

Internal Review

Case number: 2020CZ477972

Name Organisation under review: Institute of Atmospheric Physics of the Czech Academy of Sciences

Organisation's contact details: Boční II 1401, 141 00 Prague 4, Czech Republic

1. Organisational Information

Please provide an update of the key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS – (from 31.8.2022)	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	58,60
Of whom are international (i.e. foreign nationality) *	6,60
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	15,15
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	40,80
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	5,70
Of whom are stage R1 = in most organisations corresponding with doctoral level *	12,10
Total number of students (if relevant) *	4
Total number of staff (including management, administrative, teaching and research staff) *	81,60
RESEARCH FUNDING (figures for most recent fiscal year) (for 2021, exchange rate 25,645 Kč/euro)	€
Total annual organisational budget	4 675 999
Annual organisational direct government funding (designated for research)	4 590 251
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	881 848
Annual funding from private, non-government sources, designated for research	78 002

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The Institute of Atmospheric Physics of the Czech Academy of Sciences (IAP) belongs to the foremost national research institutions. The subject of its activities is scientific investigation of the atmosphere in its whole vertical extent, its interactions with other geospheres and with the society, the investigation of the magnetosphere and the cosmic space with focus on the solar system, monitoring and special measurements, data evaluation and their transfer into worldwide data networks, and the development of special apparatuses.

IAP is divided into five research departments and the Technical and Economic Management. In addition to this, the Institute runs 5 observatories.



2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the four thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Ethical and professional aspects:

Strengths

- IAP provides sufficient research freedom to its employees
- Ethical principles are fully implemented in accordance with the Code of Ethics for Researchers of the CAS, the field of ethics of scientific work and protection of intellectual property is regularly discussed on meetings of individual departments
- IAP's employees observe all conditions of professional approach to the work on projects
- IAP's internal documentation encompasses all legislative requirements regarding the activities of a public research institution
- IAP has qualified administrative staff to support researchers
- The issues of discrimination and equal opportunities are dealt with in the internal rules which are in harmony with national regulations, and the researchers do not perceive this principle as a problem one
- The majority of internal documents are available also in English and published on internal website
- Managerial abilities of the heads of departments were strengthened by trainings with examples from praxis
- Unified outward presentation of the Institute is guaranteed by new strategy documents – Communication strategy and Strategy of popularization activities – and managed by the Popularization Committee.
- The electronic form for the unified appraisal system of researchers was created and successfully implemented

Weaknesses

- There is no unified system of annual appraisal of non-scientific employees by their superiors which would motivate them and thus influence their work performance
- All newly created strategy documents have limited time validity and will be subject to regular updates
- Due to the poor economic situation and the high rate of inflation, a decrease in the budget of the Academy of Sciences of the Czech Republic is expected, which will lead to less competitiveness of the institution (e.g. inability to purchase more modern instrumentation).

Remarks (max 500 words)

Recruitment and selection:**Strengths**

- The recruitment process is in harmony with the Labour Code
- The recruitment process is comparable to that of similar organizations in the Czech Republic and abroad
- Applicants for jobs at IAP are not discriminated on the basis of age, sex, religion, nationality, ethnic origin, disability, political opinions, or economic background
- IAP is able to recruit and train the necessary number of researchers and administrative and technical staff members for its operation
- An interruption of an applicant's career does not influence his/her evaluation; the applicant's qualities are evaluated according to his/her professional history and performance
- Mobility experience is considered to be an important benefit to researcher's career, foreign experience is perceived as a possibility for strengthening international cooperation and the competitive ability of work teams
- The recognition of qualification is sufficiently transparent; every newly hires researcher is made acquainted with Board Certification and Career Development Rules of the CAS
- Low employee fluctuation
- OTM-R policy of IAP was set of as an internal regulation, process of recruitment and selection was clearly described and complemented by templates
- Permanent committees for the selection of new staff were established and their work respects the OTM-R policy, committee members were trained in the field of recruitment.

