



Czech Republic (/ukraine)

Internal Review

Case number

2018CZ317714

Name Organisation under review

Institute of Physiology CAS

Organisation's contact details

Víteňská 1083, Prague, 142 20 , Czech Republic

Submission date to the European Commission

12/04/2021

1. Organisational Information

*Please provide an update of the 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 *	214,94
Of whom are international (i.e. foreign nationality) *	28
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	4
Of whom are women *	116,02
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	59,4
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	67,89
Of whom are stage R1 = in most organisations corresponding with doctoral level *	87,65
Total number of students (if relevant) *	0
Total number of staff (including management, administrative, teaching and research staff) *	333,21
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	14879000
Annual organisational direct government funding (designated for research)	6740000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	7369700
Annual funding from private, non-government sources, designated for research	769300

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

The academic and educational endeavours of its experts, many of them internationally recognised, aim to enhance the fundamental knowledge on metabolism and heart and brain function, thus paving the way to novel diagnostic and therapeutic procedures required to tackle serious medical conditions in humans. These chiefly include stroke, ischemic heart disease, diabetes, inherited metabolic disorders and neurodegenerative diseases such as Alzheimer's or epilepsy.

- Knowledge of scientists from the Institute of Physiology and their discoveries represent a theoretical basis for the development of new therapies.
- Institute holds an important role in the education of students and current health care workers.
- Institute of Physiology is consisted of a number of scientific and service department. Insitute use the top equipment for the research.
- There are a wide range of world-renowned experts who regularly gain recognition for their scientific work of major domestic and foreign awards.
- Institute's scientists have worked and still are working on a major social and manager positions, including significant positions in the international scientific societies
- The Institute has been organizing the series of lectures and seminars (among others Bureš lectures series and the popularisation lectures The human body in health and disease). It annually announces a competition for the best publications with authors from IPHYS.
- The Institute has been successful in attracting research funding at both national and international level. It participates also in research projects in the centers of excellence and is the partner of excellence project BIOCEV carried out jointly with other Academy of Sciences' institutes and Charles University in Prague

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 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.

Note: Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

Ethical and professional aspects*

**Strengths and Weaknesses (Initial Phase)****Strengths:**

- IPHYS provides its researchers with adequate research freedom.
- Ethical principles are fully implemented at IPHYS in accordance with the AS Code of Conduct.
- IPHYS staff fulfil all aspects of professional approach to project work.
- IPHYS has all the legislative aspects of its operations in its internal regulatory documentation.
- IPHYS has high quality technical equipment and administrative facilities.
- The issue of discrimination and equal access well covered in the Internal Regulations and is in compliance with national law.

Weaknesses:

- There is a lack of a systematic agenda for sharing information and experience between staff and departments across the FGU.
- Non-functioning internal communications - no unified system of meetings.
- Presentation in the media and in public space is not sufficiently proactive.
- Interconnection to the commercial sector is not systematically developed.
- The public presentation of research results and their commercialization is not systematically captured and is based on the individual approach of scientists.
- There is no incentive system for staff assessment that would directly influence their performance and teamwork.

Strengths and Weaknesses (Interim Assessment)**Strengths:**

- IPHYS provides its researchers with adequate research freedom.
- Ethical principles are fully implemented at IPHYS in accordance with the AS Code of Conduct.
- IPHYS staff fulfil all aspects of professional approach to project work.
- IPHYS has all the legislative aspects of its operations in its internal regulatory documentation.
- IPHYS has high quality technical equipment and administrative facilities.
- The issue of discrimination and equal access well covered in the Internal Regulations and is in compliance with national law.


Weaknesses:

- There is a lack of a systematic agenda for sharing information and experience between staff and departments across the FGU.
- Non-functioning internal communications - no unified system of meetings.
- There is no incentive system for staff assessment that would directly influence their performance and teamwork.

Remarks (max 500 words)

During the first two years of the implementation, we managed to eliminate several weak points in the ethical and professional areas. This is connected mainly to the implementation of actions 1 and 4, which improved the institute's public communications and connections with the commercial sector.

Other weak points are being addressed too, but their respective actions haven't been completed yet.

