

GAP ANALYSIS - PROCESS

Case number: 2020CZ488509

Name Organisation under review:

Institute of Thermomechanics of the CAS (official name: Ústav termomechaniky AV ČR, v. v. i.)

Organisation's contact details: Dolejškova 1402/5, 18200 Praha, Czech Republic

SUBMISSION DATE: 29 MARCH 2021

DATE ENDORSEMENT CHARTER AND CODE: 29 January 2020 (accepted on 4 February 2020)

PROCESS

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. ¹ These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4², as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide the name, the position and the management line/ department of the persons who are directly or indirectly engaged in the HRS4R process in your organisation:

Name	Position	Management line/ Department
Jiří Plešek (R4)	Director	Institute management
Patrik Zima	HRS4R implementation manager / Head of Office of Research Support	Administrative support
Miroslav Chomát (R4)	Deputy Director / Chairman of the Committee for PhD Students	Institute management, Research Department D6
Václav Vinš (R4)	Vice Director for R&D	Institute management, Research Department D2
Michal Blaháček	Vice Director for Financial Affairs & Operations	Institute management
Klára Jurčáková (R3)	Vice-Chairman of the Supervisory Board	Institute management + Research Department D1
Viktor Kratochvíl	External HRS4R Consultant	Institute of Physiology of the CAS
Marie Kajprová	HR & PR specialist	Administrative support

Růžena Černická	HR & payroll manager (involved indirectly)	Administrative support
Jana Peroutková	HR & payroll assistant (involved indirectly)	Administrative support
Luděk Pešek (R4)	Head of Research Department	Research Department D3
Radka Kellnerová (R3)	Researcher	Research Department D1
Olga Prokopová (R3)	Researcher	Research Department D2
Tomáš Němec (R3)	Researcher	Research Department D6
Chandra S. Prasad (R2)	Postdoctoral researcher	Research Department D3
Hanuš Seiner (R4)	Head of Research Department	Research Department D5
Jan Kozánek (R3)	Chairman of the trade union	Research Department D3
Pavel Formánek	IT manager (involved indirectly)	Technical support

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4³, as well as appoint a Committee overseeing the process and a Working Group responsible for the implementation of the HRS4R process.

The term 'Human Resources' is used in the largest possible sense, to include all researchers (Frascati definition: Proposed Standard Practice for Surveys on Research and Experimental Development, Frascati Manual, OECD, 2002) disregarding the profile, career ,level', type of contract etc. etc.

For a description of R1-R4, see

<https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors>

Provide information on how the above groups were involved in the GAP-analysis:

*Stakeholder group	*Consultation format	Outcomes WGs = workgroups, SC = Steering Committee
HRS4R implementation team	Appointment (January 2020)	The HRS4R implementation team was appointed and assigned the task to elaborate the gap analysis and action plan.
R1-R4	Online survey (Aug-Sep 2020)	The survey was conducted by the Institute of Sociology of the CAS and focused on i) ethical and professional aspects, ii) working conditions and iii) supervision and career development. The return rate was 61%. Because the Institute is in the process of significant changes to its recruitment and selection practices, the survey did not include questions on recruitment and selection except a question on the appointment of research department

		heads, which is currently not subject to open selection.
R1-R4	Presentations to all research departments during department meetings (Jan-Feb 2020)	Raising awareness of the HRS4R process and Charter & Code, establishing communication channels with the SC and WGs, inviting researchers to engage with WGs, initiating discussion
R1-R4	Individual meetings with WG members (Feb 2020-ongoing)	Discussions on the strengths and weaknesses of the current HRS4R practices with the members of working groups, collecting suggestions for improvement
Administrative and technical staff supporting R1-R4	Presentation (Feb 2020)	Raising awareness of the HRS4R process among HR, PR and IT representatives, establishing communication channels with the SC and WGs
Director	Weekly management meetings	All essential decisions regarding the proposed actions
Staff assigned to HR-related tasks	Individual meetings (Feb 2020-ongoing)	Collecting information about current practices/workflows, statistics, regulations, working conditions, HR tools/processes
HRS4R implementation team	Online training, June 2020	2-day online training on the HRS4R process by Mary Kate O'Regan from the University College Cork. Introduction to Charter & Code, best practices for gap analysis and action plan.
IT manager	Individual meetings (Feb 2020-ongoing)	Collecting information about intranet tools/workflows for future implementation of actions/measures

Please describe how was appointed the Committee overseeing the process:

The Steering Committee has 7 members reporting to the Institute director and overseeing the HRS4R process. 3 of the 7 members are active researchers (2x R4, 1x R2). It includes three vice-directors, an external consultant (from an organization holding the HR Award), Head of Office of Research Support, HR & PR specialist and a foreign postdoctoral researcher. The inclusion of vice-directors (Deputy Director, Vice Director for R&D, Vice Director for Finance/Operations) ensured the proposed actions can be smoothly implemented in the future and provided direct access to the Institute director for approvals. Within the SC, the Deputy Director, the Head of Office of Research Support and the HR specialist were responsible for OTM-R related issues.

The Steering Committee (SC) was appointed via the project “Strategic Management Development of the Institute of Thermomechanics of the CAS (HR Award)” (2020-2022) of the Operational Programme Research, Development and Education (OP RDE) of the Czech Ministry of Education, Youth & Sports, reg. no. CZ.02.2.69/0.0/0.0/18_054/0014697. The project is managed by the Head of Office of Research Support.

Please describe how was appointed the Working Group responsible for the implementation of the HRS4R process:

The Working Group is represented by 4 work groups (WGs) of the said project reporting to the SC:

WG1 – Work Group on Ethical Aspects

Members: vice director for R&D, 2 researchers, 1 department head (all 4 members are researchers)

WG2 – Work Group on Recruitment and Selection

Members: deputy director, head of office of research support, HR & PR specialist (1 of 3 members is a researcher)

WG3 – Work Group on Working Conditions

Members: vice director for finance/operations, 2 researchers (2 of 3 members are researchers)

WG4 – Work Group on Training and Supervision

Members: postdoctoral researcher, head of department, chairman of the trade union (all 3 members are researchers)

The composition of the WGs (total of 13 members) was designed to ensure a wide representation of stakeholders:

- 10 members are researchers (representing 5 of the total of 6 research departments)
- 4 members represent the management (3 vice directors + vice-chairman of the supervisory board)
- 4 members are females (3 are female researchers)
- 3 members are department heads
- 2 members are administrative staff
- 1 member is a foreign researcher
- 1 member represents the trade union
- 1 member is the chairman of the committee for PhD students