Weaknesses

- The number of employees depends, to a large degree, on grants obtained and projects, that's why it is difficult to plan it from the long-term point of view
- Administrative obstacle - newly selected foreign researchers from outside the EU wait for a long time for work visas
- Economic obstacle - rising inflation and inability to compete to institutions from Western Europe in salaries of scientists

Remarks (max 500 words)

Working conditions:**Strengths**

- The observance of working conditions is guaranteed by the Czech legislation and by CAS Career Development Rules; they are also defined by the Collective Agreement
- The researchers are provided with equipment comparable to international standards
- IAP's employees are offered the possibility of working part-time
- IAP supports women involvement in senior positions, and enables to harmonize family and career by offering part-time jobs, home office and flexible working hours
- IAP's employees are offered the possibility of home office if they are interested in it and their position enables it
- Researchers from V4 level up have indefinite contracts, which increases employment stability
- A fully electronic financial system for handing on and administration of financial documents and travel expense reports
- Teaching at universities is perceived as an important part of researchers' job; IAP enables its employees teaching at universities thanks to the possibility of organizing one's working hours as needed
- The Electoral Regulations of Institute Board guarantees that any researcher from V3 level up may vote and be elected to Institute Board, which assures the participation of everybody in the decision-making process
- Employees are well informed about CAS Career Development Rules, the possibility of IAP Career Development Rules was rejected in questionnaire survey
- Manual for newly hired employees was drawn up and is available for (not only) new employees in Czech and English version
- The working environment at IAP is not fully bilingual, but administrative staff were offered English courses, the courses are well attended and are rated as beneficial by the staff
- Agenda for sharing of information on (mobility) project possibilities was created and is available on internal website
- The complaint filing procedure is clearly defined. After evaluation within the Steering Committee, the position of the Ombudsman was found to be unnecessary at this time, taking into account the size of the institution. Its function is substituted, for example, by trade union or the Commission for Scientific Integrity of the Czech Academy of Sciences.

Weaknesses

- Grant and project sources are too an important part of the salary compared to the guaranteed salaries, which may influence the stability of work teams

Remarks (max 500 words)

Training and development:**Strengths**

- A functional system of specialized seminars for sharing of results of research work
- Regular meetings to solve current problems within the top management (director of the Institute + heads of departments + scientific secretary + deputy director + a trade unions representative) – Board of Directors
- An educational fund was created for each department, during the last two years, employees have been offered training in time management, project management, team leadership, assertive behavior etc., managerial abilities of the heads of departments were strengthened by trainings with examples from praxis
- The list of trainings was made up and published as a part of the Manual for newly hired employees.
- Professional development of researchers is regularly evaluated through the unified appraisal system, newly fully electronic and with feedback from the head of department and from evaluation committee.
- The position of mentor is not officially established, but is common practice and is performed by the head of department or supervisor.

Weaknesses

- Systematic regular non-scientific employee appraisal is missing

Remarks (max 500 words)

Have any of the priorities for the short and medium term changed? (max 500 words)

No, none of the priorities have significantly changed.

Have any of the circumstances in which your organization operates changed and as such have had an impact on your HR strategy? (max 500 words)

In March 2021, there was a planned change in the position of the director of the institution, as well as a change in the head of two departments in the following months. During the implementation period, we had to face several external interventions. Restrictions during the COVID 19 pandemic have led to the widespread introduction of home-office, the inability to meet in person has led to a greater development of online meetings and conferences. The work of the working team and the steering committee was often more complicated and placed greater demands on equipment. In March 2022 when the war in Ukraine began, a Ukrainian scientist joined our institution. High inflation during 2022 led to a disproportionate increase in the prices of consumer goods and especially energies, price increases and wage stagnation are reducing the competitiveness of our institution in hiring foreign scientists.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

There are not any strategic decisions under way.

3. Actions

Please consult the list of all actions you have submitted as part of your HR Strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also select new objectives.

Note: Choose one or more of the principles from the GAP Analysis with their implementation ratings: New, In Progress, Completed, Extended

Proposed ACTIONS

Principles:

- 1. Research freedom 2. Ethical principles 3. Professional responsibility 4. Professional attitude 5. Contractual and legal obligations
- 6. Accountability 7. Good practice in research 8. Dissemination, exploitation of results 9. Public engagement 10. Non discrimination
- 11. Evaluation/ appraisal systems 12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code)
- 16. Judging merit (Code) 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) 22. Recognition of the profession
- 23. Research environment 24. Working conditions 25. Stability and permanence of employment 26. Funding and salaries
- 27. Gender balance 28. Career development 29. Value of mobility 30. Access to career advice 31. Intellectual Property Rights
- 32. Co-authorship 33. Teaching 34. Complains/ appeals 35. Participation in decision-making bodies 36. Relation with supervisors
- 37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development
- 40. Supervision

