

ACTION PLAN 2021-2023



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



MINISTRY OF EDUCATION,
YOUTH AND SPORTS



FZU Institute of Physics
of the Czech
Academy of Sciences



ACTION PLAN 2021-2023

Case number: 2018CZ342979

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 number: CZ68378271

SUBMISSION DATE: 25/04/2021

1. ORGANISATIONAL INFORMATION

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	803
<i>Of whom are international (i.e. foreign nationality)</i>	327
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	0
<i>Of whom are women</i>	167
<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>	399
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	142
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	262
<i>Total number of students (if relevant)</i>	70
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	1135



RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	87 040 535
Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)	52 159 000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	23 104 680
Annual funding from private, non-government sources, designated for research	324 084
ORGANISATIONAL PROFILE	
<i>Institute of Physics of the Czech Academy of Sciences (FZU) is a public research institute. FZU's mission is to understand and explain the basic phenomena and processes of this world and to respond to the current scientific and technical challenges of society. Our international scientific teams work to push the boundaries of knowledge along six main research directions in physics – elementary particle physics, condensed matter physics, solid-state physics, optics, plasma physics and laser physics. The inspirational environment at FZU provides top basic, applied and interdisciplinary research and training for students.</i>	

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

Ethical and professional aspects

STRENGTHS

- FZU guarantees freedom of research to its employees.
- Ethical principles are embedded in the FZU Code of Ethics. The FZU Ethics Committee is responsible for solving ethical issues and concerns at the workplace. Employees are informed about the activities of the FZU Ethics Committee via a new intranet webpage.
- Researchers demonstrate a responsible professional attitude to their working activities, entrusted property, and projects.
- FZU has received two grant projects (FZU HR AWARD and STIMUL) from the Operational Programme, which enable the expansion of its activities in the areas of HR management, gender balance, career development, mentoring, internal evaluation, international cooperation, technology transfer, open access, and internal evaluation in the years 2018-2022.
- FZU has launched a new FZU webpage which has improved its communication within the public and scientific community.
- Researchers benefit from professional support in science communication from the FZU PR team.
- Good cooperation with the media has been established, which facilitates targeted promotion and popularization of science to the general public.
- The FZU Grant Office helps researchers with the preparation of applications for national and international grants.
- There are experienced open access specialists in the FZU Library that provide support in the dissemination of scientific results.



- The FZU Technology Transfer Office provides advice and support to researchers on intellectual property protection, technology transfer, and the commercialization of research results.
- Internal communication at FZU is Czech-English bilingual. All internal documents and written communication are both in Czech and English. Most of the old FZU documents (regulations, internal notes, and notifications) have been translated into English.
- FZU has a Qualification Audit system that ensures regular evaluation of work performance, creative activities and results of all researchers through an independent committee.

WEAKNESSES

- Low awareness of the FZU Code of Ethics and the FZU Ethics Committee among some categories of employees (R1 - R3 and foreigners).
- Deficiencies in the area of internal communication, resulting in knowledge gaps and low awareness of the institute's internal regulations, strategic aims and objectives, and legislation changes among some of the employees.
- Limited horizontal communication channels between teams, departments, and divisions.
- Some of the internal electronic data systems and applications are not fully in English.
- Low awareness of the criteria of the Qualification Audit system among some of the new employees. Some information about the Qualification Audit within the on-boarding process is missing.
- The internal electronic system of the Qualification Audit is old-fashioned. The forms are not user-friendly. There is no interface with other existing databases that would allow data transfer and simplify the preparation of the applications.
- The performance review and feedback from the Qualification Audit committee are not communicated sufficiently to some of the evaluated employees.

Recruitment and selection

STRENGTHS

- The recruitment procedures at FZU are open, transparent, fair, and based on merit.
- FZU has a unified recruitment strategy and methodology in place. HR partners provide support to managers to reduce their workload.
- FZU has improved its HR services to the employees, providing HR partners as contact persons to all the divisions. HR partners help with HR planning and ensure a coordinated recruitment and selection approach in line with the OTM-R principles.
- A new career page has been created on the FZU website. It carries information about open jobs, providing information for candidates about the FZU selection procedure, values, and principles. All scientific vacancies and relevant non-scientific vacancies are posted in English and promoted through various channels, both externally and internally.
- As an employer FZU supports work-life balance for their employees, offering flexible working hours, part-time jobs, and remote work.



