

Action Plan

Institute of Czech Literature of the Czech Academy of Sciences

HR Excellence in Research Award

December 2021



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



MINISTERSTVO ŠKOLSTVÍ,
MLÁDEŽE A TĚLOVÝCHOVY



1. ORGANISATIONAL INFORMATION –

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	78.5
Of whom are international (i.e. foreign nationality)	2.6
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0
Of whom are women	28.2
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	53.3
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	6.2
Of whom are stage R1 = in most organisations corresponding with doctoral level	10.7
Total number of students (if relevant)	0
Total number of staff (including management, administrative, teaching and research staff)	107.9
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	3 653 670
Annual organisational direct government funding (designated for research)	2 057 771
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1 476 910
Annual funding from private, non-government sources, designated for research	0
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>The Institute of Czech Literature is the largest non-university institution in the Czech Republic focused on basic research in Czech literary studies. The subject of research conducted at the ICL is the history as well as the present of Czech literature, theory of literature, and literary life in the Czech Lands. The ICL is an autonomous institute founded by the Czech Academy of Sciences and since 2007, it has the legal form of a public research institution. Part of the ICL is the Czech Literary Bibliography research infrastructure, which provides bibliographic information for Czech literary studies on an international scale.</p>	

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code / STRENGTHS and WEAKNESSES	
<p>Ethical and professional aspects</p> <p>Strengths:</p> <ul style="list-style-type: none"> - The Institute of Czech Literature (henceforth 'ICL') is characterised by a collegial atmosphere and institutional culture that has a firm foundation in ethical and professional principles established on the level of the Czech Academy of Sciences (henceforth 'CAS') as a whole. - Freedom of research at the ICL is provided for and supported. - ICL employees understand the principle of professional responsibility. - Long-term strategy of the ICL is defined in a Conception of Research Activities, which is revised and accepted every five years. - Especially in the last year, the ICL had intensively addressed the issue of open access to scientific information. - ICL employees regularly present their research also to the general public and schools. They are aware of importance of these activities. - The ICL provides a suitable level of occupational safety. - Statutes of the CAS and Career Development Rules of the CAS define, on the level of the CAS, a system of evaluation of university-educated employees. The ICL as a whole undergoes every five years a comprehensive international evaluation organised by the CAS. Additionally, its research activities are assessed within a framework of national evaluation of research institutions. The Czech Literary Bibliography research infrastructure, which is part of the ICL, also undergoes regular international evaluation. - Financial management of the ICL is transparent. The institute publishes its annual reports and at the beginning of each 	<p>Weaknesses:</p> <ul style="list-style-type: none"> - Ethical standards are not defined in a separate code of ethics of the ICL, and the institute also has not yet appointed an ethics committee that would assess ethical issues of scientific work. - Not all areas of management of the ICL work on the basis of an explicitly defined strategy (evaluation, management of human resources, open access, international collaboration, communication with the general public). - According to employees, some isolated cases of discrimination took place at the ICL. - Some organisational documents had not been checked and updated for some time. Other documents had not been sufficiently implemented. - The intranet platform is not sufficiently adjusted for the needs of internal communication. Employees' awareness of internal regulations and services mediated by the intranet is insufficient. - New ICL website has not been officially launched yet and the existing website is no longer quite up-to-date.

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

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

Recruitment and selection

Strengths:

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

Weaknesses:

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

Working conditions

Strengths:

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

Weaknesses:

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

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

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

<https://ucl.cas.cz/hr-award/>
<https://service.ucl.cas.cz/en/hr-award>

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter / semester)	Responsible Unit	Indicator(s) / Target(s)
A1. Introducing ethical standards	1. Research freedom 2. Ethical principles 3. Professional responsibility 6. Accountability 10. Non-discrimination 22. Recognition of the profession 27. Gender balance 32. Co-authorship 34. Complaints/appeals	Q1/2023	Director's representative for HRS4R and a preparatory workgroup for ethical standards with HR manager	<p>Target To introduce ethical standards, in collaboration with the preparatory team, that will be based on the Code of Ethics of the CAS while fully reflecting the specific character and needs of the ICL. To emphasise representation of early-career researchers during formation of the preparatory workgroup and subsequent Ethics Committee.</p> <p>Indicators</p> <ul style="list-style-type: none"> - Creation of a workgroup for the preparation of a Code of Ethics of the ICL. (I1.1, Q4/2021) - Two discussion meetings with ICL employees about the proposal of the Code of Ethics (as part of discussion meetings about the Strategy of Management and Sustainable Development of the ICL). (I1.2, Q4/2022) - Ethical issues of scientific work elaborated within the Strategy of Management and Sustainable Development of the ICL. The subject discussed by the ICL Board and published on the ICL intranet. (I1.3, Q4/2022) - The Code of Ethics of the ICL discussed by the ICL Board. (I1.4, Q1/2023) - The Code of Ethics published on the ICL website in Czech and English. (I1.5, Q1/2023) - The role of an Ethics Committee formed, and its rules of procedure adopted. (I1.6 Q1/2023)