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
ACTION 1 <i>Setting of the Institute's strategy</i> <i>(divided into several parts – research strategy, international cooperation strategy, HR management strategy etc.) Defining visions, IAP's mission</i>	4	2Q/2022 4Q/2022	<i>The institution's management-the Director in cooperation with the heads of departments and the Technical and Economic Management</i>	<i>Document (integrated conception) published on the website, information to all employees at the regular assembly in October 2021, ongoing information on the work progress to the steering committee (and through its members to the individual departments)</i>	Extended	Work on the individual parts began after the change of director of the institution in March 2021. Strategy of International cooperation was approved by the Institute Board on 7.12.2021 and placed on the institution's website. Creation of Research Strategy for period 2022-2024 started in March 2022 and was approved by the Institute Board on 23.1.2023. Other strategic documents – see action 5a and 5b.
ACTION 2 <i>Setting and unification of internal communication</i> <i>a) Agenda for sharing of information on projects and subsidy/grant</i>	1, 3, 4, 5, 25, 32	2Q/2021	<i>a) Project Department (Technical and Economic Management) in cooperation with scientific secretary</i>	<i>a) Section on the Institute's internal website, information sent to employees by e-mail and communicated at the regular assembly in October 2021</i>	Completed	Section created in June 2021. The trial version will run until 12/2023 and then the benefits will be evaluated and adjustments will be made to make information sharing

<i>possibilities – creation of a section on the internal webpage where information will be published and archived</i>						more effective.
ACTION 2 Setting and unification of internal communication <i>b) Description of conflict solving process and its publication</i>	34, 36, 37	2Q/2021	<i>b) Personnel specialist together with the Institute's management and the trade union</i>	<i>b) Document published on the institution's internal website, information about the document at the regular assembly in October 2021</i>	Completed	Document published in June 2021 and employees were informed in October 2021 on regular assembly.
ACTION 2 Setting and unification of internal communication <i>c) Setting of the management / leadership system (unification of the minimum frequency of meetings within the whole institution, information sharing, preventing problems and solving their escalation etc.)</i>	1, 2, 3, 4, 25, 32, 34, 36, 37	3Q/2021 4Q/2021	<i>c) The director with the heads of departments</i>	<i>c) Internal regulation which sets the minimum frequency of meetings of individual departments once a month, sent to all employees via e-mail and published on the institution's internal website</i>	Extended	Guideline 1/2021 issued by the director of the institution on 21.12.2021 and effective as of 1.1.2022.
ACTION 2 Setting and unification of internal communication <i>d) Raising the awareness of researchers in the</i>	1, 2, 3, 4, 32	4Q/2021	<i>d) Personnel specialist together with the heads of departments</i>	<i>d) publication of the Code of Ethics of the Czech Academy of Sciences on the internal website, basic information on the ethics of scientific work and protection of intellectual property given in Manual for</i>	Completed	Code of Ethics of the Czech Academy of Sciences published in September 2021 on internal

<p><i>field of ethics of scientific work and protection of intellectual property so that this field is properly understood by all researchers</i></p>				<p><i>newly hired employees (see point 4d of the Action Plan) and regularly updated, inclusion of the topic in regular meetings of individual departments at least once a year</i></p>	<p>website, Manual for newly hired employees with basic information on ethics included published in April 2022, Guideline 1/2021 issued by the director of the institution on 21.12.2021 and effective as of 1.1.2022 – inclusion of the topic in regular meetings of departments.</p>
<p>ACTION 3 Modification of the internal appraisal system, including unification of the remuneration system a) Modification of the unified appraisal system of researchers (attestation procedure) – introduction of an electronic form, better / more detailed feedback for the appraised employees; creation of a unified annual</p>	<p>11, 28, 36</p>	<p>4Q/2021 4Q/2023</p>	<p>Heads of departments together with personnel specialist</p>	<p>Electronic form for attestation procedure, internal regulation on regular appraisal of other employees, annual appraisal summary sent by the heads of departments for the director, recommendations for appraisal officers, information on the new system sent via e-mail to all employees and published on the institution's internal website</p>	<p>Extended</p> <p>During 3Q 2021, an electronic form contractor was selected for the attestation process, work on the form took place until 2Q 2022, in September 2022 the form was tested on a sample and in November 2022, regular attestation took place in the new system. Work on evaluation forms for other employees began in September</p>