- The FZU employee onboarding process has been improved. There is a new welcome package and induction training, including a special guideline for foreign employees.
- The FZU HR information systems have been upgraded. The workflow of some personnel documents has been simplified, leading to a lower paper load.

WEAKNESSES

- Some of the managers at FZU are not fully aware and familiar with the OTM-R principles and procedures.
- There is no training for new managers on employee recruitment, OTM-R principles, and interviewing skills.
- Training on interviewing skills for selection committee members (not only managers) is missing.
- The employee onboarding process needs to be better embodied in the FZU guidelines.
- There is no centralized program dedicated to postdoctoral positions at FZU that would provide guidelines on their specific needs in their career development.

Working conditions

STRENGTHS

- The FZU management continuously monitors the opinions of the employees using questionnaires and focus groups, reviewing the feedback, and trying to respond to the requirements.
- There are continuous improvement activities to build a better working environment at FZU. There will be a new SOLID21 building with new offices and laboratories in 2022. There is the ongoing renovation of the existing offices, laboratories, and common areas. There are plans for the construction of a new administration building to create new offices and relaxation zones.
- There has been a substantial revitalization of the entrance areas of the main FZU building Na Slovance that renovated the reception area, visitors' centre, lecture hall, and installed new audio-visual technologies.
- There have been small improvements to the work environment in all FZU workplaces that have been appreciated by the employees (e.g. new canteen, vending machines for food, enhancement of interiors, and new childcare rooms for parents).
- FZU supports part-time jobs, flexible working hours, and enables remote work for its employees. These measures are incorporated into the internal regulations. They are widely used and appreciated by the employees.
- FZU has created a web page for parents and caregivers, which provides information about work-life balance.
- FZU makes every effort to offer researchers fair and attractive salaries and bonuses.
- FZU has complaints and appeals procedures in place, and these can be found on the intranet.



- FZU collaborates with the Institute of Sociology of the Czech Academy of Sciences in the area of gender balance and a fair environment in the workplace to set up its internal equality plan including gender. FZU has become a member of the Community for Change.
- FZU has increased the number of women in committees nominated by the FZU director by 13,5%.
- FZU tries to reduce unconscious bias, gender prejudice, and improve fair conditions in the workplace. New seminars have been organised, articles have been published, and a dedicated intranet website on these topics has been created.

WEAKNESSES

- The space capacity of the current buildings is insufficient for the needs of all employees.
- There are requirements for improvements of facilities and resting and informal areas.
- Although there has been an improvement in the process of informing employees about the renewal of their contracts, employees still need to get used to it, and the new processes need to be better embedded in the organization.
- The remuneration at FZU is dependent on multiple financial sources with limited long-term financing and the dominance of short-term grant funding, which causes difficulties for long-term planning and the salary increase strategy. This situation harms the perception of employment stability for some of the employees.
- There is a gender imbalance at senior research positions and management committees at FZU, where an over representation of male staff prevails. Currently, the highest-ranking positions that women hold at FZU are the head of the administration division and the head of the research department. There is an under representation of women in the decision-making bodies of FZU.
- The existing internal regulations for the area of intellectual property require an update and unification to be effectively used in practice.
- The internal communication at FZU is not efficient and does not provide sufficient information to some of the employees. The current flow of information does not ensure the information is delivered and understood properly.
- Some of the employees are not sufficiently familiar with the procedure for complaints and appeals.

Training and development

STRENGTHS

- FZU ensures that there is a transfer of the key knowledge, know-how, and skills in the processes in the workplace. Senior scientists share their knowledge and experience with their colleagues.
- FZU is a scientific and cultural organization that supports education and lifelong learning. Researchers perceive their professional development as an integral part of their profession.
- FZU offers training and courses in transferrable knowledge and soft skills.
- There has been an improvement in the employee knowledge of legal aspects and managerial skills owing to dedicated training and seminars.