<p>A2. Creating a system for addressing complaints and appeals</p>	<p>2. Ethical principles 10. Non discrimination 34. Complains/appeals</p>	<p>Q3/2023</p>	<p>Director's representative for HRS4R and a preparatory workgroup for ethical standards with HR manager</p>	<p>Target To create a procedure for addressing complaints and appeals that would aim at strengthening impartiality during the process of dealing with disagreements over ethical issues, communication problems, misuse or transgression of competencies, and discrimination. To accompany the directives by a manual for addressing complaints and appeals. To introduce the role of an ombudsman as a new element in the process in addition to an Ethics Committee (see A1).</p> <p>Indicators</p> <ul style="list-style-type: none"> - Two discussion meetings with employees on addressing complaints and appeals (as part of discussion meetings dedicated to the Strategy of Management and Sustainable Development of the ICL). (I2.1, Q4/2022) - The area of dealing with complaints and appeals addressed in the Strategy of Management and Sustainable Development of the ICL, discussed by the ICL Board, and published on the ICL intranet. (I2.2, Q4/2022) - Internal regulation defining the process of addressing complaints and appeals published on the ICL intranet. (I2.3 Q2/2023) - The institute of an ombudsman created by appointing a person delegated to this purpose. (I2.4 Q3/2023) - A manual for dealing with complaints and appeals published on the ICL intranet. (I2.5, Q3/2023)
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<p>A3. Strengthening gender balance and eliminate discriminatory tendencies at workplace</p>	<p>10. Non discrimination 12. Recruitment 14. Selection (Code) 27. Gender balance 38. Continuing professional development 39. Access to research training and continuous development</p>	<p>Q2/2023</p>	<p>Director's representative for HRS4R and a preparatory workgroup for ethical standards with HR manager</p>	<p>Target To support, continuously and systematically, gender balance at workplace both by changes to internal processes and by a public declaration. To undertake an internal gender audit, define ICL's position on equality of women and men in the Strategy of Management and Sustainable Development of the ICL, and prepare a plan of gender balance. To use collaboration with the National Contact Centre for Gender & Science as part of addressing this subject. To include measures aimed at strengthening gender balance in the management principles of the ICL by incorporating them into steering documents, in educational activities, and by active communication with employees.</p> <p>Indicators</p> <ul style="list-style-type: none"> - The ICL involved in at least one long-term public initiative aimed at supporting participation of women in science, such as the UniSAFE. (I3.1, Q4/2021) - Interest in female employees declared on the ICL website in Czech and English. (I3.2, Q2/2022) - At least one eight-hour-long pilot education event focused on gender. (I3.3, Q4/2022) - An internal gender audit conducted, and its results published on the ICL intranet. (I3.4, Q4/2022) - Two discussion meetings with employees over a proposal regarding gender balance (as part of discussion meetings over the Strategy of Management and Sustainable Development of the ICL). (I3.5, Q4/2022) - The area of gender equality addressed in the Strategy of Management and Sustainable Development of the ICL, discussed by the ICL Board and published on the ICL intranet. (I3.6, Q4/2022) - The issue of gender equality embodied in the employee education system. (I3.7, Q1/2023) - Gender Equality Plan discussed by the ICL Board and published on the ICL website. (I3.8, Q2/2023)
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<p>A4. Enhancing the management and internal control</p>	<p>4. Professional attitude 5. Contractual and legal obligations 6. Accountability 23. Research environment 39. Access to research training and continuous development</p>	<p>Q2/2023</p>	<p>Guarantor for HRS4R with statutory deputy director, scientific secretary, and head of the technical and economic administration</p>	<p>Target To revise management processes, particularly those linked to project administration and internal control including evidence of outputs. To update the related internal guidelines. To define rules for cooperation between grant project promoters (investigators) and project managers, who provide adequate support to the former and ensure necessary level of control. To foster personal development of the involved employees in relevant areas of science management. To complete implementation of the Electronic Information System (EIS) dedicated to record, process, and present the data regarding project management, HR management, and financing. The system should enable to maintain control over the implemented projects. To define the process for providing employees with appropriate work equipment.</p> <p>Indicators</p> <ul style="list-style-type: none"> - Updated Director's Directive no. 1/2011 on project administration in research, development, and innovations in the ICL CAS, P.R.I. published on the ICL intranet. (I4.1, Q4/2022) - Rules for cooperation between principal investigators and project managers, including their relation to the internal control system as well as external controls published on the ICL intranet in the form of an internal directive. (I4.2, Q4/2022) - Updated internal regulation Internal Control System (issued in 2010) published on the ICL intranet. (I4.3, Q4/2022) - New guidelines for providing employees with work equipment published on the ICL intranet. (I4.4, Q4/2022) - At least two 24-hour pilot educational events focused on development of competencies in management or project administration take place. (I4.5, Q2/2022) - The subject of science management included in the employee education system. (I4.6, Q1/2023) - The Electronic Information System (EIS) fully implemented. (I4.7, Q2/2023)
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<p>A5. Improving employees' access to information by optimising internal communication</p>	<p>4. Professional attitude 5. Contractual and legal obligations 6. Accountability 7. Good practice in research 23. Research environment</p>	<p>Q2/2023</p>	<p>Statutory deputy director with scientific secretary</p>	<p>Target To strengthen employees' awareness of strategic goals of the ICL and its management processes. To improve visual organisation of the intranet and promote its use as the basic internal information platform. To encourage communication with employees via regular meetings with ICL management.</p> <p>Indicators</p> <ul style="list-style-type: none"> - Regular annual meetings with employees introduced (meetings between the ICL management and members of individual departments). This step discussed by the ICL Board and published on the intranet via the Strategy of Management and Sustainable Development of the ICL. (I5.1, Q4/2022) - The process of adopting the Conception of Research Activities described in the Strategy of Management and Sustainable Development of the ICL. These steps discussed by the ICL Board and published on the ICL intranet. (I5.2, Q4/2022) - Updated information platform on the organisation of the ICL in the form of a revised intranet. (I5.3, Q2/2023)
<p>A6. Improving safety at workplace and data security</p>	<p>5. Contractual and legal obligations 7. Good practice in research</p>	<p>Q1/2023</p>	<p>HR manager with statutory deputy director</p>	<p>Target To improve provisions for work safety as well as protection of personal data and their management. To publish work safety rules on the ICL intranet, prepare readily understandable rules for IT security, and include the issue of personal data protection with emphasis on work with research data in the employee training system.</p> <p>Indicators</p> <ul style="list-style-type: none"> - A document on health and safety at workplace published on the ICL intranet. (I6.1, Q4/2021) - A directive containing rules on IT security prepared and published on the ICL intranet. (I6.2, Q1/2023) - The subject of handling personal data addressed in the employee training system and published on the ICL intranet. (I6.3, Q1/2023)