<i>appraisal system of other employees</i>						2022, and we expect the entire system to be completed and put into practice by 4Q 2023.
ACTION 3 Modification of the internal appraisal system, including unification of the remuneration system <i>b) IAP Career Development Rules – questionnaire survey, whether the need of a separate career development rules is perceived. A synopsis of the CAS Career Development Rules should be made available to the employees on the intranet</i>	28	1Q/2021	<i>Personnel specialist in cooperation with Technical and Economic Management</i>	<i>Result of the questionnaire survey from the meetings of individual departments – final decision in the minutes of the working group meeting, an extract from the Career Rules placed on the institution's internal website and information about it at the regular assembly in October 2021</i>	Completed	The questionnaire survey was carried out at meetings of individual department on February 2021, employees do not require institutional Career Development Rules. A synopsis of the CAS Career Development Rules was placed on the internal website on February 2021.
ACTION 3 Modification of the internal appraisal system, including unification of the remuneration system <i>c) Distribution of</i>	26, 28, 33, 40	3Q/2021 4Q/2021	<i>The director in cooperation with heads of departments</i>	<i>Internal document – recommendations for the heads of departments, publication of the document on the institution's internal website, informing the heads of departments at the Board of Directors and subsequently all employees at the</i>	Extended	Guideline 1/2021 issued by the director of the institution on 21.12.2021 and effective as of 1.1.2022.

<i>bonuses – creation of a list of activities which should be reflected by the bonus (in the form of recommendation for the heads of departments)</i>				<i>meetings of individual departments</i>		
<p>ACTION 4 Processing of the recruitment and adaptation procedure a) Standardization of rules for the recruitment process</p>	4, 12, 13, 14, 15, 16, 17, 18	2Q/2021 3Q/2022	<i>Personnel specialist in cooperation with heads of departments</i>	<i>Internal regulation describing the recruitment and selection process, including templates for publication of advertising for vacancies, published on the institution's internal website and sent to all employees by e-mail, relevant employees confirm their understanding of internal regulation by signing the minutes of the selection process</i>	Extended	<p>Work on the documents has been ongoing since April 2021, but delayed due to the change of management and the need to introduce changes that preceded the directive (e.g. the establishment of permanent committees for the selection of new staff) - Guideline 2022/1 issued 25.7.2022 (OTM-R policy), sent to all employees and published on 27.7.2022. Recruitment process – instructions together with sample forms published on the internal website 27.7.2022.</p>

<p>ACTION 4 Processing of the recruitment and adaptation procedure b) Information on vacancies on the website of the Institute, the CAS, and at Euraxess, possibility of making use of social networks</p>	4, 12, 13, 14, 15	1Q/2021 3Q/2022	Personnel specialist	Published vacancies in the archive, regular annual recruitment reports	Extended	Recruitment process – instructions (published on 27.7.2022) includes the publication of research vacancies on the website of the institution, the CAS and the Euraxess website, personnel specialist is responsible for the annual reports of published positions.
<p>ACTION 4 Processing of the recruitment and adaptation procedure c) Training in recruitment – training of all department heads and other relevant recruitment staff</p>	4, 12, 13, 14, 15, 16, 17, 18, 30	3Q/2021 1Q/2022	Personnel specialist	Courses in progress, attendance list, number of trained employees	Extended	After the establishment of permanent committees for the selection of new employees for individual departments, all committee members were trained. The personnel specialist is responsible for ensuring the training of new members of selection committees.
ACTION 4	4, 21, 30,	2Q/2021 2Q/2022	Personnel specialist in cooperation with working	Manual published on the institution's internal	Extended	Manual published