Recruitment and selection* **Strengths and Weaknesses (Initial Phase)****Strengths:**

- The current recruitment process is in compliance with national Labour Code.
- The recruitment process is comparable to similar organizations within the Czech Republic and abroad.
- IPHYS is able to recruit and train necessary amount of scientific, technical and administrative staff for its operation.
- Job ads for vacant posts are published to be accessible both nationally and internationally.
- IPHYS has available tools to attract high quality new employees from abroad.
- The employee fluctuation is low.

Weaknesses:

- HR department oversees compliance with legislative requirements, but does not affect the personnel strategy of the entire Institute, which is mostly absent.
- The number of workers is difficult to plan over the long term, due to the awarded projects and grants.
- The absence of medium- and long-term personnel strategy.
- Low autonomy of the HR department, which is perceived only as an administrative and legislative support.
- Recruitment process is not always followed in case of low-level positions.

Strengths and Weaknesses (Interim Assessment)**Strengths:**


- The current recruitment process is in compliance with national Labour Code.
- The recruitment process is comparable to similar organizations within the Czech Republic and abroad.
- IPHYS is able to recruit and train necessary amount of scientific, technical and administrative staff for its operation.
- Job ads for vacant posts are published to be accessible both nationally and internationally.
- IPHYS has available tools to attract high quality new employees from abroad.
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Weaknesses:

- HR department oversees compliance with legislative requirements, but does not affect the personnel strategy of the entire Institute, which is mostly absent.
- The number of workers is difficult to plan over the long term, due to the awarded projects and grants.
- The absence of medium- and long-term personnel strategy.

Remarks (max 500 words)

During the first two years of the implementation, we managed to eliminate several weak points in the recruitment and selection areas. This is connected mainly to the implementation of actions 7, 12 and 13. We set new guidelines for recruitment that comply with the requirements of HRS4R and OTM-R policy. This remedied the issues on the operational level, but institute-wide personnel strategy remains to be formulated.

Working conditions* **Strengths and Weaknesses (Initial Phase)****Strengths:**

- IPHYS provides superior facilities and technical equipment for researchers that is competitive at international level.
- Researchers perceive high degree of freedom and do not feel limited in their research work.
- IPHYS promotes the involvement of women in leadership positions and provides women with the necessary support for reconciling family and working life (home office, flexible working hours, kindergarten in the biomedical compound premises ...)
- There are several programmes to support young scientists in their career.
- All administrative processes are electronised.

Weaknesses:

- Clear and motivating career code is absent.
- Information on mobility projects is not disseminated effectively.
- A significant proportion of fixed-term employment contracts that could cause instability and insecurity of future employment.
- A significant component of variable wage, which is dependent on the number of projects and grants in the department at the expense of guaranteed wages.

Strengths and Weaknesses (Interim Assessment)**Strengths:**

- IPHYS provides superior facilities and technical equipment for researchers that is competitive at international level.
- Researchers perceive high degree of freedom and do not feel limited in their research work.
- IPHYS promotes the involvement of women in leadership positions and provides women with the necessary support for reconciling family and working life (home office, flexible working hours, kindergarten in the biomedical compound premises ...)
- There are several programmes to support young scientists in their career.
- All administrative processes are electronised.


Weaknesses:

- Clear and motivating career code is absent.

- A significant component of variable wage, which is dependent on the number of projects and grants in the department at the expense of guaranteed wages.

Remarks (max 500 words)

During the first two years of the implementation, we managed to eliminate several weak points in the working condition area. This is connected mainly to the implementation of actions 5 and 8, which focused on improving career options of our employees, especially in the area of gaining abroad experience and independence. Similarly to the recruitment and selection areas, issues have been remedied on the operational level, but have not yet been confirmed as institute policies.

Training and development* **Strengths and Weaknesses (Initial Phase)****Strengths:**

- IPHYS supports foreign internships.
- Scientists have plenty of opportunities to use and improve their knowledge and skills at the institute.
- Young scientists have the opportunity to apply for participation in international development programs.

Weaknesses:

- Lack of a comprehensive training system, based on regular evaluations.
- Missing career development system.
- Some supervisors are lacking managerial skills.
- Supervision of junior researchers is done individually, depending on supervisors approach. There are no comprehensive guidelines for supervision.

