

Action Plan

Institute of Czech Literature of the Czech Academy of Sciences

HR Excellence in Research Award

June 2021



EVROPSKÁ UNIE
Evropské strukturální a investiční fondy
Operační program Výzkum, vývoj a vzdělávání



MINISTERSTVO ŠKOLSTVÍ,
MLÁDEŽE A TĚLOVÝCHOVY



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	78.5
Of whom are international (i.e. foreign nationality)	2.6
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0
Of whom are women	28.2
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	53.3
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	6.2
Of whom are stage R1 = in most organisations corresponding with doctoral level	10.7
Total number of students (if relevant)	0
Total number of staff (including management, administrative, teaching and research staff)	107.9
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	3 653 670
Annual organisational direct government funding (designated for research)	2 057 771
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1 476 910
Annual funding from private, non-government sources, designated for research	0
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>The Institute of Czech Literature is the largest non-university institution in the Czech Republic focused on basic research in Czech literary studies. The subject of research conducted at the ICL is the history as well as the present of Czech literature, theory of literature, and literary life in the Czech Lands. The ICL is an autonomous institute founded by the Czech Academy of Sciences and since 2007, it has the legal form of a public research institution. Part of the ICL is the Czech Literary Bibliography research infrastructure, which provides bibliographic information for Czech literary studies on an international scale.</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	
<p>Ethical and professional aspects</p> <p>Strengths:</p> <ul style="list-style-type: none"> - The Institute of Czech Literature (henceforth 'ICL') is characterised by a collegial atmosphere and institutional culture that has a firm foundation in ethical and professional principles established on the level of the Czech Academy of Sciences (henceforth 'CAS') as a whole. - Freedom of research at the ICL is provided for and supported. - ICL employees understand the principle of professional responsibility. - Long-term strategy of the ICL is defined in a Conception of Research Activities, which is revised and accepted every five years. - Especially in the last year, the ICL had intensively addressed the issue of open access to scientific information. - ICL employees regularly present their research also to the general public and schools. They are aware of importance of these activities. - The ICL provides a suitable level of occupational safety. - Statutes of the CAS and Career Development Rules of the CAS define, on the level of the CAS, a system of evaluation of university-educated employees. The ICL as a whole undergoes every five years a comprehensive international evaluation organised by the CAS. Additionally, its research activities are assessed within a framework of national evaluation of research institutions. The Czech Literary Bibliography research infrastructure, which is part of the ICL, also undergoes regular international evaluation. - Financial management of the ICL is transparent. The institute publishes its annual reports and at the beginning of each 	<p>Weaknesses:</p> <ul style="list-style-type: none"> - Ethical standards are not defined in a separate code of ethics of the ICL, and the institute also has not yet appointed an ethics committee that would assess ethical issues of scientific work. - Not all areas of management of the ICL work on the basis of an explicitly defined strategy (evaluation, management of human resources, open access, international collaboration, communication with the general public). - According to employees, some isolated cases of discrimination took place at the ICL. - Some organisational documents had not been checked and updated for some time. Other documents had not been sufficiently implemented. - The intranet platform is not sufficiently adjusted for the needs of internal communication. Employees' awareness of internal regulations and services mediated by the intranet is insufficient. - New ICL website has not been officially launched yet and the existing website is no longer quite up-to-date.

calendar year also its planned budget (at <http://ucl.cas.cz/cs/o-ustavu/hospodareni-ucl>).

- In accordance with valid legislation, the ICL publishes agreements and contracts it concludes in a national Registry of Contracts.

Recruitment and selection

Strengths:

- Functional and non-discriminatory recruitment process based on directives of the CAS and Czech legislation.
- Required competencies assessed in selection procedures are sufficiently defined in advance.
- Candidates are provided with a range of information attesting to the principle of transparency in accordance with the OTM-R. Composition of selection committees emphasises scientific competence while taking into account the principle of gender balance.
- Selection committees assess candidates based on a comprehensive profile of their competencies and experience.
- Open positions are advertised using suitable information channels selected in view of specifics of the area in which the ICL conducts research.
- Mobility and candidate's experience with international academic environment are, in the selection process, taken into account and evaluated positively.
- Employees remain on a postdoc position for at most five years after completing their Ph.D. studies.