<p>Processing of the recruitment and adaptation procedure <i>d) Manual for newly hired employees published in Czech and English language</i></p>	40		<i>group</i>	<i>website and handed over to each new employee, monitoring feedback from new employees</i>		<p>in Czech and in English version in April 2022 on internal website. Postponement of the deadline due to the expansion of originally intended content with new important topics based on a survey among employees. Personnel specialist is responsible for the update and for distribution to new employees, too.</p>
<p>ACTION 5 Setting of a unified outward presentation <i>a) Creation and publication of communication and marketing strategy</i></p>	8, 9	4Q/2021	<i>Working group – popularizers in cooperation with Technical and Economic Management</i>	<i>Document – strategy – published on the website of the institute, acquaintance of employees with the document in progress at the regular assembly in October 2021 and sending the link to the final version by e-mail to all employees</i>	Completed	<p>The working group has been working on the document since May 2021, the document was consulted with the Steering committee and at the assembly of employees in October 2021 and the final version was ready in December 2021. After being translated into English and approved by the Institute Board in June 2022, it was</p>

						published on the internal website in July 2022 and the link was sent to all employees.
ACTION 5 Setting of a unified outward presentation b) Creation and publication of popularization strategy	8, 9	4Q/2021	Working group – popularizers in cooperation with Technical and Economic Management	Document – strategy – published on the website of the institute, acquaintance of employees with the document in progress at the regular assembly in October 2021 and sending the link to the final version by e-mail to all employees	Completed	The working group in cooperation with the Popularization committee has been working on the document since August 2021, the document was consulted with the Steering committee and at the assembly of employees in October 2021, and the final version was ready in December 2021. After being transferred to English and approved by the Institute Board in June 2022, it was published on the internal website in July 2022 and the link was sent to all employees.
ACTION 5 Setting of a unified outward presentation c) Acquisition of	8, 9	2Q/2021 4Q/2021	Working group – popularizers in cooperation with Technical and Economic Management	Planeterrella device, retrofitting the lecture theatre at the Milešovka meteorological observatory, number of organized	Completed	The new equipment for the presentation room at the Milešovka Observatory was

<i>new equipment for the popularization of research outputs and its use for popularization purposes</i>				<i>presentations/lectures per year</i>		acquired during 2Q 2021, as well as most of the basic parts for the Planeterrella device. The completion of Planeterrella was delayed due to long delivery times for some components. The final assembly of the device took place in December 2021 and first public presentation of device was in June 2022 on Science Fair.
ACTION 6 Interconnection with the commercial sector - drawing up rules for the cooperation with the commercial sector	6	2Q/2022	<i>The Technical and Economic Management Department in cooperation with the director and the heads of departments</i>	<i>Document – internal regulation – sent to all employees by e-mail and published on the institution’s internal website</i>	Cancel	The internal investigation revealed that the existing internal documents already contain procedures that must be followed when communicating and establishing cooperation with the commercial sector, so a new document was not created. The topic of possibilities of cooperation with

						<p>the commercial sector was included in the discussed topics within the regular meetings of individual departments.</p> <p>In case of a need for professional consultation, employees can contact the Technology Transfer Office, which operates under the Centre of Administration and Operations of the Czech Academy of Sciences.</p>
<p>ACTION 7 Proposing the possibilities of further education of researchers, including career development a) Making up a list of trainings, spheres that can be passed through, possibilities of internships, summer schools etc. relevant for each department</p>	30, 37, 38, 39	2Q/2021	Working group	Document – spheres of training – part of the Manual for newly hired employees (see point 4d of the Action Plan)	Completed	The document was created during May 2021 and was published as a part of and together with the Manual for newly hired employees in April 2022.
ACTION 7	30, 37, 38,	2Q/2021 4Q/2021	Financial preparation of the Technical and	Internal regulation introducing the	Extended	Work on the documents started

<p>Proposing the possibilities of further education of researchers, including career development b) Earmarking of resources for funding – formation of an “education fund” for each department according to the interests and needs of each employee; the head of department will be the guarantor of suitability and usefulness</p>	39		Economic Management Department	distribution of funds for training into individual departments, information on the possibility of drawing funds for training sent by e-mail to all employees, number of supported trainings per year		in June 2021, but there was a delay due to the change of management and the need to discuss the changes with the Steering Committee and merge the changes into one package of measures (together with actions 2c, 2d and 3c). The result is Guideline 1/2021 issued by the director of the institution on 21.12.2021 and effective as of 1.1.2022. An annual report on the number of trainings carried out, paid from the education fund, from the heads of individual departments to the attention of the director of the institution.
<p>ACTION 8 Bilingual institution a) Translation of internal documents into English</p>	10, 24	1Q/2021	Technical and Economic Management, working group	Publication of the translated documents on the institution's internal website, a bilingual version of the newly created internal documents published on the institution's internal website	Completed	All valid and newly issued internal documents have been translated into English.
<p>ACTION 8 Bilingual institution</p>	10, 24	3Q/2021 2Q/2023	Technical and Economic Management	Courses in progress, attendance lists, number of participants and number of course	Extended	Online individual courses for 6 participants took