Strengths and Weaknesses (Interim Assessment)**Strengths:**

- IPHYS supports foreign internships.
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- Young scientists have the opportunity to apply for participation in international development programs.

Weaknesses:

- Lack of a comprehensive training system, based on regular evaluations.
- Missing career development system.
- Some supervisors are lacking managerial skills.
- Supervision of junior researchers is done individually, depending on supervisors approach. There are no comprehensive guidelines for supervision.

Remarks (max 500 words)

Unfortunately, there were not major improvements in this area as all training activities have been postponed.

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

Goals set in the action plan have remained unchanged, but there had to be changes in the priority of certain actions as some of them were not possible or feasible to complete on their original schedule.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)**Are any strategic decisions under way that may influence the action plan? (max 500 words)**

There are no strategic decisions under way that would influence the action plan.

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 add new objectives.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS

Action 1

IP Support. -training modules for researchers: ongoing - consultation and support for researchers with potential IP: ongoing -establishing the Technological Scout position: completed

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 5. Contractual and legal obligations	4Q/2019	Office of the Director - IP Specialist	Number of training sessions: 3 days every 2 years - completed
(-/+) 8. Dissemination, exploitation of results			Number of consultations: 2 per month - completed Establishing the position of Technological scout. - completed
Current Status	Remarks		
COMPLETED	The position of Technological scout has been established. Training sessions and consultations are happening regularly. Several IP's are being developed for further commercialization.		

Proposed ACTIONS

Action 2

New project management system. -selection and purchase of the system: The Projects Unit of the Economic department, together with the Working group, will select and purchase project management system, which will enable easier and more thorough monitoring of the projects at the institute. - in progress (funds secured, public tender prepared)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 4. Professional attitude	3Q/2021	Economic Department - Projects Unit	Purchase of the project management solution. - in progress
(+/-) 6. Accountability			
Current Status	Remarks		
IN PROGRESS	Institute has secured funds for purchasing the system in 2020, but the public tender has not been completed yet.		

Proposed ACTIONS

Action 3

New evaluation system. -analysis of the current system: The working group will conduct further analysis of the current practices in all departments, including the evaluation criteria, periodicity, tools and methods and documentation. - in progress for individual researchers -drafting of the new system: The working group will propose new formalised system for evaluation of researchers based on the findings of the analysis and the good practices identified during the analysis. Special section of the system should cover evaluation of junior researcher by their supervisors. - in progress for individual researchers -approval of the system: The evaluation system will be submitted for approval by the Council of the Institute. - training of supervisors: Researchers tasked with leading and supervising other researchers will be trained in the new system. This will be done gradually, based on the availability of the researchers. - in progress for individual researchers -ongoing monitoring: Use of the new system will be continuously monitored to identify potential issues. Monitoring will be based on evaluation documentation, surveys and interviews with selected researchers. - ongoing

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 4. Professional attitude			Approval of the new system. - completed for research groups, in progress for individual researchers
(-/+) 11. Evaluation/ appraisal systems	3Q/2022	HRS4R Working group	Training of 80% of the relevant researchers. - in progress
(+/-) 36. Relation with supervisors			
Current Status	Remarks		
IN PROGRESS	The institute has adopted an evaluation system for research groups, first evaluation has been undertaken in 1Q/2021. Drafting of the system for individual researchers has not been completed yet. Training activities have however been postponed as we preferred in person training.		

Proposed ACTIONS

Action 4

Support for popularisators. -training modules for researchers: ongoing -administrative support for popularisation: ongoing

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 9. Public engagement (-/+) 37. Supervision and managerial duties	4Q/2019	Office of the Director - PR Specialist	Number of training sessions: 2 per year. - ongoing Number of active researchers: 20. - met for 2019 Number of events: 20 per year. - met for 2019
Current Status	Remarks		
COMPLETED	System for supporting popularisators has been implemented and the popularisation goals have been met in 2019. In 2020 though, most events have been suspended and will resume once the situation allows it.		

