees are well informed in key activity areas.
- Objective for HR: To implement major HR processes.
- Objective for the improvement of working conditions: To evaluate the potential for upgrading the present work environment and to implement any specific proposals in the test phase. To identify any gaps in the work-life balance for employees of the FZU and to test any relevant solutions.

The work of each Implementation Team began by a kick-off meeting held in Q4 of 2018.

The roles of the individual participants who were involved in the implementation process are described in part “Additional remarks/comments about the proposed implementation process”.

Process of the implementation of the specific actions

The aim of the HRS4R Working Group is to implement a “vivid” HRS4R strategy. In the implementation phase, an emphasis is placed on the “bottom-up” approach so that both researchers and administration workers become real drivers of change, have the potential to influence, and are involved and actively participate in the implementation of the action plan. This will be achieved as follows:

1/ Open information

The goal is to provide all FZU employees easy access to all important information about the implementation process on a dedicated HR Award webpage: <https://www.fzu.cz/en/hr-award>.

2/ Strategic workshop

Once a year a strategic workshop on cross-cutting topics will be organised. All employees of the FZU are invited to participate. The participants of the workshop will define their key topics. These topics will be compared to the present action plan and the identifiers and objectives of the Implementation Teams will be either confirmed or modified accordingly. These workshops will ensure that other interested members of the Implementation Team and Measure Owners (workers



interested in getting actively involved in the implementation of a measure) are identified and any strategic development areas are added. The best outcome would be to identify a sufficient number of members of the Implementation Team and Measure Owners for all the identified measures.

3/ Identification of action plans by active stakeholders

For each measure specified in the Action Plan, a detailed Operation Action Plan (OAP) will be identified. The responsibility for the identification of the Operation Action Plans (OAP) will rest upon Measure Owners. The Measure Owners may work together with other key stakeholders to identify an OAP - e.g. with the Implementation Team, research, technical and administration workers. The Operation Action Plans will be identified in Q1 of 2019. In March 2019, Measure Owners - together with the members of the Working Group - will submit the Operation Action Plans to the Steering Committee and to the management for these to ensure that the plans are approved or proposed for modification by the Implementation Team.

To be able to discuss specific programmes, the so called Focus Groups will be organized.

4/ Implementation of Operation Action Plans

The OAPs implementation will involve a review of all action plans, which will be conducted during a joint meeting with the Steering Committee every 3 months. Based on the meetings, convened as required by Measure Owners (stakeholders), the ongoing management of the individual action plans will be ensured. Once a year an overall review will be conducted and new Operation Action Plans (for the next period) will be identified.

5/ Evaluation of Operation Action Plans

At the end of 2019, based on the findings and experience, the evaluation of indicator fulfilment will be carried out. Based on this evaluation, the Operation Action Plans will be updated and implemented (in the following year) in order to fulfil all the identified indicators.

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>The Steering Committee meets with Working Group (WG) HRS4R quarterly or operatively if needed. The WG HRS4R presents 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 always assesses progress in the implementation of their activities every three months. The Steering Committee has the following competencies:</p> <ul style="list-style-type: none"> ● make objections and comments regarding the implementation and suggestions for improvement; ● monitor timely fulfilment 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 are 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 WG HRS4R. At the beginning of each calendar year, the FZU management (based on the data provided by the Working Group for HRS4R) will issue a statement communicated to 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>During the Action Plan implementation the bottom-up approach is emphasized. The process of implementation is perceived as open, i.e. it is possible to join in and take part at any time. It is possible to get involved in the following ways:</p> <ul style="list-style-type: none">• participation in the discussion conducted as part of a whole-institute strategic workshop (the first one was held on 24 January 2019)• participation in an implementation team and direct collaboration in measure implementation• participation in Focus Groups focusing on partial/specific themes• providing ideas and comments to the WG HRS4R using a web form on the web page of the FZU HR Award <p>Our aim is to involve those employees in the implementation process who are actively interested in the solution of specific themes which they understand. What is important to us is the intrinsic motivation of all the involved. The first strategic workshop clearly showed interest in active involvement, not only in the form of a good turnout (more than a hundred people), but also enrolment of new implementation team members from various scientific groups. The whole implementation structure is designed in such a way that it reflects the actual needs of employees and that every employee can suggest a proposal or specific solution.</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>The institutional strategic regulations of the FZU include the following documents (all documents will be available on demand):</p> <ol style="list-style-type: none">a) FZU Organizational Codeb) Collective-Bargaining Agreementc) 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 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 implementation phase, 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</p>