<i>b) Language courses for the administrative staff</i>				<i>hours</i>		place (24 lessons each), 8 participants signed up for the next course with an end in June 2023.
ACTION 8 Bilingual institution <i>c) Bilingual Czech-English website and its regular updating</i>	10, 24	2Q/2021	Webmaster	<i>Link to the English version of the webpage, regular updating of its content and checking the availability of information in both Czech and English language</i>	Completed	The website has been translated into English and its content is regularly updated.
ACTION 9 Examination of the possibility of establishing a children's group in the area and other options for reconciling family and work life for employees (the possibility of providing babysitting for small children during scientific seminars, the possibility of suburban summer camps for children and grandchildren of employees in the area)	24, 25, 27	2Q/2026	The Director and Technical and Economic Management	T: Facilitate the return of female scientists to work after parental leave, reconciliation of work and family life. I1: The decision of the directors of the institutions in the area whether to further deal with the establishment of a children's group. I2: If I2 is evaluated positively, securing funds for the reconstruction of facilities – grant application. I3: number of hours of babysitting for small children during seminars I4: number of children participating summer camps	NEW	

ACTION 10 Courses for young researchers (practical training of presentation skills, publishing skills, project preparation skills etc.)	28, 30, 38, 39	2Q/2024	Personnel specialist in cooperation with Heads of departments	T: To help young scientists in the early stages of their careers I1: number of courses offered per year I2: number of course participants	NEW	
ACTION 11 Updating and optimizing the internal web pages for employees.	15, 24	2Q/2024	Webmaster	T: Convince scientists of the advantages of using all information on the internal web pages. I1: Increase in the number of intranet accesses by 1/4 during the first year after optimization.	NEW	
ACTION 12 Review of the current Gender Equality Plan and update as needed.	1, 2, 7, 10, 27	2Q/2025	Gender Equality Team in cooperation with the Technical and Economic Management	T: Gender Equality Plan reflecting all Horizon Europe building blocks and recommendations. I: Gender Equality Plan update (as needed)		

Note: Add as many actions are needed.

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website. Please provide the link to the dedicated webpage(s) on your organisation's web site *:

URL: <https://www.ufa.cas.cz/en/zakladni-informace-o-ustavu-en/hr-project/>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles

Because of the planned replacement in the post of the Director of the institution in March 2021, work leading to the fulfillment of the principles of OTM-R started later and there was a delay compared to the planned deadlines. Directive 1/2021 (effective from 1.1.2022) established permanent committees for the recruitment and selection of new staff for each individual department. The committees were created with an emphasis on the expertise of the members and taking into account gender balance, where the composition of the staff in the department allows it. The committee members have been trained in the transparent selection of new employees and cooperate closely with a personnel specialist. Personnel specialist is responsible for publishing relevant jobs via the Euraxess portal. OTM-R policy (Guideline 2022/1) was published on 25.7.2022 on our website and summarizes all the principles of an open and transparent selection procedure. The committee members were acquainted with the OTM-R principles and, in addition, the Recruitment manual on how to proceed with the selection of new employees was created for them. The Recruitment manual contains a model form for an advertisement and an obligatory form for the minutes of the selection procedure and is available on internal web pages of the institute.

A user-friendly Manual for new employees was created containing all the necessary information for starting work at a new workplace. The Manual was created in Czech and English version and is handed over to new employees by a personnel specialist. It is also available on internal web page of the institute.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

URL: <https://www.yoursite.com>

4. Implementation

General overview of the implementation process of the action plan: (max. 1000 words)

Within GAP analysis, 8 spheres were identified which our institution must focus on so as to fulfil the principles of the Charter and the Code and to implement the HRS4R standards.

The output of the main actions are strategic documents or internal rules and regulations. Strategic outputs were discussed and approved by the Institute Board, internal documents were consulted with the steering committee and their release was within the authority of the director of the institution.