<p>A7. Improving dissemination of results of scientific activities, especially via implementation of the Open Access policy</p>	<p>8. Dissemination, exploitation of results 31. Intellectual property rights 38. Continuing professional development 39. Access to research training and continuous development</p>	<p>Q2/2023</p>	<p>Coordinator of Open Access and digitalisation with director of Czech Literary Bibliography, and statutory deputy director</p>	<p>Target To analyse the current system of dissemination of research findings in relation to Open Access and to promote this approach to publication regarding the specific character and needs of the ICL's field. To define competencies of coordinator of Open Access and digitalisation. To revise current ICL rules on publishing in connection with strengthening Open Access. To educate employees on the subject of copyright and publishing, Open Access, and related internal regulations.</p> <p>Indicators</p> <ul style="list-style-type: none"> - Service of the coordinator of Open Access and digitalisation presented via the ICL website and, in more detail, on the ICL intranet. (I7.1, Q4/2021) - Analysis of the current state of Open Access implementation finished and published on the ICL intranet. (I7.2, Q4/2021) - Two discussion meetings with employees over the ICL Strategy of Open Access. (I7.3, Q4/2022) - ICL Strategy of Open Access discussed by the ICL Board and published on the ICL intranet. (I7.4, Q4/2022) - At least one 8-hour pilot educational event dedicated to Open Access. (I7.5, Q2/2022) - The subject of Open Access included in the employee education system. (I7.6, Q1/2023) - Director's Directive no. 1/2020 (Directive of the Director of the Institute for Czech Literature of the CAS, P.R.I. no. 1/2020 on handling the results of activities in research, development, and innovations and on the protection of intellectual property of the institute) updated, especially regarding recommendations on handling property rights in relation to Open Access (re-use of copyrighted works). A revised model licence agreement with publishers or the registration of results in the R&D Information System completed. Published on the ICL intranet. (I7.7, Q1/2023) - The subject of copyright and licencing conditions included in the employee training system. Published on the ICL intranet. (I7.8 Q2/2023)
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				<ul style="list-style-type: none"> - A manual on conclusion of licence agreements in connection with the Director's Directive no. 1/2020 published on the ICL intranet. (I7.9, Q2/2023)
A8. Improving ICL's communication towards the general public	8. Dissemination, exploitation of results 9. Public engagement 38. Continuing professional development 39. Access to research training and continuous development	Q4/2022	ICL head office manager with the popularisation team	<p>Target To strengthen ICL's self-presentation directed at the general public using a defined communication strategy that will consider relevant communication platforms (both online and traditional) as well as relevant subjects, target groups etc., and will follow up on previous activities. To discuss the strategy with the ICL staff. To launch the new ICL website is of key importance. To train employees in communication with the general public.</p> <p>Indicators</p> <ul style="list-style-type: none"> - New ICL website completed and launched. (I8.1, Q1/2022) - Two discussion meetings with employees over the Communication Strategy of the ICL. (I8.2, Q4/2022) - Communication Strategy of the ICL discussed by the ICL Board and published on the intranet. (I8.3, Q4/2022) - At least five pilot training events focused on popularisation of research undertaken. (I8.4, Q4/2022) - The subject of popularisation of research included in the employee education system. (I8.5, Q4/2022)
A9. Revising the system of evaluation and appraisal	11. Evaluation / appraisal systems	Q4/2023	Guarantor for evaluation with statutory deputy director	<p>Target To analyse current system of appraisal evaluation and prepare the ICL Strategy of Evaluation. To revise current evaluation system, based on these materials, represented especially by the Rules of Attestation Procedure (evaluation process, periodicity, evaluation criteria that take into account position of the employee). To supplement the system by a specific process of evaluation of employees in leading positions. To discuss the revision of evaluation with ICL staff at two events.</p> <p>Indicators</p> <ul style="list-style-type: none"> - Two discussion meetings with employees over the Strategy of Evaluation of the ICL. (I9.1, Q4/2022)