Weaknesses:

- The process of recruitment and selection of employees is not yet regulated by an internal directive.
- OTM-R policy is not yet codified at the ICL in writing.
- The institute has not yet appointed a person responsible for organisational correctness of the recruitment process and training of the selection committees.
- Advertisements which publicise open positions do not yet provide all information required by the OTM-R and Code of Conduct.

Working conditions

Strengths:

- Work flexibility is provided for. Where possible in view of the nature of their work, employees can choose where they will work, the beginning and end of working hours, and fulltime or parttime contract.
- Employees view the ICL as a stable employer offering a long-term perspective.
- Every employee is provided with a working station and receives all instruments needed for work as well as software support. The ICL has a specialised library. Employees have access to journal article databases and databases of relevant sectoral bibliography.
- The ICL has service units dedicated to administrative support, IT support, project service, and dissemination of results of scientific activity.
- Social security of employees and working conditions are guaranteed both by current national legislation and by collective agreements with two employee unions active at the ICL.
- Lack of gender balance within the qualification grades and leading positions is clear and management of the ICL perceives it as a pressing problem.
- Career development rules at the ICL are determined by Career Development Rules for University-Educated Employees of the CAS, which applies to the whole of the CAS.
- The ICL has a detailed directive regulating the handling of research and development outputs.
- Co-authorship and collective authorship are a common part of ICL's publication culture.
- Employees participate in managing the ICL by voting in elections to the Board of the institution and participation in numerous consultative bodies.

Weaknesses:

- Some employees perceive the working spaces as excessively small and miss relaxation zones and some form of a lunchroom. Some noted certain shortcomings in instruments and facilities which employees are provided with.
- A procedure according to which an employee should be equipped with instruments and facilities is not standardised (IT equipment, software, furniture of offices, etc.).
- The ICL has no set procedure for dealing with complaints.
- Labour policy including the length and forms of employment relations has not been revised for a number of years.
- Salary policy is strongly influenced by current financing options. The fact 40% of ICL budget come from grants is a clear risk factor.
- Gender disbalance is at the ICL present both within the qualification grades and in gender representation in leading positions.
- The ICL does not yet have a conception of guidance of early-career researchers including postdocs.
- With respect to registration of licencing conditions, the Internal directive on handling the results of research activity has not yet been sufficiently implemented. What is missing is a user-friendly manual on this subject.

<p>Training and development</p> <p>Strengths:</p> <ul style="list-style-type: none"> - The ICL is a highly respected training centre for doctoral studies, a role it plays in collaboration with four universities. - Doctoral students have employee status. They are included in research projects, which gives them an opportunity to acquire valuable research experience. Their supervisors are mainly department heads or project leaders, eventually other persons appointed by the doctoral student's university as long as this person is employed by the ICL. - The ICL uses programmes of career development provided within the framework of the CAS. - Employees can take language courses provided by the CAS. - Employees are offered various training activities, mostly organised by the CAS. - ICL staff are interested in training activities. 	<p>Weaknesses:</p> <ul style="list-style-type: none"> - Absence of a training policy on the level of the ICL and little experience with organising activities of this kind. - The ICL still does not have a conception of supervision of early-career researchers and is yet to introduce a mentoring programme for doctoral students and postdocs. - The ICL lacks a systematic and targeted strategy of development of competencies of its employees that would take into account the specific features of their positions, thus providing, e.g. training of managerial competencies for employees in leading positions, training of soft skills, higher level of IT competencies, etc. - Language courses provided by the CAS are not individualised and survey among staff shows that the courses are of variable quality.
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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):

<p>http://ucl.cas.cz/en/hr-award</p>
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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)
A1. Introduce ethical standards and a system for handling complaints	1. Research freedom 2. Ethical principles 3. Professional responsibility 6. Accountability 10. Non-discrimination 22. Recognition of the profession 27. Gender balance 32. Co-authorship 34. Complains/ appeals	Q2/2023	Director's representative for HRS4R and a preparation team for ethical standards	<p>Target Introduce ICL's own ethical standards based on the Code of Ethics of the CAS and create a system for handling complaints and appeals. The Ethics Committee would in terms of its composition represent also early-career researchers.</p> <p>Indicators</p> <ul style="list-style-type: none"> - Create a team for preparation of a Code of Ethics of the ICL. (I1.1, Q4/2021) - Prepare a Code of Ethics of the ICL. (I1.2, Q4/2022) - Appoint an Ethics Committee and implement the Code of Ethics of the ICL. (I1.3, Q1/2023) - Based on further discussion with employees, consider creating a position of ombudsman. (I1.4, Q1/2023) - Integrate ethical standards into the Strategy of Management and Sustainable Development of the ICL. (I1.5, Q4/2022) - Create a manual for handling of complaints and appeals. (I1.6, Q2/2023)

