



Action Plan III 2024-2027



HR EXCELLENCE IN RESEARCH

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2 ORGANISATIONAL INFORMATION

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	195.42
Of whom are international (i.e. foreign nationality)	77.45
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0
Of whom are women	60.77
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	117.20
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	33.42
Of whom are stage R1 = in most organisations corresponding with doctoral level	44.80
Total number of students (if relevant)	35.42
Total number of staff (including management, administrative, teaching and research staff)	257.01
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	12 649 thousand
Annual organisational direct government funding (designated for research)	5 833 thousand
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	6 403 thousand
Annual funding from private, non-government sources, designated for research	413 thousand

*Statistical data correspond to the situation as of 31/12/2023.

**Figures correspond to the state as of 2023, the exchange rate for conversion of Czech Crowns into Euros - 24.115 CZK / EUR (fixed annual exchange rate for 2023).

3 ORGANISATIONAL PROFILE

HIPC is a centre of fundamental research in physical chemistry. In addition, applied research is carried out in several fields, including catalysis and electrochemistry. HIPC is involved in graduate and postgraduate teaching and training. There are 328 employees and 55 graduate students among other Early-stage researchers studying at collaborating universities. Over two-thirds of the personnel are researchers; the remainder provide technical and administrative support.

HIPC publishes over 200 research papers per year in impacted international journals. Research outputs include scientific books, chapters, contributions to scientific meetings, patents, software, and utility models. An accent is on impact and outreach.

4 STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

The strengths and weaknesses under the four thematic areas of the Charter and Code, as provided by our organisation in the initial assessment phase, are reviewed in the following pages.

4.1 Ethical and Professional Aspects

STRENGTHS: The strengths in research freedom were increased by formalising the role and competencies of research team leaders, typically principal investigators. The researchers thus have greater independence and can freely focus their research on the socially relevant areas of physical chemistry and related subjects or discover new phenomena bridging the relevant knowledge gaps. Scientists enjoy the freedom of thought and expression and the freedom to choose methods they apply in their scientific research to an extent appropriate to their career stage. The system of evaluation using bespoke web-based software is now fully functional and well appreciated by researchers and the evaluating committee as well. The transparency and documentation of the evaluation process is fully established. Assessment by international experts for researchers of the R4 career stage has proven to be useful and has been well-established for several years. In the field of ethics, two different committees are working well (an Ethics Committee for Human Subjects Research and a Committee for scientific work ethics), and male and female ombudsperson positions are fully integrated into the HIPC's structure and maintain good research practice. The situation of researchers without knowledge of the Czech language has improved; almost all documents are now available in English. A formalised process is in place for detailed approval of all research proposals before they are submitted to funding bodies. The appointment of a public relations specialist has improved the dissemination of scientific results and communication with the general public.

WEAKNESSES: Budgetary constraints still limit the availability of modern, highly specialised equipment for physical chemistry research and disallow competitive salaries. This puts our researchers at a disadvantage when proposing their research methods compared to researchers from research organisations in developed ERA countries. Findability, accessibility, interoperability, and reusability principles (FAIR) in data management are still not fully implemented in the entire Institute despite our leading position in this area within Czech research organisations. The website and Intranet are still not user-friendly and only partially bilingual. The methodology for distinguishing between internal and public information is not adequately defined. In the area of professional aspects, the Institute still does not use initiatives and policies at the European level (such as Research Comp, a European framework for research careers) that can help improve the attractiveness and working conditions of the Institute.

REMARKS: No major changes have occurred compared to the initial plan. Where there has been a change to the plan (timing), a brief commentary on the activity is provided in Chapter 4 Actions.

4.2 Recruitment and Selection

STRENGTHS: The recruitment process was successfully tested and realised over three years. The positive aspects of the previous practice are now implemented in the rules that improve transparency and document the merit-based selection of candidates. All advertisements are published on Euraxess and other platforms and social media. Instructions for Open, Transparent and Merit-based recruitment (OTM-R) are firmly in place and fully implemented. The Selection Committee received appropriate training. All OTM-R training materials, including webinar records, are available. Significant experiences were gained during recruitment for several newly started projects, including GAČR, Lumina quaeruntur and Praemium Academiae (approximately 30 new positions each year). Guidelines

for the recognition of foreign qualifications are available, and candidates with PhDs from foreign universities are appointed. Recognition of foreign qualifications is visibly advertised on the webpage.

WEAKNESSES: The OTM-R principles were introduced in September 2020 and revised in January 2022. So far, three years of experience in implementing the OTM-R policy indicate that whilst advertising and candidate selection are functional, a severe limitation is the excess of barely qualified adepts and lack of interest from excellent scientists due to lack of transparency about the salaries in the advertisement. Too many advertisements published on social media dilute the impact of research results. The staff capacity is still insufficient to carry out the OTM-R process at the desired level as there are not enough adequately trained Selection Committee members who are specialists in detailed research areas. A specific issue was identified in recruiting ESRs who must be registered for PhD studies at an accredited university external to the Institute. The main weakness is reflected in the difference between salaries offered to researchers in R1 to R4 career stages, the cost of living in the Czech Republic and the overall level of salaries in ERA in general.

REMARKS: No major changes have occurred compared to the initial plan. Where there has been a change to the plan (timing), a brief commentary on the activity is provided in Chapter 4 Actions.

4.3 Working Conditions and Social Security

STRENGTH: All the previous strengths are maintained. In addition, the Staff Handbook was upgraded several times and published in Czech and English, and it received positive feedback from both current employees and newly hired persons. Rules for complaints and appeals were also published in Czech and English. Updated occupational health and safety training materials are now available in Czech and English and are used for periodic testing. Most personnel agendas (leave of absence, tax documents, business trips, sick days, payslips and others) are now performed electronically in the commercial system (OKbase). Women are represented adequately in the newly appointed committees. Intellectual Property Committee and the established Heyrovský Technology Transfer Office actively promote technology transfer and issue IPR regulations. The development of the Project Office, a specialised team in international cooperation affairs, increased the number of submitted European projects. Guidance on Authorship in Scientific Publications is available in Czech and English and is used in decision-making concerning all publications with Institutes affiliation. Ombudspersons (a man and a woman) can mediate any scientific ethics disputes. Some agendas are now processed according to the process management principles (evidence of pressure cylinders, investments approval, grant proposals approval). The rules for study and sabbatical leaves are included in The Guidelines for the HIPC staff on International Cooperation Matters. GEP is in place and ready for updating and revisions.

WEAKNESSES: Researchers paid from project grants still do not have a guarantee of stable employment. A lack of a transparent mechanism for salary adjustments still threatens employment stability. The under-representation of women in the highest decision-making bodies (the Management and Institute Boards) remains. Due to current legislation, ESRs and researchers without PhD still cannot vote in the Institute Assembly. There is no formal scheme for annual evaluation of the performance of researchers (except ESRs) and their career advice. Two types of agenda are still not done in electronic form, and specific processes are not implemented. These are the inventory of assets (e.g. IT equipment, instruments, furniture and similar) and revision and approval of contracts to be closed between HIPC and external parties.



REMARKS: Thanks to the STOPPER project¹, we have built and firmly established the position of peer workers (Stoppers), aiming to professionalise and improve the expert service in dealing with conflicts and the occurrence of relational pathology. Where there has been a change to the plan (timing), a brief commentary on the activity is provided in Chapter 4 Actions.

4.4 Training and Development

STRENGTH: The strengths have been maintained. Several workshops and trainings covering different areas were organised (English and MS Office courses, personal development, time management and project management, first aid and fire safety course, technology transfer, intellectual property and its protection, patent protection, general principles of Open Access, intellectual property records, popularisation of R&D results and others). A mentoring programme in the form of a student seminar and individual mentoring scheme was developed, and the latter was newly introduced. Furthermore, the annual evaluation of ESRs (Personal Career Development Plans, PCDP) with face-to-face meetings to express ideas, recommendations, and career advice was implemented.

WEAKNESSES: Even though the individual mentoring scheme was introduced, it was carried out only once with few participants. There are still gaps in continuing professional development due to financial constraints (two projects that financially supported the organisation of workshops and training ended on 12/2022 and 03/2023), and no funding is available for the systematic organisation of courses and tutorials. Career development plans are not anchored in an official directive. The training materials on the prevention of gender-based violence in the work environment of Czech research institutions and universities are still not available.

REMARKS: No major changes have occurred compared to the initial plan. Where there has been a change to the plan (timing), a brief commentary on the activity is provided in Chapter 4 Actions. The protective measures against the COVID-19 epidemic affected the organisation of some public events and training; however, we adapted to the situation and managed it.

Have any of the priorities for the short- and medium-term changed?

No, none of the priorities have significantly changed.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?

The ERA Chair project was completed at the end of 2023, and it aimed to raise the standards and attract more high-level staff in line with the HRS4R process (e.g. implementation of the OTM-R principles and wider use of Euraxess for advertising, project-based financing, establishment of the Project Office, development of motivating and supporting workplace for ESRs, IT improvement, improvement in the area of administrative support, gender balance in decision making bodies via appointment of the female Deputy Head of the Department of Nanocatalysis). The ERAChair holder is now acting as a Head of the Department of Nanocatalysis. The organisational structure regarding scientific departments remained, but the supporting sections changed. The Project Office and Heyrovský Technology Transfer Office were established. The implementation coordinator, Z. Musilová, became the Head of the Director's Office and took over the management of some of the administrative sections. In addition, she has become part of top management (Director's Board, since 01/2023) and thus can directly influence the success of implemented activities. The impact on the HR strategy was in accentuating improved process management of the OTM-R. As the general level of

¹ <https://www.stopper.cz/>



costs and living costs, especially in Prague, has increased dramatically (more than 37%² since the start of the HRS4R process) and the institutional funding has not increased accordingly, the mismatch between salary funding and living costs is becoming increasingly worrying.

Are any strategic decisions under way that may influence the action plan?

The terms of office of the current Management Board and the current Director will end within the next three years. The current Board of the Institute is substantially revising the strategy of research activities to balance fundamental, targeted, and applied research. However, as both the Board and the Director fully and actively support the HRS4R process, the strategy will likely align with the proposed action plan. Much will depend on who will be the new director of the Institute. This time, according to the new legislation, the CAS will appoint the director before the end of the current term of office (01/05/2022 - 30/04/2027).

² <https://www.czso.cz/csu/czso/home>



5 ACTIONS

In this chapter, we comment on the status and indicators of all actions submitted as part of our strategy since the Interim Assessment (from 13/11/2020). Some listed actions were completed before this assessment, and some of them were provided a brief update. The action number corresponds to the activities addressed since 2018; if nothing is added, the action is omitted entirely.

Since the Interim Assessment, the current Implementation Status is as follows:

COMPLETED: 19 actions

IN PROGRESS: 4 actions

EXTENDED: 4 actions

NEW: 34 actions

The updated Action table under four thematic groups corresponding to the plan for 2024-2027 is published here³.

The HIPC's HR Strategy dedicated webpage can be found here⁴.

<i>Proposed ACTIONS</i>	<i>GAP Principle (s)</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator (s) / Target (s)</i>
1. Establish a committee for the ethics of research involving human subjects.	(2) Ethical principles	4Q 2018	Director	I1.1. A directive establishing a committee for ethics of research involving human subjects. I1.2. Integrating this committee into the organisational structure. T1. Disseminate information about availability among researchers.
Current status: COMPLETED in Interim Assessment / UPDATE				
The document Rules of Procedure of the Committee for the Ethics of Research Involving Human Subjects was approved by the members of the Committee on 11/12/2020. In January 2024, the committee's term of office was extended from 01/2024 to 12/2028 by the Directive No. 02/2024 (from 23/01/2024). The English name of the Committee was changed to the Ethics Committee for Human Subjects Research.				
The information about this Committee is published in the Staff Handbook.				
2. Appoint a committee for scientific work ethics. An impartial ombudsman will chair the committee.	(2) Ethical principles	4Q 2019 4Q 2019	Director	I2.1. A directive appointing the ombudsman and the committee (also covering OTM-R complaints). I2.2. Integrating this committee into the organisational structure. T2. Disseminate information among researchers.