Proposed ACTIONS

Action 5

Mobility support. -informing researchers about mobility options and funding options: ongoing -establishing position of the Mobility specialist: completed

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 28. Career development			
(+/-) 29. Value of mobility	4Q/2019	Economic Department - Projects Unit	Researchers on mobility: 8 per year - met for 2019
(+/-) 39. Access to research training and continuous development			

Current Status

Remarks

COMPLETED

Institute offers short term mobilities for R1 researchers and long term mobilities for R2 researchers. Communication and information efforts have been strengthened resulting in higher interest in those opportunities. Goals have been met for 2019 and planned mobilities for 2020 were exceeding the goal by 100%. However most of the planned mobilities have to be postponed because of the covid pandemic.

Proposed ACTIONS

Action 6

Management training programme. -defining the goals of the programme: completed -initial Development centre: Initial session to determine and analyse the current state of managerial competencies of the researchers. To be carried out by external experts. - postponed -designing the training programme: Based on the initial session the Working group, together with external experts, will prepare the contents of the training programme. - postponed -organising the training: To be carried out by external experts. - postponed -concluding Development centre: concluding session to determine the results of the training and give recommendations for further development. To be carried out by external experts. - postponed

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 36. Relation with supervisors			
(-/+) 37. Supervision and managerial duties	2Q/2022	HRS4R Working group	Training of 80% of the relevant researchers. -extended
(+/-) 40. Supervision			
Current Status	Remarks		
EXTENDED	Due to the covid pandemic, training activities have been postponed.		

Proposed ACTIONS

Action 7

IPHYS OTM-R Policy. -development of document outlining the institute OTM-R policy: The HR Unit of the Economic department, together with the Working Group, will draft up a document adapting the OTM-R principles to the environment of the Institute. - in progress -approval and publishing of the document: The Policy will be submitted for approval by the Council of the institute and after the approval, it will be published in Czech and English on the institute web-pages. - in progress -informing the applicants: link to the document will be included in all the job advertisements posted by the institute. - in progress

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 12. Recruitment			
(-/+) 13. Recruitment (Code)			
(-/+) 14. Selection (Code)			
(-/+) 15. Transparency (Code)			
(+/-) 16. Judging merit (Code)	3Q/2021	Economic Department - HR Unit	Approval and publication of the Policy. - in progress
(++) 17. Variations in the chronological order of CVs (Code)			
(++) 18. Recognition of mobility experience (Code)			
(+/-) 19. Recognition of qualifications (Code)			
(++) 20. Seniority (Code)			

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	The HR department is implementing activities to meet the OTM-R policy requirements, however, due to decrease in recruitment in 2020, those measures have not been evaluated yet and therefore the policy is not yet approved and published. We expect the document to be finalised in 2Q/2021 - 3Q/2021.

Proposed ACTIONS

Action 8

Career development plan. -defining the goals of career planing
 - completed -formulation of the career plan: - completed -
 approval of the career plan: The career plan will be submitted
 for approval to the Council of the Institute. - in progress -
 publishing the career plan: the researchers will be informed via
 email and the career plan will be published on the institute web-
 pages in Czech and English. The career plan will have the
 effectiveness of internal directives. -postponed -ongoing
 monitoring: Implementation of the plan will be monitored by the
 HR Unit. - postponed

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 21. Postdoctoral appointments (Code)			
(-/+) 28. Career development			Approval and publishing of the career plan.
(+/-) 29. Value of mobility	4Q/2021	Economic Department - HR Unit	- in progress
(+/-) 30. Access to career advice			
(+/-) 39. Access to research training and continuous development			
(+/-) 40. Supervision			

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	The career development plan has been formulated and actions are being taken to improve employee career prospects. This includes mobility, popularisation and commercialisation support which is already ongoing and has positive results. It also includes encouraging and supporting employees to apply for grants which would provide them more independence, up to starting their own research department. One such department has already been established and application for high-profile grants increased by 100% in 2020/2021 as opposed to 2018/2019. Feasibility of the plan has not been evaluated yet and we expect the plan to be approved and published by the end of 2021.