- The first version of the FZU learning and development strategy and methodology has been prepared.
- A new FZU Mentoring Programme started in 2021. The mentoring programme is focused on junior researchers and should help them managing their career progression and setting up their career plans.
- There is a new dedicated carrier planning specialist at FZU who provides support to researchers with career path development and mentoring activities.
- FZU offers English and Czech language courses to its employees at the workplace.

WEAKNESSES

- The FZU Learning and Development strategy has not yet been sufficiently implemented in practice.
- There is still a need for improvement of the managerial skills of some supervisors or managers.
- A few researchers do not consider soft skills as an important part of their professional growth.
- Educational or development plans are missing as is a systematic approach to the evaluation and career planning of FZU employees.
- There is no centralised learning management system that would record the professional development and training of individual employees at the HR department.
- FZU does not have a competency framework that would define the required competencies and skills for specific jobs and the common values of the organization.
- There is a need for a better HR system that would connect the career planning, employee evaluation, and competency frameworks.
- There are no clear written career guidelines that would inform employees about the possibilities of career growth at FZU.

3. ACTIONS

Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)
ETHICS AND PROFESSIONAL ASPECTS				
<p>A14 Ensure better implementation and embedding of the Code of Ethics and ethical aspects within the organisation</p> <p>An updated FZU Code of Ethics was prepared and published on the FZU website in 2018. The Code of Ethics is available to all the employees on the intranet. New members of the FZU Ethics Committee were appointed in 2019. The intranet web page dedicated to ethical aspects was updated to provide more information about the rules and procedures of the Ethics Committee.</p> <p>At this stage, the most important task is to improve awareness and knowledge about ethical principles and processes. The employee survey has indicated this knowledge remains limited among some of the employees. Therefore, the aim for the next period is to improve the embedding of the related processes and to increase the awareness of the ethical aspects of scientific work among all groups of employees at FZU.</p>	2.Ethical principles	1Q 2021	HR team	I-14.1 Include information about the Code of Ethics and the role of the Ethics Committee in the induction training and welcome package for new employees.
		1Q 2021		I-14.2 Improve the ethics-related intranet website to provide a more concise and clearer process description.
		4Q 2023		I-14.3 Prepare and implement new Ethics training. Train critical mass (60%) of employees.
		periodically		I-14.4 Run an internal campaign to promote the function, roles, and responsibilities of the FZU Ethics Committee and the importance of ethics in scientific work.
		4Q 2023	T14 Ensure better implementation and embedding of the Code of Ethics and ethical aspects within the organisation.	
<p>A15 Dissemination of results - ensure that research is made accessible to the public</p> <p>FZU produces a large number of research outputs every year. The majority of the research results are published in journals with limited access to the public because these journals require tolls or paid subscriptions. The aim for the</p>	07. Good practice in Research 8.Dissemination,	2Q 2021	FZU Library	I-15.1 Set up an internal methodology for Green Open Access publishing.
		4Q 2021	FZU Library	I-15.2 Set up a process of self-archiving of research results in the OpenAIRE repository.