³ <https://www.jh-inst.cas.cz/basic-page/human-resources-strategy-researchers-hrs4r-2>

⁴ <https://www.jh-inst.cas.cz/basic-page/human-resources-strategy-researchers-hrs4r>

Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
Current status: COMPLETED in Interim Assessment / UPDATE				
<p>The term of office of the Committee for Scientific Work Ethics expired in December 2022. The director appointed a new committee on 19/1/2023 (Directive No. 1/2023). The Chair of the Committee is the Ombudsperson (elected on 13/12/2022). Refer to Action 32.</p> <p>The Committee for Scientific Work Ethics members formulated and released the 'Code of Ethics for Employees of Scientific Departments of HIPC' (23/09/2020) and the 'Rules of Procedure of the Committee for Scientific Work Ethics' (23/09/2020). Together with the 'Guidance for Authorship in Scientific Publications' (refer to Action 31), they are essential documents regarding ethics in research.</p> <p>The results of the HR Award Questionnaire proved that the ethical principles are deeply implemented. 74% of respondents answered that they are aware of the Code of Ethics for Researchers of the HIPC, 16% did not perform scientific work, and only 10% (16 persons) answered that they did not know about its introduction.</p> <p>These documents are binding for scientists. On the other hand, the institute employs administrative staff as well. As a part of the Gender Equality Plan⁵, the Code of Ethics of all Employees will be formulated in 1Q 2024. It will be based on the newly developed Code of Ethics of the CAS with a direct contribution of Patrik Španěl (Vice-director for Science) as a member of the Commission for the Scientific Integrity of the CAS and a member of the working group drafting the revised Code of Ethics of the CAS (refer to Action 42).</p> <p>The information about this committee and Ombudsperson is published in the Staff Handbook. Published documents on ethical principles can be found here in the section on ethical principles⁶.</p>				
3. Write the welcome information package and manual (WIPM) in Czech and English languages.	(3) Professional responsibility (4) Professional attitude	3Q 2019 1Q 2021	Human resources department	I3.1. Initial version of the Czech WIPM - Document (brochure), online web link. I3.2. Initial version of the English WIPM - Document (brochure). T3.1. New employees get all useful information in one brochure. T3.2. All employees get information on where to find the information from the WIPM.
Current status: COMPLETED				
<p>I3.2 The Czech version of the second edition of the WIPM (Handbook for the Staff) was released in December 2020 (disseminated in the minutes from the 46th meeting of the Director's Board on 17/12/2020). The English version of the second edition was distributed in the minutes from the 48th meeting of the Director's Boards on 16/2/2021.</p> <p>T3.1, T3.2 It was shown that the Handbook for the Staff is valuable, especially for newcomers. It is updated yearly, and more relevant information is added based on employees' feedback.</p> <p>Updates: 3rd edition – 18/7/2022 (2nd meeting of Director's Board) 4th edition – 31/5/2023</p> <p>According to the results of the HR Award questionnaire, almost 60% of respondents found the Staff Handbook helpful. 23% had no opinion, 10% did not know about it and 7% thought it was rather not or not useful. Regarding whether they found all the essential information, 19% of respondents have not read the handbook yet, and 15% have no opinion. Although more than 60% of the respondents think that the Staff Handbook contains all the essential information to find their way around the Institute quickly, the opinion that the necessary information is not clearly and easily accessible on the Institute's Intranet and that it would therefore be desirable to prepare an intranet version. Therefore, we plan a new Action 47. Intranet version of the Staff Handbook.</p>				

⁵ <https://www.jh-inst.cas.cz/sites/www.drupal/files/data/inline-files/Gender-Equality-Plan.pdf>

⁶ <https://www.jh-inst.cas.cz/basic-page/human-resources-strategy-researchers-hrs4r-2>



<i>Proposed ACTIONS</i>	<i>GAP Principle (s)</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator (s) / Target (s)</i>
4. Monitor the satisfaction of foreign, as well as Czech researchers with the occupational physician.	(5) Contractual and legal obligations	1Q 2019 4Q annually 2024, 4Q 2026	Human resources department	I4.1. Satisfaction monitoring questionnaire release. I4.2. Evaluation of responses. T4. Foreign researchers adhere to national regulations without undue difficulties.
Current status: IN PROGRESS				
<p>I4.2 The questionnaire for monitoring satisfaction with compulsory health checks was analysed once a year (since 2019). We obtained similar results as previously. Employees are, in general, satisfied with our occupational physicians. The only problem indicated is the time spent in the waiting room before the examination.</p> <p>The data were analysed in these terms:</p> <ul style="list-style-type: none"> - 01/12/2019 - 30/11/2020 – Due to the coronavirus situation and limited access to the HR department, the responses on the satisfaction with our occupational physicians were evaluated in January 2021 (1Q 2021) and disseminated to the employees via HR Award News (attached to the Minutes of the 50th meeting of the Director’s Board on 22/4/2021). - 01/12/2020 to 24/11/2021 – HR Award News sent to all employees on 31/1/2022. - 25/11/2021 to 6/12/2022 – The Steering Committee was informed about the results on 16/1/2023. <p>The data analysis examined in the last four years proved no problems with the occupational physicians. The Monitoring group members agreed to evaluate responses every two years, and this activity has been rescheduled (4Q 2024, 4Q 2026).</p>				
5. Develop transparent website.	(5) Contractual and legal obligations	1Q 2019 Continuous 1Q 2019	Director’s Board	I5.1. First version of the new website in Czech and English. Web link. I5.2. Daily updates of content. I5.3 A feedback button for writing opinions or questions T5.1. Making the HR policy of the HIPC more visible. T5.2. Simplify and clarify the accessibility to get information for institutes researchers. T5.3. Improve transparency of the Institute by making selected organisational and OTM-R policy documents publicly available. T5.4. Allow a group of editors to seamlessly update the information content. T5.5 To develop a feedback system for employees.
Current status: COMPLETED				
<p>T5.5. The Director’s Board approved the English version of the Complaints and Appeals on 01/12/2020 (45th meeting)⁷.</p> <p>The development of the new website is finalised. However, based on the HR Award questionnaire, it is still possible to work on the improvement. Some respondents lack a properly working search button, and they recommended emphasising the Institute’s achievements. We consider this action completed, but the new Action 49. Website improvement has been formulated.</p> <p>While the public website is in an acceptable state, the intranet part, accessible only from the institute’s range of IP addresses, needs considerable improvement. This is also clear from the HR award questionnaire (new Action 48. Redesigned intranet).</p>				

⁷ <https://www.jh-inst.cas.cz/sites/www.drupal/files/data/inline-files/Complaints%20and%20Appeals.pdf>



Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
6. Translate all essential documents to both English and Czech languages.	(5) Contractual and legal obligations (7) Good practice in research (8) Dissemination, exploitation of results	1Q 2019 1Q 2020 1Q 2021 2Q 2022	Director's Board	I6.1. Prioritisation of documents for translation (a list of texts). I6.2. Translation of essential documents (web link). I6.3. Translation of additional documents (web link). I6.4. English version of annual report. T6. To enable foreigners, as well as the Czech speakers, to access the information.
Current status: COMPLETED				
<p>I6.3. Since the Interim Assessment, several documents have been translated into English. Newly prepared documents are usually published in both versions at the same time (Mentoring at the J. Heyrovský Institute of Physical Chemistry, Grant Process of JHIPC – training material, Process of hiring scientist at JHIPC, Methodology for an active search of research results with high commercialisation potential, Staff Handbook, Methodology of supporting the Mobility of Researchers at JHIPC, etc.). Some documents intended for the scientific community are published only in English, as it is impossible to carry out scientific work without knowledge of the English language.</p> <p>I6.4. The English version of the Annual Report 2020 was published in February 2022, and all translated versions are available here⁸. The translation of the Annual report 2020 and 2021 was financially supported by the project Rozvoj kapacit ÚFCH JH, v.v.i. pro výzkum a vývoj – reg. No. CZ.02.2.69/0.0/0.0/16_028/0006251 (2018-2022). We are aware that there is at least a four-month gap between the release of both versions, but we are not currently able to financially support the translator as all administrative staff is fully occupied with their agenda. We are looking for national funding sources that could be used for such type of support and the new Action 52. To submit a proposal to gain financial support for HR Award activities from national or European funders is planned.</p> <p>T6. The HR Award questionnaire proved that the bilingual environment has improved since the HR Award was granted. The respondents appreciated the communication in both languages and the administrative support improvement in their English communication skills. We consider this action completed.</p> <p>The communication in both Czech and English was supported by the Sensitive and inclusive communication guide, approved on 21/04/2022 and disseminated in the minutes from the 60th meeting of the Director's Board⁹.</p>				
8. Declare internal standards for archival data for external scrutiny. The Academy Council of the Czech Academy of Sciences (CAS) is discussing Open Access and European Open Science Cloud (EOSC). The HIPC has to follow the CAS rules and wait for the CAS recommendation.	(6) Accountability	4Q 2020 4Q 2021	Director's Board	I8.1. Internal directive on archival data (document, web link). I8.2. Review of relevance of EOSC for research at the Institute (report). T8.1 Facilitate the use of open access to data by researchers. T8.2 Make the data repositories available to the researchers via EduID access (https://www.cesnet.cz/?lang=en).
Current status: COMPLETED				
The HIPC became the leader among CAS itself, other institutes of the CAS, and even among the Czech universities in the field of open science (data management especially).				

⁸ <https://www.jh-inst.cas.cz/pages/annual-reports>

⁹ https://intranet.jh-inst.cas.cz/jh_documents.html?doc=1290

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<p>I8.1. The Director's Board approved the Institute's application for the status of European Open Science Cloud AISBL (Association Internationale Sans But Lucratif) Observer (HIPC became an observer of the EOSC AISBL in 2022) and appointed Dr. Marek Cebecauer as the 'Coordinator for the implementation of the Open Science and FAIR data policies in the J. Heyrovsky Institute of Physical Chemistry' (minutes from the 52nd meeting of the Director's board on 14/7/2021). The main task of the coordinator is to organise appropriate seminars on the subject of Open Science and FAIR data policies, to keep track of what's going on in open science, and to make recommendations on this topic. M. Cebecauer coordinated the estimated data volume of research data due to creating a research data repository for long-term storage (Minutes from the Extended Director's Board meeting on 6/1/2022). The director appointed a new working group (15/7/2022), Heyrovský Open Science Team (HOST), responsible for developing policies and infrastructure for FAIR and open science data management (Directive No. 5/2022, 15/7/2022). Afterwards, the Director's Board approved the 'Research Data Management Policy' document (Heads and Deputy heads of the Departments commented on the document prior to the approval, 06/01/2023). The director appointed M. Cebecauer as an Open Science Officer on 21/1/2023 (Directive No. 2/2023).</p> <p>The Open Science Policy can be found publicly on the Institute's website together with the Data Management Plan – editable version and Data Management Plan Instructions for HIPC¹⁰.</p> <p>M. Cebecauer has organised three seminars so far: Introduction to Open Science (18/10/2021), FAIR data policies and Data Management Plan - how to? (9/11/2022) and Research Data Management (RDM) Workshop III (07/12/2023).</p> <p>I8.2. The EOSC Association is composed of five Advisory Groups focusing on overarching themes that are important for the realisation of EOSC. Advisory Groups consist of Task Forces with members working on specific topics related to each of the Advisory Groups. The HIPC has its representatives in two Task Forces: TF Upskilling Countries to Engage in EOSC –M. Cebecauer, TF Financial Sustainability – J. Hrušák.</p> <p>In Czechia, M. Cebecauer and J. Hrušák are also engaged in several platforms and projects:</p> <ul style="list-style-type: none"> - M. Cebecauer is a chair of the Working Group in the CZ EOSC platform – Materials Sciences and Engineering and a member of METADATA, CORE services Working Group; - He cooperates with Library of Czech Academy of Sciences (Rozvoj datového repozitáře AV ČR a podpora Open Science); - He was a member of a User Group in the EOSC future (H2020) – responsible for testing; - He works on the preparation of the proposal - INFRA EOSC (HEU); - M. Cebecauer founded the Heyrovský Open Science Team (HOST) to work on a suitable Data Management Plan (DMP) policy at HIPC. The members of the HOST prepared suitable templates and procedures for archival data; - J. Hrušák is a former member of the European EOSC executive board – preparing the creation of the EOSC AISBL, and former chair of the EOSC working group on Landscaping, which published two reports on the EOSC initiative¹¹; - J. Hrušák is a member of the EOSC Steering board – supervising the EOSC partnership from the position of the Member states and is currently serving as the vice-cochair of the SB - He is also a member of the policy group of the EOSC Steering Board – providing advice on diverse EOSC-related issues to the EC and MS; - J. Hrušák is a member of the coordination platform for EOSC in Czechia – Ministry of Education, Youth and Sports; - He is nominated as an Academy representative to formalise the EOSC steering board CZ (advisory to the Ministry) being the management of the Czech national data infrastructure; - He is a member of the ESFRI-EOSC Task force – Taking care of EOSC RI relations; - And he is a member of the Open Science Committee of the CAS. An advisory body of the Academy Council of CAS also takes care of EOSC in Czechia. <p>T8.1 Since 2023, the Data Management Plan is mandatory for all national and international providers. Every proposal submitted to the Institute's Board for approval must include a DMP document which describes data management. The members of the HOST act as advisors in the open data topics and have knowledge of open access to data.</p>				