Proposed ACTIONS

Action 9

Institute ombudsman. -establishing the position of institute ombudsman, who will provide employees with legal advice, handle complaints and appeals and serve as the advocate of the employees in disputes: The Office of the Director, together with the working group, will define the competencies and authority of the Ombudsman, who will have to be able not only to give advice, but also to deal with complaints and settle disputes. The Ombudsman will become a member of the Collegium of the Director, if they were not member before - in progress -updating the Internal directive on measures and procedures to suppress negative behaviour in the workplace: the directive will be updated to include the position of the Ombudsman. - extended -appointment of the Ombudsman: The Ombudsman will be selected by the Steering group and appointed by the director. Information about the Ombudsman will be published on the Institute web-pages and will be sent to all employees by email. - extended -continuous monitoring: Regular surveys will be conducted to monitor the employee awareness. - extended

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 22. Recognition of the profession	3Q/2021	Office of the Director	Establishing the position. - in progress Informing researchers. - extended
(-/+) 34. Complains/ appeals			Updated directive. - in progress Monitoring through surveys - extended
Current Status	Remarks		
IN PROGRESS	The responsibilities and authority of the ombudsman has been drafted in a new internal document, which has not been approved and the ombudsman has not been selected yet.		

Proposed ACTIONS

Action 10

IPHYS Researcher's Codex. -development of document outlining rights and responsibilities of researchers at the institute: completed -approving and publishing of the document: The Codex will be submitted for approval by the Council of the Institute. After possible revisions and approval, it will be published on the IPHYS web-pages, the Institute Intranet and it will be part of the package distributed to new employees. Employees will also be informed about the Codex by email. - in progress

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 1. Research freedom	4Q/2021	HRS4R Working group	Approval and publication of the Codex. - in progress
(++) 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			

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 28. Career development			
(+/-) 30. Access to career advice			
(-/+) 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			

Proposed ACTIONS

	Current Status	Remarks		
	IN PROGRESS	The document has been drafted, but several parts of it are awaiting approval.		
Action 11				
<p>New remuneration system. -initial analysis: completed -analysis of the external environment: completed -formulating new remuneration system: The HR Unit will draft new remuneration system with the goal to ensure fair salaries across all departments and remove discrepancies. The Council of the Institute will be deeply involved in the process as well. It is not expected that the new system could be approved in the next two years. - in progress -approval of the new remuneration system: based on the draft, the system will be presented to the Council for review and approval - NEW</p>	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	(-/+) 26. Funding and salaries	4Q/2022	Economic Department - HR Unit	Findings of the analysis. -completed Draft of the new remuneration system. -in progress Approval of the remuneration system
	Current Status	Remarks		
	EXTENDED	Analyses needed for drafting the remuneration system have been finished, but the draft has not yet been completed.		

Proposed ACTIONS

Action 12

New recruitment guidelines. -hiring and training of a new HR specialist: completed -development of internal document setting out the rules and guidelines for all phases of the selection process: completed -approval and publishing of the guidelines: completed -implementing the process described in the new recruitment guidelines: completed

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 12. Recruitment			New HR Specialist. - completed
(-/+) 13. Recruitment (Code)			Approval and publishing of the guidelines. - completed
(-/+) 14. Selection (Code)			Number of applications received per posting, committee reports. - ongoing
(-/+) 15. Transparency (Code)	1Q/2020	Economic Department - HR Unit	All postings on Euraxess, other sites if relevant and feasible. - ongoing
(+/-) 16. Judging merit (Code)			
(+/-) 19. Recognition of qualifications (Code)			

Proposed ACTIONS

Current Status	Remarks
COMPLETED	The new guidelines have been put into effect and are being used in the selection and recruitment process. The effectivity of the system has not been completely evaluated yet, as there was a significant drop in recruitment activities in 2020, due to the covid pandemic.

Proposed ACTIONS

Action 13

Redefining the role and competencies of the HR Unit. -role of the unit in the recruitment process: completed -role of the unit in career development: completed

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 13. Recruitment (Code)	1Q/2020	Economic Department	Internal document authorising the department to it's role in the recruitment process - completed
(+/-) 19. Recognition of qualifications (Code)			Training of unit staff - ongoing
(-/+) 28. Career development			
(+/-) 30. Access to career advice			
Current Status	Remarks		
COMPLETED	The HR unit now takes more active part in the recruitment and selection of new employees and also provides, together with the project department, support in career development. Support of foreign employees has also been strengthened.		