	<p>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 institute as well as in the strategy of research.</p>
<p>How will you ensure that the proposed actions are implemented?</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. The Implementation Teams will submit regular quarterly reports to the Steering Committee. 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 Operational Action Plans;• meetings of the Focus Groups – as needed. <p>The Steering Committee will be responsible for the timely identification of risks and will propose remedial measures if there is a conflict with the schedule. 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>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. The monitoring of timely performance of partial steps within a respective measure will thus follow detailed schedules which will be part of the Operational Action Plans. The information on the achieved progress will be reported to the Steering Committee at the quarterly meetings, by a respective member of the Working Group. The Operational 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>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 a running interim evaluation of the institution including an 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 a running internal evaluation in compliance with the requirements of the European Commission, i.e.</p>



	<p>using the respective template the Working Group will describe the fulfilment 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 its approval and thus also to the FZU management in fact. The input for the evaluation of the fulfilment of the Action Plan indicators 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.</p>
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Additional remarks/comments about the proposed implementation process:

<p>Implementing bodies and their mutual relationships</p> <p>The implementation phase of the activities is based on the established bodies, i.e. the Steering Committee and the Working Group for HRS4R, and Implementation Teams. Their roles are described below. The FZU management is at the top of the hierarchy, acting as the decision-making authority. The Steering Committee provides supervision and sets the direction of the actions and monitors the changes. Each Implementation Team is in charge of one of the objectives defined in the Action Plan. The Implementation Teams consist of interested stakeholders and Measure Owners. Each action has an assigned Measure Owner who is responsible for the implementation and fulfilment of particular indicators and targets. The Working Group for HRS4R is the main actuator of the Action Plan implementation and it works as a bridge in between all the associated bodies, i.e. the FZU management, Steering Committee, the Implementation Teams and Measure Owners. For this reason, selected members of the Working Group for HRS4R are also members of the Implementation Teams. Also, Working group members are present at all meeting of the Steering Committee. The Working Group opens Focus Groups for 8–12 persons to get specific feedback or solution for selected themes.</p> <p>Delimitation of the roles of the individual bodies of the implementation process:</p> <ul style="list-style-type: none">● Measure Owner – is a person responsible for the implementation of the formulated measure, monitors its implementation and supervises the fulfilment of the indicators and targets on the basis of a partial operational action plan elaborated for the particular measure. Based on the type of measure, it is typically an FZU management member or an HR team member. The Measure Owner can appoint another responsible delegate for a particular indicator as part of the particular measure in the operational action plan. In the list of the Implementation Teams, the names of the team leaders are highlighted. At the moment they are responsible for all the Actions included in their team objectives until the Measure Owners are appointed/selected.● 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. There is no limit for the number of members in all Implementation Teams. Each employee interested in the specific theme can become a member of the Implementation Team. The list of the proposed Implementation Teams is as follows:
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- Implementation Team for PR and Popularization (A2)
- Implementation Team for Internal Communication (A1, A3, A9, A12, A13)
- Implementation Team for HR (A4, A8, A10, A11)
- Implementation Team for Working Conditions (A5, A6, A7)

A list of the members is available on the FZU web site.

- **Working Group for 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. A list of the members is available on the FZU web site.
- **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. A list of the members is available on the FZU web site.
- **Focus Groups** – open irregular meetings for all employees who are interested in a particular theme will be convened and will deal with narrowly delimited themes proposed by the Implementation teams. In this form, stakeholders will be invited to discuss the changes in the institute which are being prepared. Representatives of scientists, researchers, administrative staff, foreign staff, etc. will be able to participate. Focus Groups bring in proposals, advice or feedback to the 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 Implementation Team member,
3. participants in Focus Groups,
4. providing ideas and comments to the Working Group using a web form on the dedicated HR Award web page of the FZU.



The scientists and administrative staff are actively involved in the HRS4R process by means of their membership in the Steering Committee (see the list of the Steering Committee members). Some employees will become Measure Owners 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 was 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) have become members of the Steering Committee. 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. All of FZU's sites are managed by the central management who delegates some power to the head of the section / site. Although the individual FZU departments and divisions might have their own specifics, they are always managed in accordance with the respective regulations, strategies and the way in which the whole institute is managed.

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 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 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.



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).