The majority of main actions encompassed several partial tasks.

- 1) **Setting of the Institute's strategy** – divided into more parts – Strategy of international cooperation created in March 2021 and approved in December 2021. Research strategy for period 2022-2024 created in 3Q and 4Q 2022 and approved in January 2023. Other strategic documents were created within the action number 5 – Communication and marketing strategy, Popularization strategy.
- 2) **Setting and unification of internal communication** – The action was divided into four parts, the processing of all of them is completed. Action 2a is intended for further monitoring, evaluation and possible adjustment.
- 3) **Modification of an internal appraisal system** - As part of the activity, we prepared, tested and implemented an electronic system for regular attestation of scientists. The system has proven itself well, its main advantage over the old system is guaranteed feedback to attestation participants. Due to its size, the work on the attestation system took longer than was originally expected. For this reason, the development of an appraisal system for other employees has

been postponed till the end of 2023. In addition to these actions, a revision of the internal salary regulation and individual tariff classes was carried out in November 2022 to ensure greater transparency in remuneration.

4) **Processing of the recruitment and adaptation procedure** - As part of this activity, the procedures for hiring new employees were revised and described and the OTM-R policy was created, as well as a Manual with the most important information for newly hired employees.

5) **Setting of a unified outward presentation** - As part of this activity, two strategic documents were created and new popularization equipment was acquired. In addition to the above-mentioned action, an internal Popularization committee was established to manage, monitor and evaluate all popularization activities of the institution. For several years, our researchers have been participating in events such as Open Science (internships for students), offering lectures for schools and presenting their results at events such as the Science Fair or the Week of the Academy of Sciences of the Czech Republic. There was not a subtask of open access added, because the topic is planned to be dealt with for the whole Academy of Sciences of the Czech Republic in the future and financed from EU funds.

6) **Interconnection with the commercial sector** - *drawing up rules for the cooperation with the commercial sector* - Action 6 was deleted from the action plan during the implementation.

The supporting actions were:

7) **Proposing the possibilities of further education of researchers** - As part of the activity, the financing of educational activities from the “education fund” of individual departments was clarified, employees were offered several courses, e.g. Time management, Assertive negotiation, Project management, Media training, Intellectual property protection etc. In addition to the described activity, some of the researchers completed professional short-term internships in foreign institutions, the aim of which was to establish or deepen international cooperation. At our institution we have also received several visiting foreign experts for short-term internships.

8) **Bilingual institution** - As part of the activity, all relevant valid documents were translated into English and placed on an internal website.

Implementation process:

Actions of the Action Plan were implemented by the working group having the same composition as during the first phase of the project. A coordinator from the working group was assigned to every action to take care of it and to manage its realization. The working group met every month (by attendance or online) to evaluate the progress of each activity, to consult problems related to the implementation, and to set tasks for the following period. Composition of the working group and of steering committee for the implementation phase is available on <https://www.ufa.cas.cz/en/zakladni-informace-o-ustavu-en/hr-project/>.

The steering committee, whose functions was carried out by the Board of Directors during the implementation phase, monitored the progress of the project and supervise that obligations were met. The steering committee was informed about the activities of the working group by means of a report of the project coordinator at the end of every month. The researchers and other employees of the institution were informed about the outputs of the project both by each department’s representatives in the working group and on the (internal) website, in the section designated for the project.

The first Action Plan has been created for the period of 2 years (3Q/2021 - 2Q/2023), and its implementation is supported by the subsidy project of the Ministry of Education, Youth and Sports of the Czech Republic, Project Number: CZ.02.2.69/0.0/0.0/18_054/0014500. The main aim of this project is the development of the scientific institution in accord with the provisions of the European Charter and Code for Researchers.

In our renewed Action Plan for the period of 7/2023-6/2026 we added 4 new actions.

Action 9 aims to reconciliation of work and family life and takes into account the needs of parents and the feedback of the consultation with them.

Due to the fact that our institution is not the owner of the property on the premises (our building is rented to our institution), it is necessary to consult the solution of this action with the owner of the premises and at the same time with other institutions in the compound.

Action 10 was included after consultation with young researchers and with their supervisors. Action 11 aims to raise awareness of intranet sites and Action 12 responds to the recommendations of Horizon Europe on GEP.