				<ul style="list-style-type: none"> - Strategy of Evaluation of the ICL discussed by the ICL Board and published on the ICL intranet. (I9.2, Q4/2022) - At least two pilot educational events dedicated to evaluation. (I9.3, Q2/2022) - Updated Rules of Attestation Procedure discussed by the ICL Board and published on the ICL intranet. (I9.4, Q4/2023) - Procedure of evaluating employees in leading positions incorporated in the Strategy of Evaluation of the ICL, discussed by the ICL Board, and published on the ICL intranet. (I9.5, Q4/2023)
A10. Continuing development of the ICL presentation and its researchers within international academic circles	8. Dissemination, exploitation of results 19. Recognition of qualifications (Code) 29. Value of mobility	Q4/2025	Deputy director for international cooperation with assistant for international cooperation	<p>Target To prepare an ICL Strategy of International Cooperation, which should include the ICL presentation within the international academic circles, strategic international activities, and a system of support of employee mobility and publication activities. To continue developing an International Consortium for the Creation and Use of Czech Literary Bibliography remains a priority both in the area of information transfer and regarding its organisational support. To strengthen the support of transfer of information in the field of Czech Literary Studies, to create a concept of a newsletter with a set periodicity and provide for its subsequent operation. To provide for a representative English version as part of the launch of a new ICL website.</p> <p>Indicators</p> <ul style="list-style-type: none"> - Regular distribution of a newsletter for the collection and distribution of news from Czech Literary Studies. (I10.1, Q4/2021) - An English version of relevant parts of the new ICL website completed and launched. (I10.2, Q2/2022) - Two discussion meetings with staff on the Strategy of International Cooperation. (I10.3, Q4/2022) - ICL Strategy of International Cooperation discussed by the ICL Board and published on the ICL intranet. (I10.4, Q4/2022) - Increase the number of members of the International Consortium for the Creation and Use of Czech Literary

				Bibliography from current 10 to 15. Attested by cooperation agreements. (I10.5, Q4/2025)
A11. Improving researchers' involvement in international collaboration	8. Dissemination, exploitation of results 18. Recognition of mobility experience (Code)	Q2/2023	Deputy director for international cooperation with assistant for international cooperation	<p>Target To support researchers in disseminating of their research findings internationally both via financial funding of publishing and by facilitating mobility and individual language courses. To encourage mobility, i.e., support for both ICL researchers staying abroad and international scholars coming to the ICL.</p> <p>Indicators</p> <ul style="list-style-type: none"> - A manual for visiting researchers at the ICL prepared and published on the ICL website. (I11.1, Q1/2022) - Process which provides stable financial support for international mobility and publishing abroad standardised. An internal regulation reflecting this matter adopted and published on the ICL intranet. (I11.2, Q1/2023) - 15 researchers supported in individual language education via a language course amounting to 30 hours per participant. (I11.3, Q4/2022) - International mobility and involvement of ICL researchers in international cooperation receive support (organisation of at least 15 stays abroad and 15 stays for incoming researchers). (I11.4, Q2/2023)
A12. Optimising recruitment and selection of employees in accordance with OTM-R policy and the Code of Conduct	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)	Q2/2023	HR manager with the scientific secretary	<p>Target To strengthen an open and transparent system of recruitment and selection of employees via a clearly defined and publicly declared OTM-R policy. To standardise internal procedures of the ICL related to employee recruitment and selection including a person overseeing the entire process.</p> <p>Indicators</p> <ul style="list-style-type: none"> - Obligatory parts of a recruitment notice (job advertisement) defined and included in both the Czech and English version of the model advertisement. (I12.1, Q4/2021) - A person responsible for the entire process of a selection procedure and its adherence to defined rules