<p>following period is to increase the number of FZU research results in open access to make them freely accessible to the public.</p> <p>Since the funding and financial resources for Gold Open Access are limited, we aim to promote Green Open Access publishing by using self-archiving research results in open access repositories. We will develop a new internal open access methodology that will guide employees for self-archiving their research results in the European Open Science Infrastructure (OpenAIRE repository). We will also create a new institutional open data repository that will make research data available publicly to a broad and diverse community of professionals and citizen-scientists for free to access and use.</p>	exploitation of results	4Q 2022	IT department	I-15.3 Develop an institutional open data repository.
		4Q 2022		T15 Dissemination of results - ensure that research is made accessible to the public.
RECRUITMENT AND ONBOARDING				
<p>A16 Ensure better implementation and embedding of the OTM-R principles within the organisation</p> <p>A unified recruitment process respecting the OTM-R principles is in place at FZU. The relevant documents and procedures, such as the FZU Recruitment Strategy and Methodology, are available on the intranet to all employees. The recruitment process is supported by HR partners. However, the recruitment procedures and OTM-R principles have not yet been sufficiently implemented within the organisation. Some of the employees are not familiar with the OTM-R principles and have not been trained yet.</p>	<p>14.Selection (Code)</p> <p>15.Transparency (Code)</p> <p>16.Judging merit (Code)</p>	4Q 2023	HR team	I-16.1 Develop an initial OTM-R training to strengthen the principles. Ensure critical mass (min. 80%) of managers and selection committee participants are trained.
		1Q/periodically		I-16.2 Perform a periodical update of the FZU Recruitment Strategy to reflect the actual needs of the organisation and the situation at the labour market.



<p>Our next activities will focus on the embedding process of the recruitment procedures and OTM-R principles within the organisation. We will develop new dedicated training for managers and members of selection committees that will explain the internal procedures and the OTM-R principles. Additionally, we plan to regularly update the internal recruitment procedures to reflect the actual needs of the institute and the situation in the labour market.</p>		<p>4Q 2023</p>		<p>T16 Ensure better implementation and embedding of the OTM-R principles within the organisation</p>
<p>A17 Onboarding process implementation</p> <p>A new centralised induction training for newcomers was introduced and implemented at FZU in 2020. New employees are introduced to the organisation and receive a welcome package with important information about the institute both in print and electronic form. The welcome package also includes practical information for foreign scientists to help them to live in the Czech Republic and get familiar with the culture and legislation.</p> <p>The aim for the next period is to improve the onboarding process by creating comprehensive guidelines and providing clear information about the trial-end period, individual onboarding plans, and other support activities for new employees. We will also update the internal web page dedicated to newcomers and inform managers of how to use the new tools and processes.</p>	<p>12. Recruitment 13. Recruitment (Code)</p>	<p>3Q 2021</p>	<p>HR team</p>	<p>I-17.1 Prepare an onboarding process guideline for new employees and managers.</p>
		<p>1Q 2022</p>		<p>I-17.2 All managers are informed about the process by their HR partner.</p>
		<p>4Q 2021</p>		<p>I-17.3 Update the onboarding intranet web page for new employees, including information and supporting materials (links to the internal regulations, templates, activities, and how-to guides).</p>
		<p>4Q 2021</p>		<p>T17 Onboarding process implementation</p>
<p>WORKING CONDITIONS</p>				
<p>A18 Improvement of the research environment</p> <p>FZU has several working sites, which are situated in different locations and buildings. Each workplace has its specific working environment and needs for maintenance</p>	<p>23. Research environment</p>	<p>1Q/periodically</p>	<p>Facility managers</p>	<p>I-18.1 Prepare a revitalisation plan reflecting the annual financial budget for each FZU site.</p>