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

How have you prepared for the internal review? *

Detailed description and duly justification (max 500 words)

Internal review was based on the minutes of all meetings of the working group and the steering committee. All outputs were continuously checked in relation to the original action plan. The actions were revised to the current status. Based on the results of the discussions at the meetings of individual departments, the working group created proposals for new actions for the following period. The proposed actions were discussed by the Steering Committee and submitted to the Institute Board for approval.

How have you involved the research community, your main stakeholders, in the implementation process? *

Detailed description and duly justification (max 500 words)

Researchers were informed about the main milestones of the project by e-mail, on the institution's webpage, and by working group's representatives directly at the meetings of each department. Every year, information on the main outputs of the project were passed on at the regular assembly of employees. New internal documents are sent to all employees by e-mail and published on internal website. All relevant information published on the (internal) website are provided in Czech and in English. If feedback from the researchers is necessary in any of the issues solved, it has the form of a questionnaire survey with the possibility of using controlled interviews, like during the preparatory stage or the form of informal meetings.

During the preparation of the interim assessment, employees had the opportunity to comment on the individual proposed actions through representatives of individual departments in the working group. All proposals were consulted with the management of the institution and with the Steering Committee.

Do you have an implementation committee and/or steering group regularly overseeing progress? *

Detailed description and duly justification (max 500 words)

The position of the steering committee is held by the Board of Directors (consisting of the director + heads of departments + deputy directors and a trade unions representative) which meets regularly every month. Before its meeting every month, the steering committee receives the output from the working group from the project coordinator, and the conclusions and recommendations from the meeting of the Board of Directors are then passed on to the project coordinator. The steering committee reviews and evaluates the key activities and supervises the implementation process. Documents containing adjustments to the strategic direction of the institution are discussed and approved by the Institute Board, either at its regular meetings, or per rolam if necessary.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy

Detailed description and duly justification (max 500 words)

In the letter of accession to the European Charter and Code for Researchers, we pledged to observe the principles contained in these documents and to implement HRS4R. Every month, a report of the progress of the project is submitted to the Board of Directors, which holds the position of the steering committee in the project. All strategic parts of the implementation are discussed and approved by the Institute Board.

The implementation of the Charter and Code principles by the IAP is financially supported by the Ministry of Education, Youth and Sports of the Czech Republic under project No. CZ.02.2.69/0.0/0.0/18_054/0014500.

How has your organisation ensured that the proposed actions would be also implemented? *

Detailed description and duly justification (max 500 words)

The working group meets regularly every month to monitor the implementation process continuously, making it more accurate on the basis of a detailed plan of each action. It presents its results to the steering committee by means of monthly reports. The steering committee supervises the whole process and suggests adjustments if necessary. A coordinator responsible for implementation from the working group is assigned to each action.

Some of the actions is completed by issuing internal regulations, this act is within the authority of the director of the institution. Each document issued in this way has an indicated effectiveness and is binding on all employees of the institution.

How are you monitoring progress (timeline)? *

Detailed description and duly justification (max 500 words)

A schedule for each action will be prepared, and the working group will be responsible for the monitoring of the progress of work in each activity. The progress in the implementation will be contained in monthly reports which will be submitted by the project coordinator to the steering committee. Also, the implementation of HRS4R is a part of the subsidy project of the Ministry of Education, Youth and Sports of the Czech Republic, where the elaboration of a detailed monitoring report is required every six months. These reports also serve as a basis for schedule update and for the monitoring of the progress of implementation.

How will you measure progress (indicators) in view of the next assessment? *

Detailed description and duly justification (max 500 words)

Every action in the Action Plan has indicators determined so as to observe progress of the implementation. Progress will be assessed in relation to the original findings as summed up in GAP analysis. Progress will be measured using the same methods as the original GAP analysis, i.e. a questionnaire survey and controlled interviews or using informal meetings with employees.

How do you expect to prepare for the external review? *

Detailed description and duly justification (max 500 words)

We will continue to deliver on the commitments made in the Action Plan. We will work on raising awareness among employees about all the changes that have occurred within the HRS4R process and at the same time we will give employees the opportunity to comment on newly planned events, either through a questionnaire survey or in the form of informal personal meetings with employees.

Additional remarks/comments about the proposed implementation process

Detailed description and duly justification (max 1,000 words)