<p>A2. Eliminate risk of discrimination and improve gender balance</p>	<p>10. Non-discrimination 12. Recruitment 14. Selection (Code) 27. Gender balance 38. Continuing Professional Development 39. Access to research training and continuous development</p>	<p>Q2/2023</p>	<p>Director's representative for HRS4R and a preparation team for ethical standards</p>	<p>Target Eliminate at the ICL risks of discrimination and implement in practice the principle of gender balance. When dealing with these issues, use collaboration with the National Contact Centre for Gender & Science.</p> <p>Indicators</p> <ul style="list-style-type: none"> - Define ICL's position with respect to gender equality in the Strategy of Management and Sustainable Development of the ICL. (I2.1, Q4/2022) - Conduct an internal gender audit and prepare the first draft of a plan to introduce gender equality. (I2.2, Q2/2023) - Integrate measures aimed at securing gender equality into the ICL's principles of management, for instance by incorporating them into organisational documents, via training activities, and by active communication with employees. (I2.3, Q2/2023) - Include the subject of gender equality into the system of training and organise at least one training event. (I2.4, Q2/2022) - Endorsement of promotion of women's participation in science will be declared on ICL website. The ICL will also participate in other relevant public activities. (I2.5, Q1/2022)
<p>A3. Systematise management and revise the system of internal controls</p>	<p>4. Professional attitude 5. Contractual and legal obligations 6. Accountability 7. Good practice in research 23. Research environment 31. Intellectual Property Rights 39. Access to research training and continuous development</p>	<p>Q2/2023</p>	<p>Coordinator of the HRS4R with director's representative, scientific secretary, and head of technical and financial administration</p>	<p>Target Revise and prepare procedures for informing ICL employees about the institute's strategic goals and strategic organisational documents. Check that relevant strategic documents and processes are not outdated and consider their update.</p> <p>Indicators</p> <ul style="list-style-type: none"> - The process of creation and adoption of a conception of research activities will be described in a Strategy of Management and Sustainable Development of the ICL. (I3.1, Q4/2022) - It will be checked that Director's directive no. 1/2011 on project-based organisation of activities in research,

				<p>development and innovations in the ICL is still up-to-date. (I3.2, Q4/2022)</p> <ul style="list-style-type: none"> - Define rules for collaboration between principal researchers of grant projects and internal control of the ICL as well as other control subjects including grant providers. (I3.3, Q4/2022) - Revise the system of internal controls (directive on Internal System of Control is from 2010). (I3.4, Q4/2022) - Intranet of the ICL will be made more user-friendly and become the basic information platform for ICL employees. (I3.5, Q2/2023) - Employee training will include the subject of registration of licence conditions addressed in internal directive no. 1/2020 (Directive of Director of the ICL no. 1/2020 on handling the outputs of activities in research, development, and innovations and on protection of intellectual property of the institute). (I3.6, Q2/2023) - Documents related to OSH will be published on the intranet. (I3.7, 4Q/2021) - The system of training will include training on GDPR. (I3.8, Q2/2023) - The ICL will prepare guidelines for furnishing employees with instruments and equipment needed for performance of their work. (I3.9, Q4/2021) - The ICL will prepare a document summarising the rules and principles of IT security. (I3.10, Q3/2022)
<p>A4. Improve dissemination of results of scientific activities, especially by implementing Open Access.</p>	<p>8. Dissemination, exploitation of results 31. Intellectual Property Rights 38. Continuing Professional Development 39. Access to research training and continuous development</p>	<p>Q2/2023</p>	<p>Coordinator for Open Access and digitalisation with head of the research infrastructure and statutory deputy director</p>	<p>Target Perform a more detailed analysis of the existing system of dissemination of results of research activities. In view of the culture common in this sector, promote Open Access publication.</p> <p>Indicators</p> <ul style="list-style-type: none"> - Competencies and services of coordinator of Open Access and digitalisation will be presented to ICL staff via suitable communication channels. (I4.1, Q4/2022)