<p>and revitalisation. The aim is to improve the working environment at all the FZU sites, providing an inspiring and high-quality research environment for the employees. Therefore, it is essential to develop regular revitalisation plans for each of the sites and get regular feedback from employees to increase their comfort and safety.</p>		4Q 2023/ According to the needs	FZU Management and HR team	I-18.2 Carry out surveys or focus group meetings to get feedback from employees concerning the improvement of the working environment and facilities at FZU.
		4Q 2023		T18 Improvement of the research environment
<p>A19 Improvement of “soft“ working conditions</p> <p>FZU has in place several benefits that support work-life balance for its employees. However, the internal survey has shown that it is necessary to increase the knowledge of the internal regulations and benefits related to work-life balance among some of the managers and employees. An improvement is also needed in the internal communication at the manager-employee level regarding timely information about the prolongation of contracts. Another aim is to regularly monitor employee pay levels and structures using remuneration benchmarking.</p>	<p>24. Working conditions</p> <p>25. Stability and permanence of employment</p> <p>26. Funding and salaries</p>	1Q/periodically	Personnel and payroll department	I-19.1. Prepare a yearly report about remote work, flexible working hours, part time jobs.
		4Q/2021	Personnel and payroll department/HR team	I-19.2 Set up an internal guideline for managers to help them better communicate with employees about the intention to extend/terminate their employment contract.
		2Q/periodically	Personnel and payroll department	I-19.3 Prepare an annual report with the remuneration benchmark analysis.
		4Q/2023		T19 Improvement of “soft“working conditions
<p>A20 Increase employee awareness about the appeal and complaint possibilities</p> <p>The internal procedures for filing appeals and complaints are set out in the FZU Code of Ethics. However, not all employees are familiar with the procedures. The level of knowledge about the procedures for filing a complaint or appeal is limited among some of the employees.</p> <p>The aim for the next period is to improve the embedding of these processes within the organisation to make sure</p>	<p>34. Complaints / appeals</p>	2Q 2021	HR team	I-20.1 Include information about the appeal and complaint procedures in the induction training and welcome package for new employees.
		3Q 2021		I-20.2 Improve the intranet web page dedicated to appeals and complaints to make it clearer and easier to use for the employees.
		3Q 2021		I-20.3 Set up an anonymous employee box on the intranet, where employees could submit questions, suggestions, and



<p>that the appeal and complaint procedures are known to all employees.</p>				<p>comments related to the appeals and complaints.</p>
		<p>3Q 2021</p>		<p>T20 Increase employee awareness about the appeal and complaint possibilities.</p>
<p>GENDER</p>				
<p>A21 Raise awareness of gender-related topics</p> <p>Activities related to gender balance and the promotion of gender equality have become a standard part of the working life at FZU. Several benefits have been implemented to support work-life balance and continuous career during parenthood or care for family members at FZU. As a result, the number of females is gradually increasing every year, but their representation in the leading positions of decision-making bodies is still low.</p> <p>A gender equality plan with innovative strategies will be prepared to systematically work with gender bias and inequalities at FZU.</p> <p>The aim for the next period is to continue organising gender equality related events informing employees about the work and life balance tools and raising awareness of unconscious bias. We will also aim to promote and motivate female scientists to become part of the FZU management and commissions.</p>	<p>27. Gender balance</p>	<p>yearly</p>	<p>HR team / FZU management</p>	<p>I-21.1 Broaden cooperation with other institutes. Min. of 4 participations at conferences (HR team and FZU management) for knowledge transfer and strengthening cooperation.</p>
		<p>3Q 2021</p>	<p>HR team / FZU management</p>	<p>I-21.2 Create an FZU Equality Plan, including gender equality principles, a more detailed part with indicators and an action plan.</p>
		<p>4Q 2021</p>	<p>FZU management</p>	<p>I-21.3 Approve and publish FZU Gender Equality (Action) Plan on the FZU Website.</p>
		<p>4Q 2023</p>	<p>HR team</p>	<p>I-21.4 Create an internal FZU training – communicate the gender balance topics in a suitable and sensitive form and provide a basic orientation in the field of gender and unconscious bias.</p>
		<p>yearly</p>	<p>HR team</p>	<p>I-21.5 Organise events for supporting women in science, other under-represented groups and work-life balance. Min. 2 events per year.</p>
		<p>4Q 2021</p>	<p>HR team</p>	<p>I-21.6 Carry out an internal campaign to confront unconscious bias and break down stereotypes.</p>
		<p>4Q 2023</p>		<p>T21 Raise awareness of gender-related topics</p>