¹⁰ <https://www.jh-inst.cas.cz/structure/heyrovsky-open-science-team>

¹¹ <https://op.europa.eu/en/publication-detail/-/publication/cbb40bf3-f6fb-11ea-991b-01aa75ed71a1>



<i>Proposed ACTIONS</i>	<i>GAP Principle (s)</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator (s) / Target (s)</i>
<p>T8.2 In analogy to the EOSC Marketplace, there are still constraints in making the data repositories available to the researchers via EduID¹² access, as we planned in the initial Action Plan. The infrastructure building is still in its early phase at the national and European levels.</p> <p>We consider this action fulfilled, but a new action has been formulated - Action 53. Open Science and FAIR data policies at HIPC, national and European levels.</p> <p>Even though we did not manage to implement this action according to the timeline, we became a leader in the implementation of open science policies among public research institutions, and we have representatives on the national level who form the future of the Czech Republic in the Open Science and FAIR data policies implementations.</p>				
9. Create e-learning on Occupational Safety and Health and Fire Protection.	(7) Good practice in research	1Q 2021	Administrative department	I9. E-learning training (certificates). T9. Certifiable health and safety training of all employees, including researchers.
<p>Current status: COMPLETED in Interim Assessment / UPDATE</p>				
<p>We organised two very well-rated hands-on first aid courses (9/9/2021, 16/9/2021; 06/05/2022 - 9 participants, in English, 18/05/2022 - 27 participants, in Czech). According to the HR Award questionnaire, the training will be repeated.</p>				
11. Personalise public relations and improve outreach to students.	(9) Public engagement	1Q 2019 Continuous	Director's Board	I11.1. Regular press release (web link). I11.2. Annual review of public outreach (media report in the annual report). T1.1. To improve public perception of the Institute through science communication.
<p>Current status: COMPLETED</p>				
<p>I11.1, I11.2. HIPC cooperates with different media in various forms to promote the results of scientists' activities. In medialisng research results and popularising science, HIPC cooperates with the Division of Media Communication of the CAS with the target group, the general public.</p> <p>The research activities of the Institute's scientists are regularly presented to the public through popularization articles in the daily press, magazines, and internet servers, as well as in the form of interviews on radio and television. They are summarised in the Annual Report every year.</p> <p>Media outputs¹³, press releases¹⁴, and annual reports¹⁵.</p> <p>We also inform the general and professional public about our scientists' activities and research results on social networks: Twitter, Facebook, LinkedIn and Instagram.</p> <p>News about current events within the Institute is regularly shown on the information TV panel in the Institute's lobby and reported in the Newsletter sent by email every two months. We provide all employees with up-to-date information about important events, awards, publications, HR Award news, or vacancies within the Institute.</p>				

¹² <https://www.cesnet.cz/?lang=en>

¹³ <https://www.jh-inst.cas.cz/media>

¹⁴ <https://www.jh-inst.cas.cz/press-releases>

¹⁵ <https://www.jh-inst.cas.cz/pages/annual-reports>

<i>Proposed ACTIONS</i>	<i>GAP Principle (s)</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator (s) / Target (s)</i>
<p>T1.1. The educational programs for all interested in natural sciences are fully booked. The scientific results are promoted regularly by web application of the long-term educational project of the HIPC – Tři nástroje¹⁶ (Threetools), exhibition website The Story of a Drop about Jaroslav Heyrovský¹⁷ and Institute's web pages¹⁸.</p> <p>Throughout the year, there were excursions and lectures of teachers with their students, Chemical clubs, Saturday classes, high school internships, chemical theatre and workshops for primary and secondary school students, Nano-summer school in August, summer biochemistry courses (Oxygen in Boron, Nitrogen in Boron, Carbon in Boron) and August Science Camp for our employees' children.</p> <p>The public outreach is also covered by organising various exhibitions for the public on the Institute's premises (Contemporary Czech Astronomical Photography, Touch (Exo)Planets, the travelling exhibition The Story of a Drop about Jaroslav Heyrovský).</p> <p>We participate in the education of teachers every year with the accredited program for teachers of high and middle schools called Modern Physical Chemistry and Nanosciences.</p> <p>Every year, we participate in the year-round internship of high school students in the project Otevřená věda AV ČR (Open Science of the CAS).</p> <p>In 2022 and 2023, we took part in the Science Festival Night of Scientists with an increase in attendance (700 people in 2022, 900 people in 2023). Every year (except for Covid-19 restrictions), we present our Institute in June Science Fair organised by the CAS and every November, the week-long academic festival Science Week (Týden AV ČR, Týden vědy a techniky).</p> <p>Several videos and lectures are archived on the HIPC YouTube Channel¹⁹.</p> <p>The bilingual reports or news that aim at the education of primary and secondary school pupils are presented only in the Czech language because they are the only target group. On the other hand, the dissemination language of activities for the research community is always contemplated.</p> <p>We consider this action completed. The dissemination of researchers' results is one of the 40 principles of the C&C, and we plan the new activity – creating a popularisation web page on the main page of the HIPC (Action 51. Improve public perception of science popularisation and education).</p>				
<p>12. Improve bilingual environment for researchers – English courses for personnel and economy department.</p>	<p>(10) Non discrimination</p>	<p>4Q 2018</p>	<p>Vice director for Economy</p>	<p>I12. Organisation of English courses for relevant persons. T12. Create better working and friendlier conditions for foreigners.</p>
<p>Current status: COMPLETED</p>				
<p>T12. This action is closely connected with Action 6. Based on the HR Award questionnaire, we suggest this action be completed. Only 2% of respondents stated that they have not seen an improvement in creating a bilingual environment since 2018. 16% do not have a strong opinion, and 16% have not been in the Institute for so long that they can assess. 2/3 of respondents share the opinion that the Institute is successful in building a bilingual environment. Some respondents evaluated the effort of administrative staff in communicating in English, which has visibly improved.</p> <p>In addition to positive comments, we also received several negative ones describing one perceived problem: the apparent preference for English at the expense of the Czech language. 'Some colleagues, to simplify their lives, write notices only in English'. Another example mentioned was the Minutes of the Director's Board, where the text in English was first and the text in Czech was second. Based on the above, we'll recommend the employees of the HIPC write all mass communications bilingually and, depending on the topic of the text (whether it is intended</p>				

¹⁶ www.3nastroje.cz

¹⁷ www.heyrovsky.cz

¹⁸ www.jh-inst.cas.cz

¹⁹ <https://www.youtube.com/@ustavfyzikalnichemiej.heyr2655/featured>

Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
<p>primarily for Czech-speaking or non-Czech-speaking persons), determine the order of languages (Czech, English). The Minutes of the Director's Board are since November 2023, prepared in two parallel versions (pdf files), Czech and English; it is up to each reader to choose a preferred version.</p> <p>The English courses were financially supported by the project that ended (12/2022). Administrative workers are motivated to attend English courses organised by the CAS. We are looking for national provider calls that could be used for such type of support (Action 52).</p>				
<p>13. Simplify the evaluation procedure; keep the administrative burden to a minimum. Improve the criteria for researcher's evaluation. Create evaluation manual for researchers and heads of the departments. Create manual for Evaluation Committee.</p>	<p>(11) Evaluation/appraisal system</p>	<p>3Q 2018 2Q 2019 2Q 2019 4Q 2019</p>	<p>Director/Vice-director for Science</p>	<p>I13.1. Document – Methodology of Evaluation. I13.2. A manual for researchers and heads of departments. I13.3. A manual for Evaluation Committee. I13.4. Letter of appointments of International Advisory Board.</p> <p>T13. To set up clear, transparent rules for the evaluation of researchers with the contribution of the International Advisory Board.</p>
<p>Current status: COMPLETED in Interim Assessment / UPDATE</p>				
<p>Based on the questionnaire, half of the respondents have not yet undergone the improved evaluation process or are unaffected by evaluation. Most respondents who have undergone evaluation since 2018 (86%) think they are fair, easy to understand and faster. Among the shortcomings mentioned were the non-functioning automatic updating of publications. The automatic update of publications did not work in 2023 due to an unexpected change in the Web of Science interface settings. Our intranet application has been promptly adapted to update publications well in advance of the Evaluation Committee meeting.</p> <p>Evaluation documents, methodologies and guidelines prepared with the financial support of the Rozvoj kapacit ÚFCH JH, v.v.i. pro výzkum a vývoj – reg. No. CZ.02.2.69/0.0/0.0/16_028/000625 project are available on the institute's website²⁰ (Czech page) and in English²¹.</p> <p>The institute has endorsed the Agreement on Reforming the Research Assessment in 2022 and its principles will be applied to specific criteria of internal evaluation of scientific research within the constraints imposed by external evaluation by CAS and by grant agencies. The criteria for evaluation of scientific work will be revised with an emphasis on the principles of the Agreement on Reforming the Research Assessment and Open Science (Action 44).</p>				
<p>14. Prepare OTM-R based templates for advertising positions.</p>	<p>(12) Recruitment</p>	<p>2Q 2019</p>	<p>Human resources department</p>	<p>I14. Templates for each "R" position.</p> <p>T14. To simplify the work of researchers and unify the form of advertisement with open and transparent characteristics.</p>
<p>Current status: COMPLETED in Interim Assessment / UPDATE</p>				
<p>Based on the HR Award questionnaire, only 9% of respondents had already used the form to advertise a research position, more than half had not used the form, and 38% did not hire team members. We will keep the form for anyone who would like to use it.</p>				

²⁰ <https://www.jh-inst.cas.cz/cs/projects/rozvoj-kapacit-ufch-jh-vvi-pro-vyzkum-vyvoj>

²¹ <https://www.jh-inst.cas.cz/projects/capacity-development-of-ufch-jh-vvi-research-and-development>



<i>Proposed ACTIONS</i>	<i>GAP Principle (s)</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator (s) / Target (s)</i>
15. Specify clear rules for recruitment connected with the Code in a manual.	(13) Recruitment (Code)	4Q 2019	Human resources department	I15. A recruitment manual. T15. To establish open, efficient, transparent, supportive, and internationally comparable recruitment procedure.
Current status: COMPLETED in Interim Assessment / UPDATE				
T15. According to the majority (75%) of respondents to the HR Award questionnaire, the selection and recruitment of the Institute's staff is open, transparent and merit-based. 21% have no opinion on this question, and only 4% (2 persons) think it is rather not. Nevertheless, the selection process for PhD students (ESR) was mentioned as questionable, so we plan to revise the OTM-R process with the main focus on ESRs (Action 58. Revision of the selection process of ESRs). As the Institute is a public research organisation, the ESRs' studies are in the University's hands, where the ESRs are enrolled to study for the PhD degree. The selection process for ESRs should be performed before admission to the university, and ESRs should be exempted from the entrance examination if the Institute hires them. This selection process is problematic because ESR admission procedures differ among universities.				
16. Use wide range of advertising media to meet wide range of researchers.	(14) Selection (Code)	4Q 2021	Director's Board Human resources department	I16. Number of vacancies published on Euraxess and other media. T16. To reach a wider range of researchers.
Current status: COMPLETED in Interim Assessment / UPDATE				
According to the OTM-R process, publishing each scientific vacancy on Euraxess has been mandatory since 30/9/2020. From 1/10/2020 to 31/12/2023, the Secretary of Vice-director for Science published 82 advertisements on Euraxess and the web of the Heyrovský Institute. Some positions are advertised on the Czech Academy of Sciences and LinkedIn websites. Currently, the salaries offered are not advertised because they are sometimes higher than those of currently established employees (Action 62). This is mainly due to a severe reduction in institutional funding related to inflation and government cuts in research funding. Non-scientific positions are continuously published on Jobs.cz, Heyrovský Institute's web, the web of the Czech Academy of Sciences and sometimes on the 'Věda a výzkum' portal.				
19. Welcome information package and manual (WIPM): 1. Safety equipment. 2. Clear rules for complains and appeals.	(23) Research environment (34) Complaints/appeals	3Q 2019 1Q 2021 Then continuous	Human resources department	See action number 3. I19.1. Initial version of the Czech WIPM - Document (brochure), online web link. I19.2. Initial version of the English WIPM - Document (brochure). T19.1. New employees get information on safety equipment and rules for complains and appeals. T19.2 To help all employees solve their problems transparently in a case of need.
Current status: COMPLETED				
T19.1., T19.2. The Staff Handbook is revised yearly. It contains information on safety equipment and rules for complains and appeals. For more information, please see Action 3.				

Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
<p>A document with a summary of procedures for complaints and appeals was published on the website in Czech²² and English²³.</p> <p>The Director's Board approved the proposal to place a 'Suggestion box' in the lobby of the Institute's building (the minutes from the 1st meeting of the Director's Board on 11/05/2022). This suggestion came from an early-stage researcher (via the Personal Career Development Plan Programme). The Suggestion Box is intended for matters concerning the general workplace organisation, culture, and conditions and not for issues related to the ethics of scientific work (contact person – Scientific Ombudspersons), employment disputes (contact person – Chair of the Trade Union) or gender-based violence (Stopper persons). The box is opened weekly.</p> <p>Based on the HR Award questionnaire, most respondents know who to turn to in case of problems (Complaints and appeals). In almost all the areas mentioned, respondents would mainly turn to their line manager in the case of any troubles, which is a very positive result regarding the quality of working relationships. Only in the areas of bullying, bossing, and sexual and racial harassment would the majority prefer peer workers (STOPPERS). In the case of irregularities in the employment contract and concerns related to working conditions, the majority of respondents, in addition to their supervisor, would also vote for the Chair of the Trade Union, and in the case of misconduct and violations of the rules of good scientific practice, the majority would prefer both Scientific Ombudspersons.</p> <p>The results show that the positions of Scientific Ombudspersons and Stoppers, which were introduced as part of the HR Award Action Plan and the Gender Equality Plan, respectively, are being implemented, and we consider this activity completed.</p> <p>However, we see room for improvement in describing each position's responsibilities and we plan a new Action 42 (I42.2).</p>				
21. Define clear rules for study and sabbatical leaves.	(24) Working conditions	1Q 2022	Director's Board	I21. Internal directive on rules for sabbatical leaves. T21. To set clear and transparent rules and spread the information among researchers.
Current status: COMPLETED				
<p>I21. In 1Q 2022, the Monitoring Group agreed to include the rules for study and other leaves in the Guidelines for the HIPC staff on International Cooperation Matters (Action 2 of the Strategy for International Cooperation in Research and Development at the J. Heyrovský Institute of Physical Chemistry of the CAS, v. v. i.). The first draft that outlined these guidelines was prepared on 15/3/2021 (J. Hrušák, P. Španěl, Z. Musilová, E. Pastorková, K. Lyžbická). The handbook summarising the procedures related to international cooperation was approved by the Director's Board on 26/10/2022. The Steering committee agreed to prolong the deadline of Action 21 till 4Q 2022 due to parallel work on several actions.</p> <p>The Guidelines for the HIPC staff on International Cooperation Matters replaces the internal directive on rules for sabbatical leaves.</p> <p>T21. The Strategy for International Cooperation and Guidelines were introduced in a short lecture on 10/11/2022. Both documents are available on the RKV project page²⁴.</p> <p>For more information, please see Action 40.</p>				

²² <https://www.jh-inst.cas.cz/sites/www.drupal/files/inline-files/Stiznosti%20a%20odvolani.pdf>

²³ <https://www.jh-inst.cas.cz/sites/www.drupal/files/data/inline-files/Complaints%20and%20Appeals.pdf>

²⁴ https://www.jh-inst.cas.cz/sites/www.drupal/files/data/inline-files/02_guidance_for_the_hipc_staff_on_the_international_cooperation_affairs_redacted.pdf



Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
22. Transfer the remaining paper agenda to the electronic form to keep the administrative burden to a minimum (leave of absence, contract termination, inventory).	(24) Working conditions	2Q 2020 3Q 2021	Director's Board Human resources department	I22.1 Intranet application for leave of absence. I22.1 Intranet applications for contract termination and inventory. T22. To minimise overloading researchers with paper agenda.
Current status: COMPLETED				
<p>I22.1. The administrative workload of each employee increased due to a change in legislation, higher demands of the European Union and the use of projects for funding (the workload associated with reporting), on which HIPC is dependent.</p> <p>By switching to a personnel payroll Oksystem (1Q 2020), it was possible to resolve some legislative requirements and allow employees online access to some previously handled forms in paper form. This includes an attendance system, holiday leaves, payslips, changing personal data and obtaining Personal records for pension insurance (Declaration of the taxpayer liable to personal income tax from dependent activity; a Request for annual account of prepayments and tax benefits; an Application for the Issuance of a Certificate of the Taxable Income).</p> <p>Since autumn 2021, the new module for business trips has also been added to the same system. Employees could also enter the business trips into the old existing scheme until October 2023. From 2024, only one system in operation for business trips is available to unify the administration. The OKsystem business travel module training took place on 13/9/2021 for Czech-speaking employees and 23/9/2021 for non-Czech-speaking employees.</p> <p>I22.2. Unfortunately, it is not yet possible to switch to online processing of termination of employment or inventory due to the lack of legislation allowing this transition. We suggest this activity be completed for now, but we plan a new Action 63. Map the inventory process and find a solution to keep the administrative burden minimal, and we will focus on simplifying it. We propose the contract termination to be left in paper form.</p> <p>T22. HIPC will continue reducing the burden on employees with administrative workload whilst complying with existing regulations.</p>				
23. Explore possibilities to further improve stability of employment conditions by a discussion with HIPC trade union.	(25) Stability and permanence of employment	4Q 2022 2Q 2025, 2Q 2026	Director's Board	I23. Report on analysis of possible stability and permanence of employment. T23. Improved stability of employment conditions.
Current status: EXTENDED				
<p>COVID has enormously impacted the Czech Republic's economy, and the funding situation is not very promising.</p> <p>M. Kalbáč (Vice Director for Economy) mentioned the expected development of the financial situation in 2023 in the article published in the August 2022 newsletter sent to all employees. He, together with P. Španěl (Vice-Director for Science) informed the Monitoring group members during the meeting on 13/12/2022 about it.</p> <p>Considering the increase in energy prices, general inflation, stagnation of the institutional subsidy from the CAS and the one-off contribution to cover the mentioned costs in 2022 and 2023 (but not in 2024), the situation is not simple. Other factors are projects that ended, such as RKV I (12/2022), RKV II (03/2023), and CARAT (12/2022). These projects covered part of administrative staff's salaries, usually by institutional funding.</p> <p>Until 10/2023, it was not clear how much money the government would approve to support the CAS and budget cuts were considered. This put us into a difficult situation, which was discussed with the Trade Union (21/8/2023). Fortunately, we won four excellent projects from the MEYS (OP JAK – Excellent Science Call) – one as a main beneficiary and three as partners- solving the possible lay-offs.</p>				

Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
<p>As HIPC depends on money from the government through the founder CAS and the project funding, the late information on the resources does not help strategic planning. The personnel costs of the researchers are covered 80% by grants and only 20% by institutional funding. This is directly reflected in the stability of employment, and at the institute level, a realistic maximum is implemented.</p> <p>Based on the HR Award questionnaire, the responses to whether the Institute provides attractive professional conditions for its employees regarding wages indicate funding instability. 76% of respondents were not satisfied with their wages, 9% had no opinion on this issue, and only 15% answered they were satisfied. The general recommendation for improving the wages was to introduce a project funding system for salaries or to reduce the number of staff.</p> <p>Since 2023, the Institute's management prepared the remuneration change that commenced in January 2024. It was very well described by the Vice-Director of Science, P. Španěl, in the newsletter from November 2023. Up to January 2024, the practice was to pay for the individual parts of the time from specific projects and the so-called institutional funds so that the salary share corresponded precisely to the FTE. From the new year onwards, the different parts of the working time are remunerated with different proportional wages (this system was prepared under the working title of project-based wage financing).</p> <p>On the one hand, it is good news that the new way of assessing wages will lead to an increase in the income of project collaborators, but on the other hand, it may lead to greater inequality in remuneration. Time and experience will tell in 2024 how the new system will work. The annual report states, "The main component of the activity will be the formulation of R&D projects and their implementation on the basis of targeted funding in the form of grant projects." In practice, this is likely to mean that the institutional component of salaries will continue to shrink. Therefore, team and departmental leaders need to focus on raising funds from various sources, including European projects and technology transfer.</p> <p>The target of this action is still not completed, and we extend this action till 2Q 2026.</p>				
24. Find a way to improve salaries to be competitive within the Czech employment market, with a special focus on ESRs.	(26) Funding and salaries	1Q 2024 2Q 2025	Director's Board	I24. Report on utilisation of institutional and project funding with respect to salary levels. T24. Salaries at a competitive level for both current employees and recruits, including PhD students.
Current status: EXTENDED				
<p>In 2019, Early-Stage Researchers (ESRs) approached the director of the HIPC to address concerns about their positions. Their cause was supported by the Vice-Director for Education, M. Fárník, in May 2019. A significant meeting occurred in December 2020 involving ESR representatives, young scientists, the Institute's management, and the Trade Union Chair, K. Minhová Macounová. The outcomes of this meeting were communicated to all HIPC employees by M. Fárník. One key resolution was the encouragement from management for grant applicants to consider increasing the personnel costs allocated for ESRs in new grant proposals, in line with grant agency rules. This increase is justified especially when projects require higher responsibility, effort, and skills from ESRs, aligning with their career progression. Additionally, the management has emphasized the 'Heyrovsky Young Scientist' position to nurture progressive young researchers and to support scientific mobility at early career stages.</p> <p>In January 2021, the Director's Board reviewed the financial situation of young scientists. A thorough statistical analysis revealed that, after adjusting for part-time work, most ESRs in category V2 receive a net income comparable to scientists in categories V3 and V4, particularly when university scholarships are considered. However, for a more accurate assessment, the time spent on the scientific work needs to be factored in, necessitating individual case evaluations.</p> <p>A significant step towards addressing these issues is the implementation of personalized career development plans for ESRs, now formalized and recorded in the new intranet system (refer to Action 27). Furthermore, as part of Action 15, it's noteworthy that the Institute, a public research organization, employs ESRs who are enrolled in PhD studies at a university. Since September 2023, financial contributions to all students have been paid directly as a regular salary addition rather than through the university. Although taxable, this change brings additional benefits like entitlements to sick leave, maternity leave, and pension.</p>				

Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
Due to the ongoing financial constraints outlined in Action 23, we propose to extend this initiative (2Q 2025), as it has not yet been fully realized.				
25. Improve conditions for parents in order to facilitate combining family and work.	(27) Gender balance	3Q 2021	Director's Board	I25. Report on current situation and conditions for parents. T25.1. To facilitate parents working on a part-time contract, encourage work from home. T25.2. To inform parents about vacancies in kindergartens.
Current status: COMPLETED				
<p>I25. Actions 25 and 26 are closely connected with the Gender Equality Plan²⁵ (GEP). The internal Gender Audit took place at HIPC from 05/2021 to 10/2021. It was carried out following the Gender Audit Standards of the Czech Republic criteria and was performed by a member of the Gender Expert Chamber of the Czech Republic (funded by the RKV II project). It consisted of an analysis of documents, a questionnaire survey (14 days, 69 responses, 55 in Czech, 14 in English), and 23 online interviews (11 women, 12 men). The audit examined the areas of personnel policy, appraisal and remuneration, work-life balance, and culture of the organisation.</p> <p>Based on the recommendations and conclusions summarised in the audit report, the GEP was prepared, approved by the Board of the Institute (17/12/2021) and signed by the Director (20/12/2021). Data collected through Gender Audit, among others, reflects the situation and conditions for parents.</p> <p>T2.1, T2.2. Opportunities for Work-life Balance at the HIPC²⁶ (Handbook) was prepared in Czech and English and approved by the Director's board on 26/10/2022. The Handbook contains information on the children's facilities near the Institute. It gives overview information on flexible work arrangements and free time, career breaks, information for parents, internal communication in the workplace, informal and extracurricular activities of HIPC and sports, unwelcome behaviour in the workplace, support in difficult situations and Social funds, Health, possibilities of education and self-development, and HR Award at JHIPC.</p> <p>The one-week work camp for children of HIPC employees was organised in 2022 and 2023 by the secretary of the Vice director of Education, K. Stejskalová (the main organiser and populariser of the HIPC results). She prepares broad educational programs for children to help HIPC employees during two-month holidays.</p> <p>We asked respondents to the HR Award questionnaire for their opinion on whether the support for parents during maternity and parental leave and after their return to work is sufficient. The largest proportion of respondents (73%) had no opinion on this question, probably because they were not personally concerned with the responsibilities of parenthood. 24% think that it is or rather is sufficient and 3% think that support for employed people on maternity and parental leave is not or rather is not sufficient. The CAS Children's Groups were assessed positively, but their capacity is insufficient, so it would be desirable to increase it. Unfortunately, we do not have sufficient capacity in the building or the finances to create the children's group.</p> <p>We suggest this activity be completed, and the progress will be monitored by Action 71. To update Gender Equality Plan.</p>				

²⁵ <https://www.jh-inst.cas.cz/sites/www.drupal/files/data/inline-files/Gender-Equality-Plan.pdf>