				<ul style="list-style-type: none"> - The issue of dissemination of results of research activities will be included in the Strategy of Management and Sustainable Development of the ICL. (I4.2, Q4/2022) - ICL will create its Open Access strategy; the proposed strategy will be discussed with ICL staff at two events. (I4.3, Q4/2022) - ICL will check that Director's directive no.1/2020 is up-to-date with respect to implementation of Open Access. If need be, the directive shall be modified to accommodate it. (I4.4, Q4/2022) - The subject of copyright, licencing conditions, and principles of Open Access will be included in the system of training and at least one training event shall be dedicated to it. (I4.5. Q2/2023) - Create a manual with guidelines for concluding licencing agreements in connection with Director's directive no. 1/2020. (I4.6, Q2/2023)
A5. Improve ICL's communication directed at schools and the general public	8. Dissemination, exploitation of results 9. Public engagement 38. Continuing Professional Development 39. Access to research training and continuous development	Q2/2023	Head office manager and the popularisation team	<p>Target Improve ICL's popularisation directed at schools and the general public.</p> <p>Indicators</p> <ul style="list-style-type: none"> - Prepare a Communication and Marketing Strategy of the ICL that will take into account all relevant communication platforms and target groups. Its particulars will be discussed with ICL staff at two meetings dedicated to this subject. (I5.1, Q4/2022) - ICL's new website will be finished and officially launched. (I5.2, Q1/2022) - Development of popularisation and communication competencies will be included in the system of training and at least two training events will be dedicated to it. (I5.3, Q2/2022)
A6. Conduct a more detailed analysis of the current system of evaluation at the ICL	11. Evaluation/ appraisal systems	Q2/2023	Guarantor for evaluation and director's deputy	<p>Target Systematically revise the current system of evaluation and implement the results in practice.</p>

				<p>Indicators</p> <ul style="list-style-type: none"> - Conduct an analysis of the current state of the system of evaluation and in view of its results define a strategy of evaluation at the ICL. The subject of evaluation will be discussed at two events with ICL staff. (I6.1, Q4/2022) - Revise the Rules of Attestation Procedure and make the document compatible with the envisaged strategy of evaluation at the ICL. (I6.2, Q2/2023)
<p>A7. Further develop the presentation of ICL and its researchers within international academic circles</p>	<p>8. Dissemination, exploitation of results 19. Recognition of qualifications (Code) 29. Value of mobility</p>	<p>Q2/2023</p>	<p>Director's deputy for international collaboration and assistant for international collaboration</p>	<p>Target Boost international status of the ICL.</p> <p>Indicators</p> <ul style="list-style-type: none"> - Draft an ICL strategy for international collaboration and discuss this document with ICL staff at two events. (I7.1, Q4/2022) - Draft and adopt an internal regulation that will standardise financial support for international mobility and publishing abroad. (I7.2, Q4/2022) - Increase the number of member institutions of International Consortium for the Creation and Use of Czech Literary Bibliography. (I7.3, Q2/2023) - Finish the English version of the relevant parts of ICL's new website, especially parts dedicated to the presentation of professional interests and specialisation of researchers. (I7.4, Q1/2022) - Provide more intensive support to international mobility and participation of ICL researchers in international collaboration (organise at least eight international stays for ICL researchers and eight stays for incoming foreign researchers). (I7.5, Q2/2023) - Fifteen researchers will be offered individual language training to improve their language competence for professional, academic communication. (I7.6, Q4/2022)
<p>A8. Optimise recruitment and selection of researchers in accordance with OTM-</p>	<p>12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code)</p>	<p>Q2/2023</p>	<p>HR manager and the scientific secretary</p>	<p>Target Reinforce an open, transparent, and merit-based system of recruitment and selection of employees.</p>

