

HRS4R Implementation Process

HR Excellence in Research



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Introduction

This document submits key information about the project HRS4R, from the pre-implementation phase until the current situation.

1 Implementing bodies and their mutual relationships

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 area 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.

2 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 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:
 - 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.

3 The Steering Committee (SC)

The Steering Committee was appointed upon a decision of the FZU Director with respect to the requirements of the “Draft GUIDELINES to the implementation of the strengthened HRS4R”. The structure of the members of the SC – Administrative - 4 members, R3 – 3 members, R4 - 5 members and more detailed information about the members are presented at <https://www.fzu.cz/en/hr-award>

Term of the meeting / Action of SC	The main theme	Participants
14/06/2018	First meeting, GAP analysis process	SC, WG
11/07/2018	GAP analysis revision	SC, WG
01/08/2018	GAP analysis revision	SC, WG
08/08/2018	AP preparation	SC, WG
22/08/2018	AP preparation	SC, WG
06/09/2018	AP revision	SC, WG
17/09/2018	AP revision	SC, WG
03/10/2018	AP and GAP last version revision	SC, WG
10/12/2018	Discussion about Implementation teams	SC, WG
11/12/2018	The Consensus report from the European Commission was accepted. Some changes in GAP and AP were needed. The term for the update by 11/02/2019	
21/01/2019	Revision of the updated AP and GAP	SC, WG
04/02/2019	Revision of the updated AP and GAP	SC, WG

4 The Working Group (WG)

The Working Group for HRS4R was appointed by the Director of the Institute of Physics, Michael Prouza, and the Science Secretary, Jiří Červenka, Activities of the Working Group for HRS4R were coordinated by them. The members of WG are presented at <https://www.fzu.cz/en/hr-award>

The Working Group for HRS4R had a mandate to implement the following preliminary steps in 2018:	
In-depth interviews	01 - 05/2018
Online survey	04 - 06/2018
Elaboration of the Gap Analysis (GAP)	05 - 07/2018
Formulation of the Action Plan (AP)	06 - 09/2018
The Action Plan posted on FZU website	05/10/2018

Term of the meeting / Action of WG	The main theme	Participants
04/01/2018	Kick off meeting of WG	WG members, M. Prouza, J. Červenka
24/01/2018	Coordination and preparation of the in-depth interviews	WG members
08/03/2018	Online survey preparation	WG members
30/04/2018	Information and coordination meeting	WG members
11/05/2018	In-depth interviews evaluation	WG members
04/06/2018	Data processing and results online survey evaluation	WG members
11/06/2018	Formulation of the first version of the GAP analysis	WG members
28/06/2018	Formulation of the second version of the GAP analysis	WG members
23/07/2018	Improvement details and formulation of the final version of the GAP analysis	WG members
30/07/2018	Action plan template preparation	WG members
08/08/2018	Discussion and Action Plan targets proposals	WG members
30/08/2018	The final version of AP	WG members
05/09/2018	Revision of AP and creation of attachments	WG members
17/09/2018	Discussion about the last version AP	WG members
05/10/2018	GAP analysis and AP sent to European Committee (EC)	WG members / SC
06/10/2018	AP posted on FZU websites	WG members / SC
05/12/2018	Realization of the AP, creation of Implementation teams	WG members
04/01/2019	Coordination meeting about the revision of the AP and GAP analysis	WG members
10/01/2019	Coordination meeting about the revision of the AP and GAP analysis	WG members

24/01/2019	Whole-institute seminar about AP, implementation teams	WG, SC, FZU employees
08/02/2019	Updated AP and GAP sent to EC and updated websites information at https://www.fzu.cz/en/hr-award	WG, SC

More information about the online survey and in-depth interviews at https://www.fzu.cz/sites/default/files/Survey_methodology_outcomes.pdf

5 Implementation teams

The implementation of the priority tasks of the Action Plan was commenced by the establishment of the so called Implementation Teams in December 2018, which deal with four areas of the themes from the AP, namely by the matters of HR, internal communication, working conditions and PR. The teams are led by the so-called Activity Guarantor and consist of members from all FZU divisions and across all qualification R1-R4, of administration staff and technical staff – see <https://www.fzu.cz/en/hr-award> The first meeting of the Implementation teams took place on December 17th, 18th and 19th 2018.

The composition of the Implementation Teams from the viewpoint of EU employee categories:

Implementation Team for HR: administration staff 7x, R3 3x, R4 2x

Implementation Team for Working Conditions: administration staff 5x, technical staff 1x, R1 2x, R2 3x, R3 2x, R4 4x

Implementation Team for Internal Communication: administration staff 4x, technical staff 2x, R1 1x, R3 1x, R4 4x

Implementation Team for PR: administration staff 4x, technical staff 2x, R1 2x, R2 2x, R3 3x, R4 1x

With regards to the fact that not all the employees had a chance to get acquainted with the up-to-date Action Plan, on 24 January 2019 a whole-institute workshop was organized which was attended by approximately 120 employees.

In the vast majority, they were researchers (79 scientists: R1 – 13x, R2 – 10x, R3 – 25x, R4 – 31x). In the workshop, the whole principle of the prepared AP was introduced and also the individual Implementation Teams, their themes and objectives. The participants joint in the amendment of the AP by means of their questions and comments. The main aim of the seminar was mainly to engage researchers of R1-R2 categories and thus to awake their interest in the options of collaboration in the individual Implementation Teams. Moreover, a possibility to share proposals, requirements and ideas by means of a web form on the FZU Intranet.

Term of the meeting / Implementation team - HR	The main theme	Participants
19.12.2018	First meeting, introduction of the main topics	Members of implementation team and team Guarantor Lenka Černá
20.3.2019	Deeper explanation of each topic and distribution of tasks	Members of implementation team and team Guarantor Lenka Černá

Term of the meeting / Implementation team – Working conditions	The main theme	Participants
18.12.2018	First meeting, introduction of the main topics	Members of implementation team and team Guarantor Lucie Beránková
11.3.2019	Deeper explanation of each topic and distribution of tasks	Members of implementation team and team Guarantor Lucie Beránková

Term of the meeting / Implementation team – Internal Communication	The main theme	Participants
18.12.2018	First meeting, introduction of the main topics	Members of implementation team and team Guarantor Olga Lakomá
13.3.2019	Deeper explanation of each topic and distribution of tasks	Members of implementation team and team Guarantor Olga Lakomá

Term of the meeting / Implementation team – PR	The main theme	Participants
17.12.2018	First meeting, introduction of the main topics	Members of implementation team and team Guarantor Míla Moudrá
13.3.2019	Deeper explanation of each topic and distribution of tasks	Members of implementation team and team Guarantor Míla Moudrá

6 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:

- Steering Committee,
- Measure Owner or the Implementation Team member,
- participants in Focus Groups,
- 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.



7 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.