²⁶ https://intranet.jh-inst.cas.cz/jh_documents.html?doc=1313



<i>Proposed ACTIONS</i>	<i>GAP Principle (s)</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator (s) / Target (s)</i>
26. Increase representation of women in decision-making body positions.	(27) Gender balance	3Q 2021 2Q annually	Director's Board	I26. Report on representation of women in decision-making body positions. T26.1. To increase the number of women in institute committees to at least 20% for the upcoming function periods. T26.2 To create conditions for increased numbers of women in decision-making bodies for upcoming five-year period, 2022-2026, in the office of the Director and the Institute's board.
Current status: IN PROGRESS				
<p>I26. The data on the representation of women in decision-making body positions in different career levels are collected yearly (May), and you can find them on the public website²⁷ (section Gender Equality Plan).</p> <p>T26.1. The management of the Institute ensures a gender balance on the committees wherever possible.</p> <p>The composition of all permanent or temporary advisory bodies of the Director:</p> <p>Selection Committee (2022-2026): 12 members (6 men and 6 women); Evaluation Committee (2022-2026): 10 internal members (6 men, 4 women), 6 external members (6 men); after the year 2026, more women will be nominated as the external members; Committee for Liquidation and Damage Management: 5 members (3 men, 2 women); Investment Committee (since 02/2018): 6 men Committee for Information Technology (since 02/2021): 7 members (6 men, 1 woman); Monitoring Group of HRS4R (2024-2027): 25 members (13 men, 12 women); Steering Committee of HRS4R (2022-2027): 7 members (4 men, 3 women) Gender Equality Officer: 2 women; Open Science Officer: 1 man; Heyrovský Open Science Team: 3 members (2 men, 1 woman); International Advisory Board (2018-2023): 5 members (4 men, 1 woman); Scientific Ombudspersons (2023-2025): 1 man, 1 woman; Committee for Scientific Work Ethics (2023-2025): 13 members (8 men, 5 women) Ethics Committee for Human Subjects Research (2024-2028): 5 internal members (4 men, 1 woman), 2 external members (1 man, 1 woman); Group for Intellectual Property: 9 members (6 men, 3 women); Board of the Commercialisation (2024-2025): 7 members (all men).</p> <p>T26.2 The election to the Board of the Institute took place on 13/01/2022. Before the election, the election rules for the Institute Board were revised for hidden tendencies that could result in the underrepresentation of women. The Election Rules of the J. Heyrovský Institute of Physical Chemistry of the CAS were approved by the Board of the Institute on 08/11/2021. In the first round, three women were nominated for the internal member post and two of them were elected. The Board of the Institute consist of 10 internal members (8 men, 2 women) and 5 external members (4 men, 1 woman).</p>				

²⁷ <https://www.jh-inst.cas.cz/basic-page/human-resources-strategy-researchers-hrs4r-2>



Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
<p>In January 2023, the changes in the organisational structure of the Institute took place. The Director appointed the Head of the Director's Office as a part of the Director's Board (5 men, 1 woman). In addition, she is the person responsible for the HR Award, which leads to deeper embedding of the HRS4R.</p> <p>In the open question, we asked respondents to the HR Award questionnaire if they had any recommendations to help increase women's representation in decision-making bodies. Opinions on this issue were, as expected, contradictory. On the one hand, a number of respondents realise that the number of women in decision-making bodies should be increased, e.g. through support for candidacy, mentoring or even quotas (but some do not recommend them); on the other hand, there is a view that the current situation is fine and, therefore, there is no need to change anything. Some respondents think that women are not interested in these positions, and we should not force them to do so. When a scientist is hired, their qualifications should be the deciding factor, not their gender. Positive recommendations were among responses too, for example, 'Talk more about what a particular body/commission does, what its functions and objectives are. Make each specific position more attractive and emphasise its importance. In my opinion, women do not aspire to positions just for the sake of prestige. They want to change and improve things and help others.'</p> <p>For the next Board election, the Monitoring group will actively encourage more women to stand for election by informing them about the importance, responsibilities and opportunities connected with serving on the Board.</p> <p>To improve the position of women in science, we participated in research on social safety and the prevalence of inappropriate behaviour in the Czech academic environment (STRATIN+²⁸, project code MS2104), intending to contribute to developing new insights into how widespread this phenomenon is in the Czech academic environment today. The study results will serve as a basis for measures and recommendations for the management of higher education and research institutions and MEYS as the responsible governmental body. We cooperate with the Centre for Gender & Science²⁹, which provides us with know-how and consultations in the field of gender equality and organises lectures.</p> <p>We suggest this action in progress to see the representation of women in the decision-making bodies with the timing of 2Q annually (since 2025).</p>				
<p>27. Draw up the scheme for regular researcher performance evaluations and carrier advice. Specify and implement the carrier advice into the mentoring scheme (see (35)).</p>	<p>(28) Career development (30) Access to carrier advice</p>	<p>2Q 2021 2Q 2021 2024</p>	<p>Director's Board</p>	<p>I27.1. Templates facilitating regular researcher performance evaluations and carrier advice. I27.2. Internal directive on Personal Career Development Plans for researchers, including a template. T27.1. To propose a scheme for the annual researcher performance evaluations and carrier advice.</p>
<p>Current status: EXTENDED</p>				
<p>I27.1. All scientists are subjected to the evaluation in 3 to 5-year intervals. Early-stage researchers (ESRs, PhD students) are evaluated only at the beginning of their employment and after obtaining a PhD. In contrast, regular assessment and access to career advice are crucial parts of a career. Therefore, the HIPC decided to focus on the annual evaluation of ESRs.</p> <p>On 21/4/2021, a meeting was convened to discuss the regular evaluation, creating a personal career development plan (PCDP) and possible professional advice. An online form of the annual assessment of ESRs inspired by PCDP of MSCA projects was designed. The line manager's (PhD supervisor) feedback is a part of the form, with the face-to-face meeting to express ideas, recommendations, and career advice.</p> <p>On 11/05/2021, the Heads and Deputy heads of the departments were informed of this procedure at a meeting of the extended Director's Board.</p>				

²⁸ <https://genderaveda.cz/en/uvodni-strana/the-prevalence-study-of-gender-based-violence-in-public-higher-education-institutions-and-institutes-of-the-czech-academy-of-sciences/>

²⁹ <https://genderaveda.cz/en/>



<i>Proposed ACTIONS</i>	<i>GAP Principle (s)</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator (s) / Target (s)</i>
<p>The first test round of the annual evaluation of ESR took place in September 2021 and was aligned with ongoing attestations.</p> <p>The second round of the ESRs evaluation was carried out in October 2022. The form was simplified, the data from the previous evaluation were automatically copied into the new form, and ESRs and their line managers (supervisors) could edit and update former data.</p> <p>Instructions for filling in the form, Personal Career Development Plan – ESRs evaluation – guidelines³⁰, were approved by the Director’s Board on 26/10/2022 (minutes from the 4th meeting of the Director’s board).</p> <p>In October 2023, the third round of the ESRs evaluation was carried out.</p> <p>One of the PCDP's questions concerns the proposed improvement of various processes, suggestions, remarks or recommendations. The input of ESRs who took part in the PCDP in 2021 was summarised in the PCDP - Feedback Evaluation³¹ document approved by the Director's board on 18/7/2022 (2nd meeting). Suggestions from the PCDP evaluation in 2021 and 2022 are used to prepare this revised action plan.</p> <p>The communication between scientific and administrative parts and research managers of the Institute is crucial to creating conditions for science; we consider it important that the administrative part is also provided with conditions for development and feedback. For this reason, we started evaluating administrative workers as well. This form is available only in Excel, and an online version of this evaluation is planned (Action 66. An intranet form for regular Appraisal and Annual Development of Administrative staff).</p> <p>I27.2. The information about the obligation of ESRs and their line managers is anchored in the Personal Career Development Plan – ESRs evaluation – guidelines (please see above). Based on experience with PCDP, a new directive will be issued detailing the responsibilities of supervisors and heads of departments in 2Q 2024 (the change in the timeframe is due to the need for more time to introduce PCDP).</p> <p>T27.1. Based on the information above, we decided to introduce the evaluation of ESRs as all researchers in other qualification grades are subjected to attend 3 to 5-year evaluations. We will explore possibilities for introducing an annual PCDP for all researchers (Action 65. To explore interest in career development among all scientists).</p> <p>The implementation of this action was time-consuming, which led to the delay. We suggest to extend this action until 2Q 2024.</p>				
<p>28. Define rules and procedures facilitating the mobility of researchers. Spread the information about MSCA grants and other mobility actions among researchers.</p>	<p>(29) Value of mobility</p>	<p>4Q 2020</p>	<p>Director’s Board</p>	<p>I28. Internal directive on rules and procedures facilitation mobility of researchers.</p> <p>T28.1. To propose the procedure and rules concerning the mobility of researchers.</p> <p>T28.2. To formulate the approach for spreading the information among researchers.</p>
<p>Current status: COMPLETED</p>				
<p>I28. The Czech version of the Methodology of Supporting the Mobility of Researchers at the Jaroslav Heyrovský Institute of Physical Chemistry was approved and disseminated in the Minutes from the 46th meeting of the Director’s Board on 17/12/2020. Then followed the English version of the Methodology³² (Minutes from the 49th meeting of the Director’s Board on 19/3/2021). This document replaces the internal directive.</p>				

³⁰ https://intranet.jh-inst.cas.cz/jh_documents.html?doc=1321

³¹ https://intranet.jh-inst.cas.cz/jh_documents.html?doc=1302

³² https://intranet.jh-inst.cas.cz/jh_documents.html?doc=1110

<i>Proposed ACTIONS</i>	<i>GAP Principle (s)</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator (s) / Target (s)</i>
Mobility based on international cooperation is a part of the Strategy for international cooperation in research and development at the HIPC ³³ (please see Action 40). T28.1. The procedure and rules concerning the mobility of researchers were proposed. T28.2. The Methodology of Supporting the Mobility of Researchers was disseminated in the Minutes from the 46 th meeting of the Director's Board on 17/12/2020. We suggest this action to be completed.				
30. To train the Intellectual Property Committee (IPR) and all relevant researchers.	(31) Intellectual Property Rights	1Q 2020 3Q 2021	Director's Board	I30.1 Training of the IPR committee. I30.2 Training of all relevant researchers in IPR issues. T30. The committee will focus on the new approaches in IPR issues, will collect new information, and spread it among researchers.
Current status: COMPLETED				
I30.1, I30.2. HIPC continued with regular education of all relevant researchers and IPR committee members after the Interim Assessment. Since September 2020, the following training concerning IPR issues took place: <ul style="list-style-type: none"> - Knowledge and technology transfer and innovation support (16 participants, 25/11/2020, 10/12/2020); - Economic issues of cross-sectoral cooperation and patent protection (19 participants, 09/02/2021, 11/02/2021, 17/03/2021, 21/03/2021) - The commercialisation of Research and Development results (15 participants, 05/05/2021, 02/06/2021) - To protect or not to protect? If so, how? or Legal protection of scientific results created in cooperation of the Institute with companies – part II (14 participants; 21/09/2021) - IPR protection (15 participants, 22/09/2021, 06/10/2021); - CAS and Heyrovský Institute Policy in relation to the application sphere (25 participants, 09/12/2021); - Cooperation with the application sphere (8 participants, 15/06/2022). Two members of the IPR committee received specialized training in intellectual property protection and technology transfer organized by the Centre of Technology Transfer of the CAS ³⁴ . T30. During the years, several courses were organised to increase the knowledge of IPR issues and cross-sectoral cooperation. We consider this activity completed. The training in different areas is crucial for professional development, and we will continue with educational activities that will be summarised in Action 36. For more information about the Heyrovský Technology Transfer Office and its activities, please see Action 39.				
31. To prepare the Guidance on Authorship in Scholarly or Scientific Publications.	(32) Co-Authorship	3Q 2019 3Q 2019	Director's Board	I31.1. Document – The Guidance on Authorship in Scholarly or Scientific Publications. I31.2. Web link. Place the document on our website. T31. Spread the information about Co-authorship among researchers.
Current status: COMPLETED in Interim Assessment / UPDATE				

³³ https://intranet.jh-inst.cas.cz/jh_documents.html?doc=1283, https://www.jh-inst.cas.cz/sites/www.drupal/files/data/inline-files/01_int_strategy_v2.pdf