<p>R policy and Code for Researchers</p>	<p>17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 19. Recognition of qualifications (Code) 20. Seniority (Code) 21. Postdoctoral appointments (Code)</p>			<p>Indicators</p> <ul style="list-style-type: none"> - Create a Czech and English version of a new model advertisement of open positions at the ICL containing all requisite information. (I8.1, Q4/2021) - Test the options of expanding the portfolio of relevant channels to be used for advertisement of open positions at the ICL. (I8.2, Q4/2021) - The area of employee recruitment and selection will be addressed in the planned Strategy of Management and Sustainable Development of the ICL. (I8.3, Q3/2022) - Appoint a person responsible for the entire selection process and its adherence to relevant rules and regulations. (I8.4, Q2/2022) - Members of selection committees will be provided support regarding recognition of qualifications, for instance also via the ERIC-NARIC. (I8.5, Q2/2023) - Recruitment and selection of new employees will be standardised in an internal directive that will reflect the OTM-R principles. (I8.6, Q2/2023) - The ICL will prepare its OTM-R policy and publish it at its website in Czech and in English. (I8.7, Q2/2023) - For specific situations within the recruitment process, invitation of external evaluators will be considered. (I8.8, Q2/2022) - Standardise the process of adaptation of new employees (tools, training, person responsible, etc.). (I8.9, Q2/2023)
<p>A9. Support stability of employment</p>	<p>25. Stability and permanence of employment 26. Funding and salaries 38. Continuing Professional Development 39. Access to research training and continuous development</p>	<p>Q2/2023</p>	<p>HR manager with the director and head of technical and financial administration</p>	<p>Target Test options of improving stability of employment and salary conditions and include both of these areas in ICL's long-term strategy.</p> <p>Indicators</p> <ul style="list-style-type: none"> - Conduct an internal audit aimed at the form and duration of employment contracts. Its aim will be to analyse possibilities of further improvement of employment stability at the ICL. (I9.1, Q4/2022) - Results of the audit will be discussed with representatives of ICL employees. (I9.2, Q2/2022)

				<ul style="list-style-type: none"> - Create a brief overview of employee benefits offered by the ICL and publish it on the intranet. (I9.3, Q4/2021) - Focus on further development of project support, offer employees training in national and European grant policies. (I9.4, Q2/2023)
A10. Support career development	28. Career development 29. Value of mobility 30. Access to career advice 36. Relation with supervisors 37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision	Q2/2023	HR manager with deputy director and director's deputy for Brno branch of the ICL	<p>Target Systematise support of career development with special emphasis on support, mentoring, and supervision of early-career researchers including doctoral students.</p> <p>Indicators</p> <ul style="list-style-type: none"> - Include in the Strategy of Management and Sustainable Development of the ICL a system of career development and training activities as well as HR support related to it. (I10.1, Q4/2022) - Organise at least ten training activities focused on the development of various competencies. These training activities would be organised directly at the ICL and amount to at least 8 hours per training event. (I10.2, Q4/2022) - Planned training activities will be presented on ICL intranet. (I10.3, Q3/2021) - Create a conception of supervision of early-career researchers and doctoral students that would include career development and mentoring. (I10.4, Q4/2022) - Organise two discussions with doctoral students and early-career researchers focused on the conception of supervision and mentoring of early-career researchers. (I10.5, Q4/2022) - Update internal regulation on rules governing the presence and work of doctoral students at the ICL. The current regulation has not been revised since 2012. (I10.6, Q2/2023)

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

So far, the policy of recruitment and selection of employees at the ICL was based on Czech legislation, in particular Act no. 283/1992 Coll. on the CAS, Act no. 341/2004 Coll. on public research institutions, and in general terms also on the Labour Code (Act no. 262/2006 Coll.) and the anti-discrimination law (Act no. 198/2009 Coll.). In addition to these, the process was based on the relevant internal regulations of ICL's founder, the CAS, in particular its Statutes and Career Development Rules. Given the small size of the ICL (see Organisational Information) and low level of fluctuation of researchers, the organisation viewed these arrangements as satisfactory and did not create any internal regulations that would further define its recruitment and selection policy. Recent analyses had, however, shown that the current practice does not meet all of the criteria of OTM-R. The planned removal of these shortcomings in part overlaps with the Action Plan, especially its actions A9 and A2, and in terms of attracting new employees also action A8.