EMPLOYEE EVALUATION				
<p>A22 Upgrade of the qualification audit (QA) procedure and feedback</p> <p>The performance of all researchers at FZU is evaluated by regular qualification audits performed by the Qualification Audit Committee. An internal webpage explaining the qualification criteria and audit procedure was created and published on the intranet in 2020. An automatic tool informing individual employees by email about the results of the qualification audit was also set up. However, the information about the qualification audit provided is not sufficiently clear for some researchers.</p> <p>The next step is to improve the quality of the whole process and feedback provided to the evaluated researchers. There is also a need to increase awareness about the process and criteria among early-career researchers.</p> <p>The information about the qualification audit provided on the intranet will be simplified and modified to provide a clearer description of the procedure and requirements.</p> <p>The qualification audit internal electronic system is outdated and needs improvements towards user-friendliness, better structure, guidance description, and English translation.</p> <p>We will also regularly inform researchers about the qualification audit process and evaluation criteria before the start of the qualification audit each year.</p>	11.Evaluation / appraisal systems	1Q 2021	HR team	I-22.1 Improve the internal qualification audit web page to provide a clearer description of the procedure and requirements.
	28. Career development	1Q 2021	HR team	I-22.2 Include information about the qualification audit in the welcome package for new employees.
	30. Access to career advice	4Q 2021	QA committee /IT	I-22.3 Upgrade of the internal electronic system of the qualification audit.
		periodically	QA committee /FZU management	I-22.4 Distribute information about the qualification audit procedure via internal communication channels before the commencement of the yearly qualification audit.
			4Q 2023	
<p>A23 Improve the system of the supervisor-employee evaluation feedback</p> <p>Currently, there is no centralised and systematic system that would provide regular feedback at the supervisor-</p>	37. Supervision and	3Q 2021	HR team / FZU management	I-23.1 Create and approve a methodology for providing employee evaluation feedback.



<p>employee level for all types of employees at FZU. Researchers are evaluated by the qualification audit at least once in five years. The other employees are provided with feedback from their supervisors on an irregular basis. Some of the FZU divisions (ELI, HiLase) have their own methods for reviewing the performance of individual employees.</p> <p>The goal is to create a centralised platform that would provide regular feedback to the employees about their performance at the supervisor-employee level. The obtained targeted feedback will help employees to learn, grow, develop and improve their work. Therefore, the outputs will be closely linked to further career growth and development activities.</p> <p>To effectively implement the system at the institute, it will be important to properly train managers on how to provide employees with the targeted feedback and how to work with the new system.</p>	managerial duties	4Q 2021	HR team	I-23.2 Run a pilot program for one FZU unit to finetune details.
	28.Career development	1Q 2022	HR team	I-23.3 Design and implement training for managers to introduce the new system and to guide them on how to provide effective feedback.
	30. Access to career advice	2Q 2022	HR team / managers	I-23.4 Employee evaluation feedback system is put in practice.
		2Q 2022		T23 Improve the system of the supervisor-employee evaluation feedback
CAREER GROWTH AND DEVELOPMENT				
<p>A24 Define tools and processes for career growth and development of researchers</p> <p>There are no coordinated tools and processes for career growth and development for researchers. The aim is to develop a set of tools, processes, and methodologies for career growth and development of researchers at FZU. We will create a development framework to define basic competencies for researchers that will help them to identify their development needs.</p>	28. Career development	3Q 2021	HR team /FZU management	I-24.1 Create and approve the concept for career growth and development of researchers.
	30. Access to career advice	4Q 2021	HR team /FZU management	I-24.2 Create and approve a development framework for research positions.
		4Q 2023	HR team	I-24.3 Organize workshops and seminars for managers on how to use the FZU development framework.
		4Q 2023		T24 Define tools and processes for career growth and development of researchers