	<p>19. Recognition of qualifications (Code)</p> <p>20. Seniority (Code)</p> <p>21. Postdoctoral appointments (Code)</p>			<p>appointed and that person's role defined by a job description. (I12.2, Q2/2022)</p> <ul style="list-style-type: none"> - The Strategy of Management and Sustainable Development of the ICL defines situations when external evaluators are to be invited to join the candidate's selection. This step discussed by the ICL Board and published on the ICL intranet. (I12.3, Q4/2022) - The area of recruitment and selection of employees addressed in the Strategy of Management and Sustainable Development of the ICL. These matters discussed by the ICL Board and published on the ICL intranet. (I12.4, Q4/2022) - Recruitment and selection of employees standardised and now take into consideration the OTM-R principles. Published on the ICL intranet in the form of an internal directive. (I12.5, Q2/2023) - OTM-R policy defined and published on the ICL website in Czech and English. (I12.6, Q2/2023) - As part of a defined and published OTM-R policy the EURAXESS platform included among the sites which are to be standardly used for advertisement of researchers' positions. (I12.7, Q2/2023) - Personnel support in the matter of recognition of qualifications established, e.g., including the guidelines of ERIC-NARIC. This matter defined in a job description. (I12.8, Q2/2023)
<p>A.13. Clarifying the process of starting and leaving employment / internship at the ICL</p>	<p>4. Professional attitude</p> <p>5. Contractual and legal obligations</p> <p>6. Accountability</p> <p>7. Good practice in research</p> <p>12. Recruitment</p>	<p>Q4/2022</p>	<p>HR manager</p>	<p>Target</p> <p>To clarify and define processes linked to the start of employment/internship at the ICL (duties, equipment, training, etc.) as well as processes linked to employees/interns leaving their positions. To consider the position and form of participation of the person concerned (employees with an employment contract / agreement to complete a job / interns).</p> <p>Indicators</p> <ul style="list-style-type: none"> - Defined processes for employee onboarding (equipment, training, persons responsible, etc.) published on the ICL intranet. (I13.1, Q2/2022)

				<ul style="list-style-type: none"> - Processes for staff leaving the ICL defined and published on the ICL intranet. (I8.9, Q4/2022)
A14. Supporting stability of employment	<p>25. Stability and permanence of employment</p> <p>26. Funding and salaries</p> <p>38. Continuing professional development</p>	Q4/2022	HR manager with the ICL director and head of the technical and economic administration	<p>Target</p> <p>To improve stability of employment based on possibilities identified by an internal audit of employment contracts and budgetary possibilities of the ICL and to discuss the results with employees. To address this issue in the Strategy of Management and Sustainable Development of the ICL. To develop service support for acquisition of resources from grant programmes. To create an overview of employee benefits offered by the ICL and publish it on the ICL intranet.</p> <p>Indicators</p> <ul style="list-style-type: none"> - An overview of benefits offered by the ICL published on the ICL intranet. (I14.1, Q4/2021) - An internal audit focused on the form and duration of employment contracts, job descriptions, and remuneration aimed at analysis of opportunities to stabilise employment at the ICL undertaken and handed over to the management. (I14.2, Q4/2022) - Two discussion meetings with the ICL staff about the results of the audit (as part of discussion meetings over the Strategy of Management and Sustainable Development of the ICL). (I14.3, Q4/2022) - The subject of stability and remuneration addressed in the Strategy of Management and Sustainable Development of the ICL, discussed by the ICL Board, and published on the ICL intranet. (I14.4, Q4/2022) - The role and profile of project support defined in the Strategy of Management and Sustainable Development of the ICL, discussed by the ICL Board, and published on the ICL intranet. (I14.5, Q4/2022)
A15. Supporting career development and further education of researchers	<p>28. Career development</p> <p>29. Value of mobility</p> <p>30. Access to career advice</p> <p>38. Continuing professional development</p>	Q4/2022	HR manager with statutory deputy director and deputy director for cooperation with universities	<p>Target</p> <p>To improve support for career development of all researchers by a strategic specification of advancement within this area, launching further education courses organised by the ICL, and by creating own registration system for individual events on the ICL intranet.</p> <p>Indicators</p>