1. Individual measures are based on the OTM-R analysis as well as OTM-toolkit and OTM-R reports published at the EURAXESS Portal. OTM-R policy of the ICL will be based on previously established good practice, which will be supplemented by measures responding to shortcomings revealed by the abovementioned analysis. Below, we list actions that should lead to a full implementation of the OTM-R policy.
2. Create an internal directive on the recruitment and selection of new employees (Q2/2023). This directive should address at least the following areas:
 - a) The framework of OTM-R policy, which defines the basic rules for transparency, openness, and merit-based process.
 - b) The process of control of employee recruitment and selection and appointment of a person responsible for supervising and organising the process, including training of members of selection committees.
 - c) Model advertisements defining the minimum obligatory content in accordance with OTM-R.
 - d) Policy of advertisement (portals, social networks).
 - e) Competencies of members of selection committees (including training) and the manner of composing selection committees.
 - f) Mandatory process terms and procedure for lodging complaints.
 - g) Administrative requirements which candidates must meet in connection with the selection procedure (with emphasis on minimising the burden on candidates).
 - h) Possible forms of conducting interviews.
 - i) Process of communicating with candidates and informing of results of the selection procedure.
 - j) Gender balance and other criteria for employee recruitment and selection.
 - k) Mechanisms of long-term monitoring and control of employee recruitment process.
3. Drafting and finalisation of ICL's OTM-R policy and its publication on institute's website in Czech and English. OTM-R will be supplemented with an internal directive on the recruitment and selection of employees. This action will include implementation of procedures to check the success of implementation of OTM-R policy.
 - a) Public endorsement of OTM-R principles. (Q4/2021)
 - b) Publication of OTM-R policy. (Q2/2023)
 - c) Preparation and endorsement of internal guidelines defining OTM-R procedures for all types of positions within the ICL. (Q2/2023)

OTM-R will be included in the Strategy of Management and Sustainable Development of the ICL. OTM-R policy implementation team will be supervised by a HR manager in close collaboration with the scientific secretary, director's representative for HRS4R, and HRS4R coordinator. The process of preparation will be consulted via Director's Collegium with heads of institute's units on a monthly basis. In connection with preparing the Strategy of Management and Sustainable Development of the ICL, the process of defining institute's OTM-R policy will also be discussed at two meetings with institute's staff. Ongoing feedback will be provided by representatives of employees within a Steering Committee. Outputs will be discussed by ICL Board.

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: none

4. IMPLEMENTATION

General overview of the expected implementation process:

Implementation of principles spelled out in the Charter and Code, including the OTM-R policy, will take place based on the ten areas listed above, all of which are included in the Action Plan. Given the fact that as part of implementation, it will be necessary to make decisions on many conceptual policy questions, the ICL team will prepare six strategies. The following is their list and a general overview of those areas based on the GAP analysis, OTM-R analysis, and general profile of the ICL. Timing of preparation of strategies: Q4/2022.

- 1) Strategy of management and sustainable development of human resources (guaranteed by HR manager with coordinator of implementation and director's representative for HRS4R):
 - recruitment and selection of employees including the implementation of OTM-R policy
 - ethics of scientific work, including the process of handling complaints and antidiscrimination measures
 - gender balance
 - progress of preparation of a conception of research activities and dissemination of results of research activities
 - research work based on professionalism, responsibility, and knowledge of sectoral processes and directives, including the system of control
 - support of researchers provided by service units
 - working environment and conditions for research work
 - medium-term plan aimed at promoting stability of employment
 - system of further education and career development
- 2) Conception of supervision of early-stage researchers (guaranteed by HR manager with director's deputy for Brno branch of the ICL, who is in charge of collaboration with universities and responsible for the work of doctoral students at the ICL):
 - principles of functioning of the ICL as a training centre for doctoral studies
 - a mentoring programme
 - competencies of persons who conduct supervision and mentoring
- 3) Strategy of evaluation at the ICL (guaranteed by guarantor for evaluation in coordination with deputy director):
 - results of analysis and proposals for steps to be implemented in the medium term
- 4) Strategy of international collaboration (guaranteed by director's deputy for international collaboration):
 - ICL and its presentation in international context
 - recruitment and selection of international researchers

- support of acquisition of international experience and transfer of knowledge
 - support of research stays at the ICL
 - conception of development of International Consortium for the Creation and Use of Czech Literary Bibliography
 - securing HR support for international collaboration
- 5) Strategy of Open Access (guaranteed by coordinator for Open Access and digitalisation in collaboration with head of the research infrastructure and deputy director):
- conduct an analysis of possibilities of publishing research results in Open Access format
 - medium-term horizon for strategy for Open Access at the ICL
 - provision of HR support for implementation of principles of Open Access
- 6) Strategy of popularisation (guaranteed by head office manager and the popularisation team):
- medium-term conception of transformation of results of scientific work into popularisation activities
 - collaboration with schools
 - online presentation of the ICL
 - assignment of work-hour capacity for support of popularisation activities.