<p>A25 Implement individual career and development plans</p> <p>Currently, FZU researchers plan their career and personal development with their supervisors on an individual basis. The career-planning process is not clearly defined and varies across FZU. The whole institute needs a unified concept of career and development planning for its employees. The individual plans need to also be closely connected to other learning and development activities at the institute and provide opportunities for personalised career planning.</p> <p>The aim is to introduce a centralised individual career and development planning system into the organisation reflecting the individual needs, knowledge, skills and personal goals of the employees. Therefore, this action is closely connected to Actions A26-A28.</p>	<p>28. Career development</p> <p>30. Access to career advice</p>	4Q 2021	HR team	I-25.1 Prepare guidelines and templates for individual career and development planning.	
		1Q 2022	HR team	I-25.2 Run a pilot to finetune details.	
		4Q 2023	Heads of departments	I-25.3 Career and development plans are put into practice.	
		4Q 2023	HR team	I-25.4 Organise min. 8 events about career and development planning predominantly for early-stage researchers.	
		4Q 2023		T25 Implement individual career and development plans	
LEARNING AND DEVELOPMENT ACTIVITIES					
<p>A26 Develop a support programme for training and networking of postdoctoral researchers</p> <p>There is no centralised programme dedicated to postdoctoral employees at FZU that would provide training and guidelines on the specific needs in their career development. The employee survey has shown that postdocs are lacking a suitable networking platform.</p> <p>The aim for this period is to prepare a specialised training and networking programme for postdoctoral researchers to support their career development, networking opportunities, and provide them with information about the possibilities for promotion and future career development.</p>	<p>21. Postdoctoral appointments</p>	2Q 2022	HR team / FZU management	I-26.1 Prepare and approve guidelines and a networking program for postdocs.	
		periodically	HR team	I-26.2 Organise min. 2 networking events per year for postdocs to support knowledge sharing across the institution.	
		2Q 2022	HR team	I-26.3 Create and promote the FZU postdoc info site.	
		2Q 2023		T26 Develop a support programme for training and networking of postdoctoral researchers	



<p>A27 Mentoring programme implementation</p> <p>The first version of the FZU mentoring programme was launched at the end of 2020. The description of the mentoring programme and the process of enrolment was published on the intranet. The first mentoring programme is open to all interested mentors and mentees from FZU and will run yearly.</p> <p>The first mentoring program is dedicated to the development of young researchers (mentees) at the start of their career path. The mentees will collaborate with a more experienced researcher (mentor) who will share their life experience and advice to help them with the development of a successful professional career.</p> <p>The programme will be complemented with supporting activities, such as seminars, workshops, and individual consultations.</p> <p>After the first year, the pilot program will be evaluated, and the feedback will be used for the improvement of the next mentoring programme.</p>	<p>38. Continuing Professional Development</p>	1Q 2021	<p>HR team</p>	I-27.1 Open registration of participants and start of a pilot mentoring programme.
		1Q 2021		I-27.2 Organise supporting activities for mentors, including workshops and individual consultations.
		1Q 2022		I-27.3 Prepare and run the second mentoring programme based on evaluation and feedback from the pilot.
		1Q 2022		T27 Mentoring programme implementation
<p>A28 Organization of training and development activities</p> <p>In the first action plan, we concentrated on the preparation of the general training on soft skills and targeted courses for the heads of departments. At the end of 2020, a first version of the FZU Learning & Development Strategy was prepared, but the strategy has not been implemented yet.</p> <p>The aim is to continue with the training and development activities and prepare new courses targeted at transferable skills necessary in modern science. The improvement of skills is associated with the individual career growth and development of researchers. This activity is connected to Action A25.</p>	<p>38. Continuing Professional Development</p> <p>39. Access to research training and continuous development</p>	Annually	<p>HR team</p>	I-28.1 Prepare an offer of training and courses for employees.
		4Q 2023		I-28.2 Organise at least 20 educational activities supporting the career growth of researchers.
		4Q 2023		T28 Organization of training and development activities



A29 Central evidence of training and development activities There is no centralized evidence of training and development activities at FZU. Training records are not coordinated and stored in one place. A general overview of the training programs and trends is missing. The aim is to implement a learning management system to have centralised training records for all employees at all locations of FZU. The system will store information about professional and personal development, mandatory training, etc. It will also be used for a general overview, statistics and future planning of training and development activities at FZU.	38. Continuing Professional Development	3Q 2022	HR team / Personnel and Payroll dpt / FZU management	I-29.1 Implement Learning Management System.
		4Q 2023	HR team / Personnel and Payroll dpt	I-29.2 Keep accurate records of employee training and development activities at the HR department.
		4Q 2023		T29 Central evidence of training and development activities



4. IMPLEMENTATION

General overview of the implementation process:

Implementation process objectives

The main goal of the Institute of Physics (FZU) in the first phase of the Action Plan 2019-2020 has been focused on the implementation of the changes and improvements of the organizational culture and working conditions in line with the principles of the European Charter & Code for Researchers. The key part of the successful implementation process has been the involvement of all FZU employees, including researchers R1-R4, management, administrative and technical staff. The main goal of the second phase of the Action Plan 2021-2023 is to continue with the implementation of the changes, better integrating and embedding the newly established strategies, principles, and processes in the institute practice.