Unselected principles:

(++)23. Research environment (++)24. Working conditions (++)25. Stability and permanence of employment (++)27. Gender balance

(++)31. Intellectual Property Rights (++)32. Co-authorship (++)33. Teaching

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 *:

<http://www.fgu.cas.cz/significant/human-resources-strategy-for-researchers-hrs4r> (<http://www.fgu.cas.cz/significant/human-resources-strategy-for-researchers-hrs4r>)

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 (Initial Phase)

As part of the Action plan implementation, two main actions are aimed at the OTM-R area, Action 7: IPHYS OTM-R Policy and Action 12: New Recruitment guidelines. The Policy will serve as a strategic document of the institute and will describe how the principles are to be followed in the environment of the institute. Its goal is also to inform employees and applicants. The guidelines will be based on the Policy and will describe a recruitment process following the principles of OTM-R. It will be an internal directive used by the personnel involved in recruitment process.

As stated in the OTM-R Checklist, many of the principles of Open Transparent and Merit-Based Recruitment are already being followed, but are not a part of a comprehensive policy or are not codified at all. These practices will be integrated in the new guidelines, which will replace the current guidelines governing the recruitment process.

Links between OTM-R Checklist and Action plan:

- Published OTM-R Policy: Covered in action 7, where it is the main goal.
- Internal guide setting out clear OTM-R procedures and practices for all types of positions: Covered in action 12, where it is the main goal.
- Training in the OTM-R area: Covered in action 12, training is part of the implementation of new recruitment guidelines.
- Sufficient use of e-recruitment tools: Covered in action 12, e-recruitment tools and their use will be described in the guidelines.
- Quality control system for OTM-R: Covered in action 12, quality control is part of the implementation monitoring.
- Encouragement of external applications: Covered in action 12, almost all applications already are external, trends and statistics will be monitored as part of the implementation.

- Policies to attract researchers from abroad: Covered in actions 7 and 12, IPHYS already has tools at its disposal to attract applicants from abroad, but there is no official policy yet and statistics are not being monitored, which will be remedied with implementation of actions 7 and 12.
- Policies to attract underrepresented groups: Covered in actions 7 and 12, IPHYS already has tools at its disposal to attract applicants from underrepresented groups, but there is no official policy yet and statistics are not being monitored, which will be remedied with implementation of actions 7 and 12.
- Policies to provide attractive working conditions for researchers: Covered in actions 7 and 12, IPHYS already has no major issues with attracting researchers and the working conditions have been deemed attractive in the surveys, but there is no official policy yet and statistics are not being monitored, which will be remedied with implementation of actions 7 and 12.
- Monitoring whether the most suitable researchers apply: Covered in action 12, monitoring of various factors, including the quality of applicants will be part of the implementation of new recruitment guidelines.
- Clear guidelines or templates for advertising positions: Covered in action 12, templates and rules for advertisements are a major part of the new recruitment guidelines.
- Including references/links to all the elements foreseen in the relevant section of the toolkit in the job advertisement: Covered in action 12, job advertisements at IPHYS already contain all relevant information listed in the toolkit, but it will be reinforced in the templates and rules for job advertisements, which are a major part of the new recruitment process.
- Full use of EURAXESS: Covered in action 12, new recruitment guidelines will include posting all job offers on EURAXESS.
- Use of other job advertising tools: Covered in action 12, IPHYS already uses other national and international advertising tools, including Nature Jobs, where feasible (i.e.: start-up programme), use of various tools will be described in the new recruitment guidelines.
- Clear rules governing the appointment of selection committees: Covered in action 12, rules on appointing selection committees are a major part of the new recruitment guidelines.
- Sufficiently gender-balanced committees: Covered in action 12, rules on appointing selection committees are a major part of the new recruitment guidelines and gender balance will be included in the rules.
- Clear guidelines for selection committees which help to judge merit: Covered in actions 7 and 12: Merit based recruitment will be described and defined in the OTM-R policy and guidelines for committees will be part of the new recruitment guidelines.
- Informing all applicants at the end of the selection process: Covered in action 12, all applicants are already being informed of the process results and the practice will be reinforced in the new guidelines.
- Providing adequate feedback to interviewees: Covered in action 12, communication with applicants, including feedback, will be a major part of the new recruitment guidelines.
- Complaints mechanism: Covered in action 12, communication with applicants, including handling complaints, will be a major part of the new recruitment guidelines.
- Assessing whether OTM-R delivers on its objectives: Covered in action 12, continuous monitoring of the new process effectiveness and impact will be part of the implementation.