	39. Access to research training and continuous development		(the same person as deputy director for ICL in Brno)	<ul style="list-style-type: none"> - To introduce a system of presentation of education events on the ICL intranet, including the registration process. (I15.1, Q4/2021) - Realisation of at least 15 pilot educational events aimed at development of specific competencies and organised directly by the ICL, with each even amounting to at least 8 training hours undertaken (some partial training events organised within other parts of the Action Plan). (I15.2, Q4/2022) - An employee education system introduced as part of the Strategy of Management and Sustainable Development of the ICL and relevant personnel support assigned to it. These steps discussed by the ICL Board and published on the ICL intranet. (I15.3, Q4/2022)
16. Creating good conditions for development of early career researchers	28. Career development 30. Access to career advice 36. Relation with supervisors 37. Supervision and managerial duties 38. Continuing professional development 39. Access to research training and continuous development 40. Supervision	Q2/2023	Deputy director for cooperation with universities	<p>Target To create organised, inspiring, and safe environment for early career researchers (R1 and R2) that will support their development. To prepare a Conception of Supervision of Early Career Researchers and Doctoral Students that will include a mentoring programme and career development.</p> <p>Indicators</p> <ul style="list-style-type: none"> - Two discussion meetings with doctoral students and early career researchers dedicated to the Conception of Supervision of Early Career Researchers. (I16.1, Q4/2022) - The Conception of Supervision of Early Career Researchers and Doctoral Students that includes their career development and mentoring discussed by the ICL Board and published on the ICL intranet. (I16.2, Q4/2022) - Internal Code of Conduct for Doctoral Students in the ICL CAS, P.R.I. (2012) revised and published on the ICL intranet. (I16.3, Q2/2023)

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open,

Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

So far, the policy of recruitment and selection of employees at the ICL was based on Czech legislation, in particular Act no. 283/1992 Coll. on the CAS, Act no. 341/2004 Coll. on public research institutions, and in general terms also on the Labour Code (Act no. 262/2006 Coll.) and the anti-discrimination law (Act no. 198/2009 Coll.). In addition to these, the process was based on the relevant internal regulations of ICL's founder, the CAS, in particular its Statutes and Career Development Rules. Given the small size of the ICL (see Organisational Information) and low level of fluctuation of researchers, the organisation viewed these arrangements as satisfactory and did not create any internal regulations that would further define its recruitment and selection policy. Recent analyses had, however, shown that the current practice does not meet all of the criteria of OTM-R. The planned removal of these shortcomings in part overlaps with the Action Plan, especially its actions A12 and A3, and in terms of attracting new employees also action A14.

1. Individual measures are based on the OTM-R analysis as well as OTM-toolkit and OTM-R reports published at the EURAXESS Portal. OTM-R policy of the ICL will be based on previously established good practice, which will be supplemented by measures responding to shortcomings revealed by the abovementioned analysis. Below, we list actions that should lead to a full implementation of the OTM-R policy.
2. Create an internal directive on the recruitment and selection of new employees (Q2/2023). This directive should address at least the following areas:
 - a) The framework of OTM-R policy, which defines the basic rules for transparency, openness, and merit-based process.
 - b) The process of control of employee recruitment and selection and appointment of a person responsible for supervising and organising the process, including training of members of selection committees.
 - c) Model advertisements defining the minimum obligatory content in accordance with OTM-R.
 - d) Policy of advertisement (portals, social networks).
 - e) Competencies of members of selection committees (including training) and the manner of composing selection committees.
 - f) Mandatory process terms and procedure for lodging complaints.
 - g) Administrative requirements which candidates must meet in connection with the selection procedure (with emphasis on minimising the burden on candidates).
 - h) Possible forms of conducting interviews.
 - i) Process of communicating with candidates and informing of results of the selection procedure.
 - j) Gender balance and other criteria for employee recruitment and selection.
 - k) Mechanisms of long-term monitoring and control of employee recruitment process.
3. Drafting and finalisation of ICL's OTM-R policy and its publication on institute's website in Czech and English. OTM-R will be supplemented with an internal directive on the recruitment and selection of employees. This action will include implementation of procedures to check the success of implementation of OTM-R policy.
 - a) Public endorsement of OTM-R principles. (Q1/2022)
 - b) Publication of OTM-R policy. (Q2/2023)
 - c) Preparation and endorsement of internal guidelines defining OTM-R procedures for all types of positions within the ICL. (Q2/2023)