Each of the abovementioned strategies will be at least twice during the period of Q3/2021 to Q3/2023 consulted and discussed with ICL staff. Aside from that, these strategies will be discussed via the Director's Collegium with heads of units and representatives of the unions. Director's Collegium includes representatives of the Steering Committee as well as Director of the ICL. It must be born in mind, meanwhile, that members of the Steering Committee are aside from their other functions also members of their respective departments. The strategies listed above are instruments whose purpose is to implement outputs and in general terms, they form a framework for discussions.

The Implementation Team will continue in its regular monthly consultations, which will include checking that schedule is met and coordinate collaboration provided by HRS4R coordinator.

The Action Plan, GAP analysis, OTM-R analysis, and results of the main questionnaire survey will be published at ICL website. This is part of public control of ICL meeting its obligations stemming from the Charter, Code, and OTM-R policy.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Checklist	*Detailed description and duly justification
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p><i>free text 500 words maximum</i></p> <p>Meeting of targets defined by the Action Plan will be supervised by HRS4R coordinator together with director's representative for HRS4R. The Working Group will continue in its regular monthly meetings, to which members of the Steering Committee are always invited. At the ICL, we use the Trello management system as a dynamic instrument of control of project progress, including partial steps. The team includes a project manager who conducts formal control of targets being met and their compatibility with auxiliary instruments, especially project Development of Research and Popularization Resources of the ICL (reg. no. CZ.02.2.69/0.0/0.0/18_054/0014701). The grant provider is also a control subject of the implementation.</p> <p>Another level of supervision of project progress takes place at Director's Collegium, which discusses and will continue to discuss activities related to implementation of the HRS4R.</p> <p>A separate supervision group consists of representatives of ICL employees gathered in the Steering Committee, who take part in the regular monthly meetings of the Working Group and comment on outputs.</p> <p>The last stage of control takes place in the ICL Board, which is the supreme organ of the ICL. In the ICL Board, HRS4R implementation is represented by Director of the ICL.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>Given the size of the ICL and size of the team charged with implementation of the HRS4R, large proportion of employees is directly involved in implementation. Additionally, though, we also plan the following measures:</p> <ol style="list-style-type: none"> 1. As part of implementation of each of the strategies outlined above (see point 4), we will organise two discussion meetings with ICL staff and one meeting on HRS4R in general. 2. The ICL will publish all relevant documents on its website to achieve maximum transparency. 3. Regular discussions will take place on the level of Director's Collegium, which includes all heads of departments and representatives of the unions on behalf of institute's employees. 4. Members of the implementation team will continuously initiate discussion as part of their agenda. 5. In pursuance of actions A1 and A2, we will create a gender-balanced working group for ethics composed of ICL researchers across qualification grades.
<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>When setting the priorities of HRS4R Action Plan, we made sure to fully take into consideration the current Conception of Research Activities, a key strategic document defining the functions and tasks which the ICL strives to fulfil in Czech literary science and in general within Czech culture and society. The Action Plan thus corresponds to this comprehensive vision of functioning of the ICL, with existing ways of organising scientific work, HR policies, and other areas of managing the institute.</p>