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

We have put into practice new guidelines on recruitment and selection, that comply with the OTM-R principles. The policy itself has not yet been published as the new guidelines are being evaluated. Still, we consider the new recruitment practices the main achievement of this implementation phase.

OTM-R Checklist overview.

- Published OTM-R Policy: Awaiting approval
- Internal guide setting out clear OTM-R procedures and practices for all types of positions: Completed
- Training in the OTM-R area: Ongoing, employees are being provided with training regularly
- Sufficient use of e-recruitment tools: Completed
- Quality control system for OTM-R: Ongoing, but drop in recruitment during 2020 has not provided sufficient data yet
- Encouragement of external applications: Ongoing, but drop in recruitment during 2020 has not provided sufficient data yet
- Policies to attract researchers from abroad: Implemented, but recruitment from abroad dropped to minimum in 2020 due to travel restrictions
- Policies to attract underrepresented groups: Ongoing, but drop in recruitment during 2020 has not provided sufficient data yet
- Policies to provide attractive working conditions for researchers: Ongoing, but drop in recruitment during 2020 has not provided sufficient data yet
- Monitoring whether the most suitable researchers apply: Ongoing, but drop in recruitment during 2020 has not provided sufficient data yet
- Clear guidelines or templates for advertising positions: Covered in action 12, templates and rules for advertisements are a major part of the new recruitment guidelines.
- Including references/links to all the elements foreseen in the relevant section of the toolkit in the job advertisement: Implemented
- Full use of EURAXESS: Implemented
- Use of other job advertising tools: Implemented
- Clear rules governing the appointment of selection committees: Completed, rules for committees are set for different types of recruited positions and are being used regularly.
- Sufficiently gender-balanced committees: Implemented, the institute is well gender balanced, so this applies for committees too.
- Clear guidelines for selection committees which help to judge merit: Implemented
- Informing all applicants at the end of the selection process: Implemented, applicants are always being informed of the results.
- Providing adequate feedback to interviewees: Implemented, but monitoring has not provided sufficient data to evaluate this activity
- Complaints mechanism: Implemented
- Assessing whether OTM-R delivers on its objectives: Monitoring is ongoing, but has not provided sufficient data because of the decrease of recruitment activities in 2020.

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:

4. Implementation

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

Implementation structure

Implementation of the action plan is divided into main action and supplementary actions.

The main actions serve to remedy major gaps identified in the GAP analysis. Outcome of the main actions are strategic documents and internal regulations and guidelines. As such, each of these outcomes will have to be approved by the Council of the Institute.

The main actions are:

A3: New Evaluation System.

A7: IPHYS OTM-R Policy

A8: Career Development Plan

A9: Institute Ombudsman

A12: New Recruitment Guidelines

The supplementary actions either serve to fix minor issues identified in the GAP analysis or to support the implementation of main actions. The supplementary actions often include training or other direct support to employees.

The supplementary actions are:

A1: IP Support

A2: New Project management System

A4: Support for Popularisators

A5: Mobility Support

A6: Management training programme

A10: IPHYS Researcher's Codex

A13: Redefining the Competencies of the HR Unit

Action 11: New remuneration system stands somewhat aside of the main actions, although it serves to remedy a major issue. The reason is that this is a complex action that is not expected to have a final outcome in the next 2 years.

Implementation process

The implementation of the action plan will be mainly carried out by the working group, reinforced by the new HR specialist, otherwise in the same composition as in the initial phase. Each action will have an assigned coordinator from the working group and an implementation team selected mostly from relevant administrative units.