Implementing bodies and their mutual relationships

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 action has an assigned Measure Owner who is responsible for the implementation and fulfillment of particular indicators and targets. The Working Group is the main executive body of the Action Plan realization and the Human Resources Strategy for Researchers (HRS4R). It works as a bridge between all the implementation bodies and the employees. Working Group members are present at all meetings of the Steering Committee. The Working Group organizes Focus Groups or using other implementation tools to get specific feedback for selected themes or to support the embedding of proposed actions within the organization.

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

- **FZU management** defines the strategy, sets the priorities, and serves as the main decision-making body in the Action Plan implementation.
- **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 helps the HRS4R Working Group with the preparation and implementation of the actions.
- **Measure Owner** – is a person responsible for the implementation of the formulated measure, monitors its implementation, and supervises the fulfillment of the indicators and targets. Based on the type of measure, it is typically an FZU management member or a Steering Committee member. Each measure owner is supported by a dedicated HRS4R team member who prepares relevant activities, documents, and measures.
- **HRS4R Working Group** – Working Group members are responsible for the implementation of the targets and indicators. They carry out all important tasks for the implementation of the Action Plan in the organisation and prepare the required materials and documents for the European Commission assessors. They report their outcomes to the relevant Measure Owner and in general to the Steering Committee.
- **Implementation Teams** – are groups of employees who gather measures on similar topics and help with the implementation of one or more objectives of the Action Plan according to a schedule. The teams include FZU employees of all R1-R4 levels.



A list of the members is available on [the FZU HR Award website](#).

The engagement of scientists, administrative staff, and main stakeholders is reflected in the implementation bodies above. Participation of all the representative levels of researchers (R1-R4) is ensured by the following implementation tools.

Implementation tools:

- **Surveys among employees** – ad-hoc surveys provide the opportunity for all employees to take part, express their opinion, propose new ideas, and participate in the process of decision making. It is an important tool to gain feedback and suggestions for improvements that will be used as a part of the HRS4R implementation process. The surveys are typically prepared by the Measure Owners in cooperation with the Working Group members on a selected topic connected to the Action Plan.
- **Focus Groups** – open irregular meetings for all employees who are interested in a particular theme. These sessions provide a platform for targeted discussion with employees and stakeholders about a selected topic. Representatives of scientists, researchers, administrative staff, foreign staff, etc. are invited to participate in the focus groups.
- **Coffee & Talk networking sessions** - regular open networking events and informal meetings on cross-cutting topics. All FZU employees are invited to participate, discuss, get information, provide feedback, and suggest new ideas at these sessions.
- **HR partnering model** – each FZU division has its dedicated HR specialist, who provides information and support to the implementation of the HRS4R processes to managers and employees in the division.
- **Open and transparent information** – FZU internal webpage provides easy access to all important information about the basic principles, proposed or undertaken actions, survey outcomes, and implementation process, changes, upcoming events, etc. The information is also spread by email, printed leaflets, posters, annual reports, and presented on monitors at the entry to the institute.
- **HR news** – internal periodical newsletter (electronic and printed) made by the HR team that informs about the news, changes, and improvements in the HRS4R process, undertaken actions, new strategic documents, planned workshops, training, etc.

Implementation of the OTM-R principles:

FZU has in place the Recruitment and Selection Strategy and Methodology that set up key principles and approaches related to employee recruitment and selection procedures for scientific and non-scientific positions at FZU. The internal methodology provides detailed instructions about the recruitment and selection process to our HR partners, managers, and selection committee members. The strategy and methodology are in line with the open, transparent and merit-based recruitment (OTM-R) principles.