OTM-R will be included in the Strategy of Management and Sustainable Development of the ICL. OTM-R policy implementation team will be supervised by a HR manager in close collaboration with the scientific secretary, director's representative for HRS4R, and HRS4R coordinator. The process of preparation will

be consulted via Director's Collegium with heads of institute's units on a monthly basis. In connection with preparing the Strategy of Management and Sustainable Development of the ICL, the process of defining institute's OTM-R policy will also be discussed at two meetings with institute's staff. Ongoing feedback will be provided by representatives of employees within a Steering Committee. Outputs will be discussed by ICL Board.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL: none

4. IMPLEMENTATION

General overview of the expected implementation process:

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

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

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

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

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

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

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

Checklist	*Detailed description and duly justification
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p><i>free text 500 words maximum</i></p> <p>Meeting of targets defined by the Action Plan will be supervised by HRS4R coordinator together with director's representative for HRS4R. The Working Group will continue in its regular monthly meetings, to which members of the Steering Committee are always invited. At the ICL, we use the Trello management system as a dynamic instrument of control of project progress, including partial steps. The team includes a project manager who conducts formal control of targets being met and their compatibility with auxiliary instruments, especially project Development of Research and Popularization Resources of the ICL (reg. no. CZ.02.2.69/0.0/0.0/18_054/0014701). The grant provider is also a control subject of the implementation.</p> <p>Another level of supervision of project progress takes place at Director's Collegium, which discusses and will continue to discuss activities related to implementation of the HRS4R.</p> <p>A separate supervision group consists of representatives of ICL employees gathered in the Steering Committee, who take part in the regular monthly meetings of the Working Group and comment on outputs.</p> <p>The last stage of control takes place in the ICL Board, which is the supreme organ of the ICL. In the ICL Board, HRS4R implementation is represented by Director of the ICL.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>Given the size of the ICL and size of the team charged with implementation of the HRS4R, large proportion of employees is directly involved in implementation. Additionally, though, we also plan the following measures:</p> <ol style="list-style-type: none"> 1. As part of implementation of each of the strategies outlined above (see point 4), we will organise two discussion meetings with ICL staff and one meeting on HRS4R in general. 2. The ICL will publish all relevant documents on its website to achieve maximum transparency. 3. Regular discussions will take place on the level of Director's Collegium, which includes all heads of departments and representatives of the unions on behalf of institute's employees. 4. Members of the implementation team will continuously initiate discussion as part of their agenda. 5. In pursuance of actions A1, A2 and A3, we will create a gender-balanced workgroup for ethics composed of ICL researchers across qualification grades.
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.</p>	<p>When setting the priorities of HRS4R Action Plan, we made sure to fully take into consideration the current Conception of Research Activities, a key strategic document defining the functions and tasks which the ICL strives to fulfil in Czech literary science and in general within Czech culture and society. The Action Plan thus corresponds to this comprehensive vision of functioning of the ICL, with existing ways of organising scientific work, HR policies, and other areas of managing the institute.</p>

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

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

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

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

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

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

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

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

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