Monitoring of the progress will be carried out by the steering committee, which will receive reports monthly.

Stakeholder groups will be involved either directly when further analysis or feedback is required or will be informed through email and institute webpages when outcomes are achieved or when any action directly affects them. Researchers will also be continuously informed of the direct support they can receive from supplemental actions, such as training or mobility projects.

Implementation timeline

The implementation will start by appointment of the coordinators and implementation teams, after which the detailed timetables will be created. After that, the implementation of actions will follow individual courses set in the timetables. Implementation of actions is mostly individual with some exceptions, where outcomes of one action are required for another action. These exceptions are:

A10: Summary of the Career Development Plan will be included in the Codex; therefore the codex can't be finalised before the Career Development Plan is approved. In case A8 is significantly behind schedule, which can happen, as it is a major issue and needs to be approved by the council, the Codex will be released without this part and updated later.

A12: The Guidelines depend on approval of the OTM-R policy and can't be finalised before the Policy is approved. Work on these actions will be done parallel to each other to minimize delays.

A13: Redefining the role of HR unit depends both on approval of the Career Plan and the New Recruitment guidelines. Similarly to A12, work will be done in parallel to minimize the effect of delays in other actions.

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

Note: Click on each question of the checklist to open the editor.

How have you prepared the internal review?*



Detailed description and duly justification (max. 500 words)

A position of the implementation coordinator has been established. The coordinator oversees the implementation, monitors the indicators and gathers documents and other outputs. Based on the indicators and outputs, together with consultation with the working group and from steering committee meeting minutes, the coordinator prepares the review.

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



Detailed description and duly justification (max. 500 words)

As set in the original action plan researchers are informed on the milestones of the implementation by email and on IPHYS webpages, in the HRS4R section. Information concerning HRS4R is released in Czech and English. Materials which will have the effectiveness of internal directive are announced when published as is usual for internal directives and other regulations. Researchers are also informed of all services offered to them as part of the implementation process, i.e. the training programmes or mobility support. Where further analysis, feedback or insight is required, researchers selected as the representative sample and extended working group can be involved in the same manner as in the initial phase, through surveys, interviews and focus groups, this has not been so far done however, but will be part of further evaluation.

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



Detailed description and duly justification (max. 500 words)

The implementation is on operational level overseen by the implementation coordinator. Steering committee, in the same composition as in the first phase, is being informed through regular monthly meetings.

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)

The HRS4R is reflected in the new recruitment guidelines, which are based on it and also in several strategic documents, namely the Internationalisation strategy, the Popularisation strategy and the Commercialisation strategy.

HRS4R is also the basis for upcoming documents, mentioned in the action plan, for example the Career development plan.

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



Detailed description and duly justification (max. 500 words)

Implementation is ensured by involving the institute leadership in the working group, mainly through the head of administration and the secretary of the institute's council. Steering committee is also composed of key people in the institute's administration.

The HRS4R efforts are fully supported by the director of the institute.

How are you monitoring progress (timeline)?*



Detailed description and duly justification (max. 500 words)

The working group works accordingly to detailed timetable for each action of the action plan which serves as a basis for the monitoring and reports the progress to the steering committee on monthly basis. As the implementation of the HRS4R is part of 2 projects funded by the Czech Ministry of Education, IPHYS has to prepare monitoring reports every 6 months for the ministry. This also serves for monitoring the progress and implementation of the process.

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



Detailed description and duly justification (max. 500 words)

Each of the actions in the action plan has a clearly set indicator, which can be objectively confirmed, i.e.: published documents, number of employees trained, establishing of new positions or hiring new specialists and implementation of processes. In case of implementation of processes, mainly the new recruitment process, can be confirmed by documentation such as archived job postings or records from selection committees and also by statistical indicators such as increase in number of applicants. To assess the overall goals, comparison with initial situation will be made. Basis for the comparison will be the findings of the GAP analysis.

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



Detailed description and duly justification (max. 500 words)

The preparation for the external review will be based on the action plan indicators, process documentation (committee meeting minutes etc), published documents and monitoring of the effectivity of the actions, which will all be available to the evaluators. Surveys among researchers are also planned.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

There are no additional remarks/comments.