	<p>Management of the ICL addresses issues related to the concept of ICL's functioning continuously but especially during the regular international evaluation of teams and institutes of the CAS, which takes place every five years. For this evaluation, the ICL prepares analyses, strategic materials, and plans its research activities. These documents, too, were taken into consideration during preparation of the Action Plan. The HRS4R itself constitutes for the ICL a reason to delve deeper into conceptual questions and it is at the moment at the very core of all the planned strategies presented in point 4. The Action Plan is commented upon by the ICL Board. After discussions in this organ, the Action Plan acquires an official status and becomes a pivotal starting point for a conception of HR management of the ICL.</p> <p>Implementation of individual points of the Action Plan will be significantly aided by the abovementioned project Development of Research and Popularization Resources of the ICL, from which we draw financial and personnel capacities for particular areas of implementation. This grant moreover obliges the ICL to meet all of the abovementioned targets not only during the period of realisation of the project but also during the stage of its sustainability, which ends with defending the HR Award during an in-place investigation of impact of its implementation.</p> <p>We can thus conclude that the HRS4R corresponds to current scientific and HR strategy of the ICL, but its systematic implementation will contribute to further incorporation, deepening, and development of these principles.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>The implementation team includes persons responsible for managing the ICL. The Steering Committee includes not only Director of the ICL but also three of its deputies and the Scientific Secretary. The process is further facilitated by the fact that ICL Director appointed a representative specifically for the HRS4R. The Steering Committee also includes heads of two service units, namely the head office manager and head of the technical and financial support unit. Another important member of this committee is the director of research infrastructure Czech Literary Bibliography.</p> <p>Organisation of events will be provided by the Working Group supervised by the Steering Committee, whereby some highly competent persons with decision-making powers are members of both of these groups. Ethical issues linked to the implementation process will be addressed by a separate group headed by director's representative for HRS4R.</p> <p>This Action Plan and requisite further documents on the HRS4R which conclude the initial phase are discussed by ICL Board and are based on suggestions by employees.</p>
<p>How will you monitor progress (timeline)?</p>	<p>Progress will be monitored at regular monthly meetings of the Working Group and Steering Committee. For this reason, there is always appointed a person in charge of particular event and that person will report on the current state of progress. At the same time, a timeline of meeting indicators is being developed in detail. A summary of progress will be prepared by coordinator of HRS4R implementation every six months, and this summary will also be presented to the funder. Checks and controls of meeting partial and long-term goals will be performed using the Trello management system.</p>

<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>Final evaluation will focus on checking the following areas:</p> <ol style="list-style-type: none"> 1. Meeting the indicators. 2. Qualitative control of all outputs which should follow from meeting the indicators. 3. Evaluation of the degree to which targets set in part 4 were met with respect to each action. 4. Analysis of elimination of weaknesses of the institute based on the results of current stage of HRS4R implementation. 5. Assessment of the impact of implementation on employees by conducting a questionnaire survey and comparison of its results with the previous questionnaire survey (by the coordinator of implementation). 6. Assessment of the impact of implementation on employees via discussion meetings dedicated to particular strategic intentions. <p>Control will be conducted by the coordinator of HRS4R implementation and director's representative for HRS4R in collaboration with the project manager.</p> <p>The resulting findings will be reflected in a revised action plan for the next three-year period.</p>
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Additional remarks/comments about the proposed implementation process:

At a number of points described in this Action Plan, the ICL had so far acted especially due to its size in a mostly informal manner. It tended to emphasise personal approach to employees and direct communication. We would like to continue in developing this institutional culture because we are convinced that it contributes to a good atmosphere at the ICL. At the same time, this has no bearing on the fact that even organisations of our type need to have clearly set and explicitly declared rules that reflect current standards of HR management.

Since 2007, the ICL has the legal form of a public research institution. Prior to that, it was a state-subsidised organisation. The founder of the ICL is the CAS, which via internal directives and guidelines regulates various aspects of activities of its institutes, including some pertaining to the HRS4R. Being part of the CAS brings the ICL various advantages and beneficial synergies (e.g. organisational and legal support) but also the obligation to follow organisational principles set on the level of the CAS as a whole. The CAS has been providing its institutes with long-term support in implementing the Charter and the Code.

Many of the strategic documents mentioned in the GAP analysis are currently available on ICL intranet. In case evaluators would so wish, we would be happy to forward any or all of them. Nevertheless, given the academic profile of the ICL – which focuses on the history and present of Czech literature –, knowledge of Czech language is a prerequisite for working at our institution, which is why a substantial part of these internal documents exists only in Czech.

Implementation of the HRS4R will be supplemented by further measures, especially thanks to efforts to use grants supporting employee mobility and further training. At the moment, the ICL receives such support both from the CAS and from the Czech Ministry of Education.

Annual reports of the ICL are published on institute website (<http://www.ucl.cas.cz/cs/o-ustavu/vyrocnizpravy>) and, in accordance with current legislation, also in the Registry of Public Research Institutions.

The ICL is currently finalising the development of its new website. Unfortunately, as of the time of submission of the Action Plan, this website has not yet been launched. The old website still functions but no longer reflects current standards and some of its parts have not been updated (among other things because the staff are fully busy with preparation of the new web).

During the process of work on implementation of the HRS4R, management of the ICL had become aware of the importance of organised discussions with employees which pertained to various areas of institutional culture, including issues which previously had not been sufficiently discussed. It is in this area that the ICL finds one of the most beneficial contributions of activities which are currently being realised.