³⁴ <https://www.ssc.cas.cz/en/services/consultancy/CeTTAV/index.html>

<i>Proposed ACTIONS</i>	<i>GAP Principle (s)</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator (s) / Target (s)</i>
Based on our experience applying the ethical rules published in the Guidelines for Authorship in Scientific Publications, we plan to influence the Code of Ethics of the CAS (Action 43).				
32. Appoint an ombudsman.	(34) Complaints/appeals	4Q 2019	Director	I32. Internal directive on the appointment of an ombudsman. See action number 2.
Current status: COMPLETED in Interim Assessment / UPDATE				
<p>I32. The term of Office of the male and female Ombudspersons ended on 31/12/2022. The election of new Ombudspersons (male and female representatives) was held on 13/12/2022. All scientists in all research profiles (R1-R4 without the restriction of FTE) elected female and male representatives from two female and three male candidates. The Board of the Institute approved the Ombudsperson nomination on 15/12/2022, and the Director appointed elected candidates by Directive No. 10/2022 from 22/12/2022.</p> <p>The term of office of these Ombudspersons is 2023-2025 and they are members of the Committee for Scientific Work Ethics (refer to Action 2). Ombudspersons together with the Committee for Scientific Work Ethics have been integrated into the official organisational structure (RD-01 Organisational Rules, 06/10/2020) as advisory bodies. The Organisational Rules were also approved by the Board of the Institute.</p> <p>Ombudspersons introduced themselves during the Employee Assembly on 8/3/2023 (organised in hybrid form). During this Assembly, information about the possibility of contacting other persons (STOPPER persons) was disseminated.</p> <p>We asked respondents to the HR Award Questionnaire if they had ever faced a situation where they needed advice from the Scientific Ombudsperson. And if they contacted them when they faced such a situation. Almost none of the respondents (93%) had ever been in such a situation. Only 12 people (7%) answered that they had ever faced such a situation. Two-thirds of them had actually turned to the Science Ombudsperson. Those who did not contact the Ombudsperson mostly provided reasons unrelated to the credibility of the position (e.g. the position did not exist at that time; it happened at another institute).</p> <p>The question: if they can outline the circumstances of the above situation, most of the cases described involved conflicts in the field of authorship and co-authorship. Two respondents reported inconveniences related to inappropriate behaviour/management of the Head of the Department, including excessive work demands.</p> <p>Time showed that we had invented a sophisticated system of complaints and appeals. As was mentioned in Action 19, employees generally know who to turn to in case of problems (Complaints and appeals).</p>				
33. To explore possibilities for participation of ESRs and scientists without PhDs in decision-making bodies.	(35) Participation in decision-making bodies	3Q 2022 3Q 2022 annually	Director's Board	I33.1 Discussion forum facilitating participation of all researches. I33.2 Report on possibility for participation of ESR and scientists without PhDs in decision-making bodies. T33. To initiate consultation with CAS on participation of ESRs in the decision-making body of the Institute's employee assembly.
Current status: EXTENDED				
<p>This action aims to enable employees from scientific departments in tariff classes V1 (Research and Development Professional, R1) and V2 (PhD Student, R1) to participate in decision-making bodies, like the Staff Assembly. Presently, the Statutes of the CAS restrict participation in these bodies to scientists in tariff classes V3-V6. This policy contrasts with the broader definition of researchers as outlined in the C&C guidelines.</p> <p>P. Španěl, a member of the Institute's management and Vice-Director for Science, was elected to the Commission for the Scientific Integrity of the CAS. He has initiated discussions within the committee regarding this issue. The primary focus is to convince the Academy Council of the CAS to acknowledge the rights of ESRs and other professionals in tariff classes V2 and V1 to participate in decision-making bodies like the Staff Assembly, thereby addressing the contradiction with C&C guidelines.</p>				

<i>Proposed ACTIONS</i>	<i>GAP Principle (s)</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator (s) / Target (s)</i>
<p>Within our Institute, staff from all grades (V and O) are actively involved in the Monitoring Group, which serves as an advisory body to the Director, as outlined in the RD-01 Organisational Rules. However, the composition of the Monitoring Group has remained largely unchanged since the commencement of the GAP analysis in 2018. We aim to encourage broader participation in the Monitoring Group, especially from ESRs, as they are currently not represented (refer to Action 72).</p> <p>The Scientific Council will also be approached under Paragraph 42 (1) of the Statutes of the CAS, which empowers the Council for Sciences to a) prepare, based on recommendations from the wider scientific community, proposals for formulating and implementing the science policy of the Academy, as well as for the science policies of the Czech Republic and the European Union³⁵. Given the need for more discussions and a higher level of escalation through the CAS governance system, we have decided to extend this activity, with reviews scheduled for 3Q each year.</p>				
34. Establish personal carrier development plan as part of the scheme for regular researcher performance and carrier advice.	(36) Relation with supervisors	2Q 2021	Director's Board	See action 27. I34.1. Internal directive on personal career development plans for researchers, including a template. T34.1. To formalise feedback between supervisors and supervised scientists. T34.2. To implement the form into the annual obligations of the supervisor.
Current status: COMPLETED				
<p>Please see extended Action 27.</p> <p>I34.1. PCDP is anchored in Personal Career Development Plan – ESRs evaluation – guidelines approved by the Director's Board on 26/10/2022.</p> <p>T34.1. Feedback between the supervisor (line manager) and supervised scientist (ESR) is formalised via intranet form and includes a face-to-face meeting.</p> <p>T34.2. The PCDP form is activated in autumn (in 2023 for the third time) by the responsible person, the secretary of the Vice-director for Science.</p> <p>We suggest this action be completed and that Action 27 be extended (the Directive will be issued detailing the responsibilities of supervisors and heads of departments in 2Q 2024).</p>				
35. Define and implement a mentoring scheme.	(37) Supervision and managerial duties	2Q Annually 1Q 2021	Vice-director for education	I35.1. Group mentoring in the form of a student seminar. I35.2. A list of mentors for individual mentoring programme. T35.1. Ensure access to group mentoring to all ESRs. T35.2. Facilitate individual mentoring for ESRs.
Current status: COMPLETED				
<p>I35.1. Student seminars in the form of national conferences are organised yearly (due to the COVID-19 restriction, the conference in 2021 was cancelled).</p> <p>I35.2. The Mentoring Guide in both languages was prepared and distributed in the Minutes from the 52nd meeting of the Director's Board on 14/7/2021 and is available together with the list of mentors on the Institute's webpage in the recruitment section (in English³⁶, in Czech³⁷).</p>				

³⁵ <https://www.avcr.cz/en/about-us/legal-regulations/statutes-of-the-czech-academy-of-sciences/>

³⁶ <https://www.jh-inst.cas.cz/recruitment/mentoring>

³⁷ <https://www.jh-inst.cas.cz/cs/recruitment/mentoring>

<i>Proposed ACTIONS</i>	<i>GAP Principle (s)</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator (s) / Target (s)</i>
<p>The first mentoring program was launched by the introductory seminar ‘Why become a mentee or mentor’ (15/11/2021), followed by the Workshop for mentees (31/5/2022). Three pairs of mentor-mentee were formed. The workshop was initially planned for the beginning of 2022 but was postponed due to the Student Seminar, where this activity was promoted.</p> <p>We plan to organise mentoring workshops every two years. We consider this action completed and plan the new one, Action 73.</p> <p>T35.1. Access to all ESRs is ensured by the Secretary of the Vice-director for Education. She is responsible for inviting all ESRs, preparing the Book of abstracts, and coordinating the Student seminar.</p> <p>T35.2. An email address, mentoring@jh-inst.cas.cz, was created for the coordinator, who communicates with all interested in mentoring.</p>				
36. Develop training programmes and manuals for researchers.	(38) Continuing Professional Development (39) Access to research training and continuous development	Continuously (4Q annually)	Director’s Board	I36. Training in professional development skills and competencies. T36. To make a training programme available to all researchers.
Current status: IN PROGRESS				
<p>I36. Since the Interim Assessment, courses with a variety of thematic focuses have been organised. Most of them were financially supported by two projects – RKV I and RKV II³⁸.</p> <p>The training was offered via email and sent to all employees; registration was usually needed to attend it. The organisation of some training required to keep a list of participants and the number of participants is indicated in brackets. We listed some of the training described in some other actions to see the summary of activities available for all employees.</p> <ul style="list-style-type: none"> - Fundamentals of Scientific Work in English (13 participants 18/1/2021, 1/2/2021, 15/2/2021, 11/3/2021, 18/3/2021, 25/3/2021); - Economic issues of cross-sectoral cooperation and patent protection (19 participants, 09/02/2021, 11/02/2021, 17/03/2021, 21/03/2021); - Training on GAČR calls (10/03/2021)³⁹; - The commercialisation of Research and Development results (15 participants, 05/05/2021, 02/06/2021); - Financing of Research, Development and Innovations (2 participants, 18-19/05/2021); - Training of soft management skills – Time management and Project management (20 participants, 08-09/06/2021, 15-16/06/2021, 28-29/06/2021, 04-05/10/2021); - Introduction to Open Science (18/10/2021); - Why become a mentee or mentor (15/11/2021); - Presentation of Popularisation Activities (32 participants, 04/04/2022); - Heyrovský Institute Policy in the Field of Technology Transfer, Cross-sectoral Cooperation and Intellectual Property Protection (16 participants, 14/04/2022); - First Aid Course in English (9 participants, 06/05/2022); - 05-06/2022 – photo shooting of the activities of the department’s teams and selected representatives; - 18/05/2022 – First Aid Course in Czech (27 participants, 18/05/2022); - Workshop for Mentees (5 mentees, 31/05/2022); 				

³⁸ <https://www.jh-inst.cas.cz/projects/hr-award-ufch-jh-rozvoj-kapacit-ufch-jh-vvi-pro-vyzkum-vyvoj>

³⁹ https://intranet.jh-inst.cas.cz/jh_documents.html?doc=1151



Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
<ul style="list-style-type: none"> - Written Speech of Scientists Towards the Public (15. 3. 2022, 24. 5. 2022), Course of Science Popularisation on Social Networks (29. 3. 2022, 4. 10. 2022), Science popularisation for young people (13. 6. 2022, 24. 11. 2022) – 14 employees; - How to give effective feedback (Personal career development plan, evaluation of administrative workers): 16/09/2022 – Heads of the Departments, management of the Institute; 23/09/2022 – Heads of the support sections, administrative staff; 10/10/2022 – other scientists and all employees interested; - Prevention of pathological phenomena: First training (21/09/2022, 22/11/2022); Second training (30/11/2022, 06/12/2022); Third training (01/02/2023, 08/02/2023); - Recruitment methodology of doctoral students and other employed persons in positions V1-V6 (03/11/2022); - FAIR data policies and Data management plan – how to? (09/11/2022); - International cooperation at HIPC (10/11/2022); - Gender-sensitive communication (7/3/2023); - Scientists in Distress - Let's Be the Change (3/4/2023); - Gender Dimension in Research (14/11/2023); - Research Data Management (RDM) Workshop III (07/12/2023). <p>62% of respondents to the HR Award questionnaire found attending one of the courses beneficial or rather beneficial, 9% had no opinion, 6% did not find the course beneficial and 23% did not attend any of them. The most frequently mentioned courses attended by the respondents were English and MS Office courses, personal development, time management and project management, first aid and fire safety course, technology transfer, intellectual property and its protection, patent protection, general principles of Open Access, intellectual property records, popularisation of R&D results and others.</p> <p>Most respondents who commented on whether they want some of the courses repeated would like to see the courses held again, as they think they dealt with topics that are still relevant and would benefit from being repeated, for example, in a slightly updated form. Respondents' preferences were more or less balanced in specific areas. For example, MS Office courses, first aid and fire safety courses, personal development and management skills, time management and project management, fundamentals of scientific work in English, and others were mentioned.</p> <p>Respondents expressed an interest in programming and data processing, research data management, artificial intelligence, 3D printing, presentation skills, basic data analysis in Python and NMR training from Bruker - working with SciFinder. Some of the courses are very specific and are expensive. We will seek financial support from national or European funders (Action 52).</p> <p>We wanted to know if the line manager encourages respondents to attend courses and supports them in the professional development provided by the Institute. It was found that 2/3 of respondents are supported by their line manager in their professional development and participation in training. Only 7% answered that their line manager does not support them and 22% did not have a strong opinion.</p> <p>We keep this Action in progress to monitor the situation with professional development (reports in 4Q annually).</p>				
37. Facilitation of process management implementation to improve administrative support of researchers.	(24) Working conditions	1Q and 3Q annually	Director's Board	I37. Report on the progress in processes prioritised by the management of the Institute. T37. To increase the cooperation of researchers and supporting staff.
Current status: COMPLETED				
<p>In order to improve processes within the Institute, the position of the process manager was created. We worked on four main processes.</p> <p>a) OTM-R process. The recruitment process of scientists that was valid from 1st October 2020 was administratively very demanding, and the steps for the simplification of the process in line with the Action Plan were initiated. The main step in simplifying the process was replacing the Excel form (Register of the Candidates) with Teamio (a web application designed for HR specialists). The revised version of the recruitment process came into force on 01/01/2022, with the testing period in the second half of 2022. Advertisers and selection committee members are involved in using the Teamio from the beginning of receiving applications.</p>				



Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
<p>The OTM-R process will be revised with a special focus on the admission of ESRs (an explanation is in Action 15; new Action 58 is planned).</p> <p>b) The Grant Process connected with the Applications for Approval of Financial Resources for the Acquisition of Assets was officially launched in 2022. The pros of the grant register system are transparency of the process, splitting responsibilities among scientists, administrative support and management, and obtaining up-to-date information quickly from all responsible persons involved.</p> <p>c) Applications for Approval of Financial Resources for the Acquisition of Assets (purchases over CZK 80,000, including VAT; machine equipment; machine in the selection procedure; SW/IT investment - complex solution; Reconstructions, repairs with co-financing with HIPC, Big civil engineering; Others – e.g. PC/ notebooks, others).</p> <p>A system to support investment budget planning with accurate data was introduced into the grant process in 2022 as an effective tool for management to plan institutional investment budgets. It presents a transparent overview of planned/purchased investments, reconstructions and repairs with the details of the source of financial coverage.</p> <p>d) The Evidence of Pressure Cylinders. The Evidence of Pressure Cylinders was officially launched on 20/06/2022. The introduction of the process has improved in these areas:</p> <ul style="list-style-type: none"> – Transparency of gas cylinder ownership for timely and accurate accounting of rental costs from grant project budgets. – To gather actual accounting data from the system without additional manual work. – An up-to-date list of gas cylinder owners in each department. – Better price management of the gas cylinders' rental costs (savings from the regular revision of the suppliers' contracts based on the actual knowledge of the rented gas cylinders). – Effective warehouse management. – Users have gas cylinders on time following their order. – This system brings automatization and efficiency to establish lean principles in the process. 				
38. Shared Institutional Calendar for scheduling meetings and setting deadlines.	(24) Working conditions	1Q 2022	Director's Board	I38.1. Adopting an application with clear and transparent usage and data sharing. T38. Ensure adoption by all staff for effective scheduling and information sharing.
Current status: COMPLETED				
<p>I38. The new intranet application⁴⁰ was launched in May 2022. It allows to reserve meeting rooms for individual applicants directly in the calendar under their own name, send emails to all participants added or show links to online meetings.</p> <p>T38. All staff were emailed about the application on 13/5/2022 and in the HR Award News released on 27/6/2022.</p> <p>The slight delay in implementing this action was caused by the testing of the application to be error-free.</p>				

⁴⁰ <https://intranet.jh-inst.cas.cz/jh/reservation>



Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
39. Development of cross-sectoral cooperation.	(8) Dissemination, exploitation of results (37) Supervision and managerial duties	1Q and 3Q annually	Technology Transfer Office	I39.1. Report from the technology transfer section on the engagement of researchers in cross-sectoral cooperation. T39. To support the cooperation of scientists with the newly established Technology Transfer Center.
Current status: COMPLETED				
<p>I39. A new member of staff specialising in technology transfer was recruited in April 2020.</p> <p>In cooperation with the Group for Intellectual Property Rights, a new Directive SM-31 on the Establishment of the Technology Transfer Office and Commercialisation Council was prepared, and a new Heyrovsky Technology Transfer Office (HTTO) was established on 1/7/2020. HTTO works closely with the network of technology scouts (representatives from all scientific departments). Since January 2023, the HTTO has become an independent organisation unit within the HIPC (RD-01 Organisation rules, 1/1/2023).</p> <p>The Intellectual Property Group meets at regular intervals of 1/month. It deals with the common agenda related to the creation and management of the Institute's intellectual property and the issue of cooperation with commercial entities, mainly within scientific projects. It cooperates closely with HTTO.</p> <p>In 2020, the Database of Intellectual Property Results was launched to capture publications suitable for publication or industrial protection, including publication in the form of Heyrovsky Open Access support. Since January 2022, the database has been extended with the new module, the registration of patents, and utility models. The database was introduced to all staff during the training on 19/9/2022. The public website concerning HTTO was launched in Czech and English in January 2022.</p> <p>Web page of HTTO (English⁴¹ and Czech version⁴²).</p> <p>HTTO actively offers some research areas taking place in the Institute with a high potential for commercialization and regularly publishes its technologies in the Academy of Sciences Database (examples of potential commercialisation⁴³, database of the Academy of Sciences⁴⁴).</p> <p>A number of educational activities have been organised or released since 2020:</p> <ul style="list-style-type: none"> - Knowledge and technology transfer and support for innovation (25/11/2020, 10/12/2020, 16 employees); - Commercialisation of R&D outputs (5/5/2021, 2/6/2021, 16 employees); - Intellectual property and its protection (22/9/2021, 6/10/2021, 15 employees); - Cooperation with the application sphere (15/06/2022, 8 employees); - Database of Intellectual Property Results (13/09/2022); - CAS and the Heyrovsky Institute Policy in relation to the application sphere (06/12/2021, 27 employees). - Heyrovský Institute Policy in the Field of Technology Transfer, Cross-sectoral Cooperation and Intellectual Property Protection (14/4/2022, 16 employees). - Methodology for active search of R&D results with high commercialisation potential⁴⁵ approved by the Director's Board on 1 December 2020 and updated on 1 December 2022. <p>Since 2022, the conference Heyrovsky Institute opens / Heyrovského ústav se otevírá, is organised once a year to establish cooperation with the application sphere (new Action 54).</p>				

⁴¹ <https://www.jh-inst.cas.cz/transfer>

⁴² <https://www.jh-inst.cas.cz/cs/transfer>

⁴³ <https://www.jh-inst.cas.cz/technology-transfer/offer-of-technologies>

⁴⁴ <https://techtransfer.cas.cz/en/>

⁴⁵ https://intranet.jh-inst.cas.cz/jh_documents.html?doc=1331



Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
<p>On 15/07/2022, the HIPC became an associate member of the national platform Transfera.cz, which protects the interests of the Czech transfer community to promote and develop technology and knowledge transfer activities.</p> <p>T39. The members of the Monitoring Group were informed about the news from HTTO twice a year (during the regular meetings), and all employees were informed about HTTO in the HR Award News (newsletter). The cooperation of scientists is introduced by the technology scouts as well. HTTO cooperates in establishing two spin-off companies of the HIPC and preparing results suitable for commercialisation in the CAS database.</p> <p>The establishment of the HTTO led to a comprehensive cooperation system in technology transfer in HIPC.</p> <p>Since HTTO's establishment in 2020, 10% of respondents to the HR Award questionnaire have used its services. Almost all of them assess this cooperation as beneficial. Approximately half of the respondents have not cooperated with HTTO yet, and the remaining 38% had no reason to do so. Given that most of the agenda of the HIPC does not directly relate to the field of technology transfer, the result of this question is positive in evaluating the quality of the HTTO services.</p>				
40. Development of the strategy for international cooperation in research and innovation	(23) Research environment (24) Working conditions (29) Value of mobility	4Q 2021	Director's Board	I40. Approved strategy document. T40. Created stimulating environment for researchers based on international cooperation, facilitation of the mobility, and further internationalisation of the Institute.
Current status: COMPLETED				
<p>I40. The strategy for international cooperation in research and innovation⁴⁶ was approved by the Director's Board and disseminated in the Minutes from the 49th meeting of the Director's Board on 19/3/2021 and updated on 22/2/2022 (Minutes from the 58th meeting of the Director's Board).</p> <p>The main challenges of the strategy are:</p> <ul style="list-style-type: none"> - Screening of existing levels of international cooperation – set a baseline; - Establishing simple but clear guidelines for the HIPC staff on international cooperation matters (to promote a better understanding of the role and the HIPC strategy in international cooperation and to provide guidance through internal rules and processes at the HIPC for those scientists who want to get engaged in international cooperation activities at the different levels; - The creation of a dedicated team which will oversee the implementation of the international strategy - Mobility based on international cooperation – collaboration - Establishing institutional relations to foster competencies and exchange of experience <p>T40. This strategy provides the basic framework for implementing priorities in international cooperation at HIPC. It covers all forms of international cooperation (institutional bilateral and multilateral relations and cross-border regional cooperation) and also includes principles for individual cooperation among researchers. As a part of the strategy, Guidance for the HIPC staff on issues related to international cooperation⁴⁷ affairs was prepared (disseminated in the minutes from the 4th meeting of the Director's board on 26/10/2022). The Strategy was introduced to all staff on 10/11/2022 during an online presentation.</p> <p>The need for a specialised team in international cooperation affairs led to a change in the organisational structure of the Institute, and a new Project Office was established. It provides organisational and administrative support in the preparation of European projects, information on support programs suitable for the staff of the Institute, consultancy and assistance in the</p>				

⁴⁶ https://www.jh-inst.cas.cz/sites/www.drupal/files/data/inline-files/01_int_strategy_v2.pdf

⁴⁷ https://www.jh-inst.cas.cz/sites/www.drupal/files/data/inline-files/02_guidance_for_the_hipc_staff_on_the_international_cooperation_affairs_redacted.pdf



Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
preparation of projects, including communication with the client, consultation in the implementation of international projects and support for the implementation of international projects, including project support and administration.				
41. Processing feedback from non-Czech speaking employees.	(24) Working conditions	3Q annually	HR department	I41. Report on analyses of feedback from non-Czech speaking employees. T41. Evaluated current measures and assured long-term viability of the working conditions for foreign researchers.
Current status: IN PROGRESS				
<p>I41. The first survey to obtain feedback from non-Czech-speaking employees was conducted in August/September 2021. This questionnaire was sent to the staff of the HIPC on 25/08/2021 and the responses were accepted by 07/09/2021. The summary results of a survey were sent to all employees on 30/12/2021. The Steering Committee agreed to postpone the report's release due to the parallel work on several projects to 4Q 2021.</p> <p>Through informal talks and meetings, we obtained recommendations on face-to-face meeting organisations. Thus, we organised networking meetings for international employees or newcomers instead of the questionnaire (June 8, 2022, and March 31, 2023).</p> <p>During meetings, we discussed several issues concerning the current needs, and the feedback was used as one of the sources for the updated Action Plan.</p> <p>T41. The responses and suggestions serve as feedback and input for the revised action plan and an overview of all measures implemented so far.</p>				
42. Preparation of the Code of Ethics <i>CoE will be formulated based on the updated CoE of the CAS and will include scientific and administrative staff. Principles of the C&C will be included. The document describing the roles and responsibilities of bodies for complaints and appeals will be a part of the CoE.</i>	Ethical principles, Non-discrimination	2Q 2024 2Q 2024 2Q 2024 4Q 2024 2Q 2025	Vice-Director for Science Head of the Director's Office Gender Equality Officer	I42.1. First draft of the CoE. I42.2. Document describing the roles and responsibilities of bodies for complaints and appeals. I42.3. First draft of the CoE will be sent to all employees for comments. I42.4. To publish an article in the newsletter to inform all employees about CoE and include it in the Staff Handbook. I42.5. CoE as a part of the Collective Agreement. T42. Prepared CoE with the participation of all employees will support the creation of a culture of integrity and accountability, provide guidance and support to employees in difficult situations, encourage ethical behaviour at all times, and prevent inappropriate behaviour.

Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
<p>43. Influence the Code of Ethics of the CAS based on experience with the application of the rules of the Guidance on Authorship in Scholarly or Scientific Publications.</p> <p><i>The HIPC's representative will pass on knowledge and experience of the ethical rules published in the Guidelines for Authorship in Scientific Publications to the members of the Commission for the Scientific Integrity of the CAS, who are working on a new formulation of the Code of Ethics of the CAS. An article about ethical rules will be published in the science magazine.</i></p>	Ethical principles, Co-Authorship	1Q 2024 4Q 2024	Vice-Director for Science	I43.1. Date of the Commission for the Scientific Integrity of the CAS meeting, approved Code of Ethics of the CAS. I43.2. Article in science magazine (e.g. Akademický bulletin, Věda a výzkum). T43. To disseminate knowledge with the ethical rules published in the Guidelines for Authorship in Scientific Publications.
<p>44. Revision of the criteria for evaluation of scientific work with emphasis on the principles of Agreement on Reforming the Research Assessment (ARRA) and Open Science.</p> <p><i>The principles of ARRA will be applied to specific criteria of internal evaluation of scientific research within the constraints imposed by external evaluation by CAS and by grant agencies.</i></p>	Evaluation / Appraisal Systems	2Q 2024	Vice-Director for Science Director's Board	I44. Criteria of evaluation of scientific work (Directive). T44. To maximise the quality and impact of research through the changes in research assessment and researchers based on endorsed ARRA and Open Science principles.
<p>45. Strategy of research activities</p> <p><i>The strategy of research activities (from 17/12/2018) needs to be revised to meet the research development needs of HIPC. The strategy will be updated with the contribution of the Institute's Board.</i></p>	Professional attitude	1Q 2024 2Q 2024 4Q 2024	Vice-Director for Science	I45.1. To appoint an Editorial Group to produce the first version of the strategy. I45.2. To circulate the first version to the Institute's Board for review and comments. I45.3. The final document approved by the Institute's Board. T45. The new strategy will help clarify the plan of action in achieving the HIPC's thoughts and efforts in research and enable the systematic conduct of the research.

Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
46. Definition of vision and mission of HIPC. <i>HIPC does not have a clearly defined vision and mission serving as a strategic plan.</i>	Professional attitude	4Q 2025 1Q 2026 1Q 2026	PR manager	I46.1. To appoint a focus group that will align the first version of the vision and mission of HIPC. I46.2. To circulate the first version among all employees/heads of the departments. I46.3. The final statement will be published on the HIPC's website. T46.1. To provide a clear direction and purpose for HIPC, align the efforts of the HIPC and staff towards common goals and objectives and define the identity of HIPC. T46.2. To contribute to the overall success and effectiveness of HIPC.
47. Intranet version of the Staff Handbook <i>Creating an online version will ensure clarity and searchability of information and easier editing of changes.</i>	Applicable to all principles of the C&C	2Q 2027	Head of Director's Office IT managers	I47. Intranet version of the Staff Handbook. T47. To allow employees more accessible access to information to find their way around the Institute.
48. Redesigned intranet. <i>Currently, an intranet is running on two development platforms, and the migration of the original intranet applications to the newer one, Laravel, is needed. The newly established group of editors will focus on redesigning an intranet page that contains documents and information covering all the principles of the C&C.</i>	Applicable to all principles of the C&C	1Q 2025 3Q 2025 4Q 2026 1Q 2027 2Q 2027	IT managers Head of Director's Office	I48.1. Old modules migration (Attestation, Grant projects, OHS, Other tools, report). I48.2. To assemble a group of staff editors that will align changes to the module Documents (a list of participants and date of meetings). I48.3. A first design of the module Documents (report). I48.4. To engage staff in testing the clarity, accessibility, and functionality of the module Documents (a list of participants and recommendations). I48.5. Final version of the module Documents. T48.1. To unify the development platform using high-quality and modern solutions to develop intranet applications and improve intranet security. T48.2. Design of an intranet page that is visually appealing, matched to employees' needs, relevant and engaging, and easy to navigate. T48.3. All documents, legal obligations, methodologies, training, and all data intended for internal purposes will be easy to find.
49. Website improvement <i>The website will be improved based on the employees' recommendations, focusing on the Institute's achievements.</i>	Dissemination, Exploitation of results Public Engagement	3Q 2026	PR manager Head of Director's Office IT managers	I49. A list of changes and web link. T49. Improved HIPC's website.

Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
<p>50. Individual laboratory and personal websites.</p> <p><i>Currently, there is no overview of the websites of scientific laboratories; some are not updated or are not linked to the Institute.</i></p>	Research Freedom Ethical Principles Contractual and legal obligations Dissemination, Exploitation of results Public Engagement	3Q 2024 3Q 2024 1Q 2025	IT managers Head of Director's Office PR manager	I50.1. A list of the domains and websites already exist. I50.2. To set out the rules that the website should meet with regard to the link to HIPC. I50.3. A list of the domains and websites that meet the criteria from the above indicator. T50.1. To promote the awareness of researchers' accountability towards HIPC. T50.2. To update the outdated websites and unify the design of the personal websites.
<p>51. Improve public perception of science popularisation and Education</p> <p><i>The Institute's website dedicated to popularisation does not meet today's standards and is not part of the official website.</i></p>	Contractual and legal obligations Dissemination, Exploitation of results Public Engagement	4Q 2024 1Q 2025 1Q annually	Secretary of Vice-Director for Education PR manager	I51.1. A group of staff editors will be nominated to focus on the preparation of a popularisation website (a list of participants) I51.2. Web link of new popularisation website. I51.3. Published annual report on popularisation activities. T51.1. To bring science to the general public, to disseminate scientific knowledge and to stimulate a scientific way of thinking. T51.2. To improve public perception of the Institute through science communication. T51.3. To attract young scientists to popularisation activities.
<p>52. To submit a proposal to gain financial support for HR Award activities from national or European funders.</p> <p><i>Obtaining financial support from funders will significantly facilitate the implementation of almost all the principles of the C&C as the institutional subsidy from the founder (CAS) stagnates.</i></p>	Research Environment	4Q 2024	Head of Director's Office	I52. The proposal approved by the Institute's Board will be sent to at least one funder (Information on the call and provider). T52. To provide funding for human resources involved in implementing the C&C principles, training, dissemination materials and other activities related to HRS4R.

Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
<p>53. Open Science and FAIR data policies at HIPC, national and European levels.</p> <p><i>To maintain the leading position in Open Science and FAIR data policies in the Czech Republic and to participate in shaping this initiative at the European level.</i></p>	Research Freedom Ethical Principles Professional Responsibility Professional Attitude Contractual and Legal Obligations Intellectual Property Rights Co-Authorship Dissemination, exploitation of results	3Q annually 3Q annually	Open Science Officer Vice-Director for Science Head of the Director's Office	I53.1. No seminars on Open Science and FAIR data topics. I53.2. A regular report on the development in this area. T53.1. To ensure Open Science and FAIR data awareness at the HIPC. T53.2. To participate in policy-making at national and international levels.
<p>54. Improve the cooperation with the application sphere.</p> <p><i>It will be improved by discussing current scientific and technological challenges with the representatives of universities, academic institutions, and the application sector.</i></p>	Dissemination, exploitation of results	2Q annually	Director's Board	I54. Organisation of a conference Heyrovsky Institute opens / Heyrovského ústav se otevírá (a report). T54. To improve cooperation with the application sphere, establish contacts and thus increase the percentage of applied research.
<p>55. Use European initiatives and tools to improve the attractiveness of the HIPC.</p> <p><i>There are several initiatives and policies at the European level (such as Research Comp, a European framework for research careers, etc.) that can help improve the attractiveness and working conditions of the Institute. At the moment, there is no designated person dedicated to these initiatives.</i></p>	Research Environment Access to Research Training and Continuous Development	2Q 2024 4Q annually	Project Office	I55.1. To appoint a person/department/office to monitor developments at the European level. I55.2. Dates of meetings and discussions about the trends and possibilities of their use. T55. To be familiar with trends and policies in the scientific environment to improve the position at the European level.

Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
<p>56. To be updated with the ERA Action 17</p> <p><i>To be familiar with the ERA Action 17 - strengthen the strategic capacity of Europe's public research performing and funding organisations aiming to pilot a European network for research and innovation managers through Horizon Europe, explore European training and certification programmes, and provide policy support for Member States through mutual learning platforms on science management.</i></p>	Research Environment Access to Research Training and Continuous Development	4Q annually 4Q annually	Head of Director's Office	I56.1. To be a member of the Czech Association of Research Managers and Administrators to share information on various topics (a list of members). I56.2. To monitor CARDEA and RM Roadmap project developments (a report) and be updated in this area. T56.1. To be a part of the initiative that recognises the research managers' and administrators' profession and to improve their position. T56.2. To enable the professional growth of scientific managers of HIPC by participating in CZARMA meetings and information sharing, thereby providing professional support to researchers.
<p>57. Ombudspersons election</p> <p><i>The Ombudspersons' term of office ends on 12/2025. We will take this opportunity to raise awareness to all the bodies for complaints and appeals.</i></p>	Ethical Principles	4Q 2025 4Q 2025	Head of Director's Office	I57.1. Organisation of discussions about the responsibilities of Ombudspersons and other bodies for complaints and appeals will be included (dates of meetings). I27.2. Elections (date) and the appointment of elected ombudspersons (web link). T57. To raise awareness of the Advisory body to the Director.
<p>58. Revision of the selection process of ESRs</p> <p><i>The selection process for PhD students (ESR) will be revised. The Institute is a public research organisation; the ESRs' studies are in the university's hands, where the ESRs are enrolled to study for the PhD degree. The selection process for ESRs should be performed before admission to the university and ESRs should be exempted from the entrance examination if the Institute hires them. This selection process is problematic because ESR admission procedures differ among universities.</i></p>	Recruitment Selection	3Q 2024 3Q 2024	Vice-Director for Science	I58.1. Revised OTM-R process of the ESRs selection (process document). I58.2. Modification of recruitment documents (Selection of ESRs, e-learning) T58. To correct irregularities in the process of ESRs admission.

Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
<p>59. Onboarding process</p> <p><i>Although the recruitment and onboarding process (as a following phase) is well defined, this agenda is fragmented among several staff members, indicating problems in communicating complete information. Information about life in the Czech Republic is missing. The organisation of a meeting for newcomers is lacking.</i></p>	Research Freedom Ethical Principles Professional Responsibility Professional Attitude Contractual and Legal Obligations Intellectual Property Rights Co-Authorship Relation with Supervisors Access to Research Training and Continuous Development Supervision Recruitment	4Q 2024 3Q 2025 4Q annually (since 2025) 3Q 2025	HR department Head of Director's Office	I59.1. To review the administrative part of recruitment and onboarding and reallocate responsibilities (process document). I59.2. To prepare a presentation with all essential topics for newcomers (a presentation). I59.3. To organise a regular meeting for newcomers. I59.4. To prepare a guide for foreigners about life in the Czech Republic or find available manuals. T59.1. To set up a recruitment and onboarding system for administrative staff to streamline and simplify the transfer of information. T59.2. To help foreigners adapt to life in the Czech Republic. T59.3. To help all new employees with their adaptation to HIPC.
<p>60. Preparation of online training for Selection Committee Members.</p> <p><i>Online training will supplement the Handbook for Selection Committee members.</i></p>	Selection	3Q 2026 3Q 2026	Head of Director's Office HR Department	I60.1. An online training for Selection Committee Members (presentation). I60.2. To prepare a set of questions to test the knowledge of recruitment and selection. T60. To increase the effectiveness and impact of training for new Selection Committee members.
<p>61. Revision of the Selection Committee composition</p> <p><i>The nomination of the Selection Committee will be revised based on the knowledge gained since the Interim Assessment.</i></p>	Selection	3Q 2026	Vice-Director for Science	I61. Revised Selection Committee nomination documents. T61. To support the proper conduct of the selection process concerning filling the position with the most suitable candidate for the research area.

Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
<p>62. To discuss the disclosure of wage levels in advertisements.</p>	Recruitment	2Q 2026	Vice-Director for Science	<p>I62. To discuss the pros and cons of publishing wages in advertisements with the Director's Board.</p> <p>T62. To set policy in publishing advertisements based on high management decisions.</p>
<p>63. Map the inventory process and find a solution to keep the administrative burden minimal.</p> <p><i>The inventory process is currently very administratively demanding. Mapping the whole process will allow HIPC to explore the available applications or to decide whether HIPC will invest in an in-house solution, depending on the financial possibilities and human resources.</i></p>	Research Environment	2Q 2025 3Q 2025	Process Manager Head of Director's Office	<p>I63.1. Map of the process (a document).</p> <p>I63.2. Discussion of the possible solution with the HIPC's management.</p> <p>T63. To minimise overloading researchers with paper agenda.</p>
<p>64. Map the processing of approving contracts.</p> <p><i>Mapping the process of approval and registration of contracts will reveal weaknesses that could simplify and reduce the administrative burden for scientists and administrative staff, and it has the potential to improve and streamline the process.</i></p>	Research Environment	1Q 2026 2Q 2026	Process Manager Head of Director's Office	<p>I64.1. Map of the process (a document).</p> <p>I64.2. Discussion of the possible solution with the HIPC's management.</p> <p>T64. To minimise overloading researchers with paper agenda.</p>



Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
<p>65. To explore interest in career development among all scientists.</p> <p><i>All scientists in R2-R4 research profiles are subjected to the evaluation in 3 to 5-year intervals according to Career Development Rules for CAS Employees with a University Degree. The main task of this action is to gauge interest in introducing personal career development plans for researchers in R2-R4 profiles, which would focus more on developing competencies with career development advice. ESRs undergo an annual Personal Career Development Plan.</i></p>	Career Development Access to Career Advice	4Q 2025 4Q 2025 1Q 2026	Vice-Director for Science Head of Director's Office	I65.1. Presentation for employees summarising why PCDP is important. I65.2. Questionnaire survey release. I65.3. Summary report on the results of the questionnaire. T65. To consult/involve researchers in R2-R4 in decisions on the possibility of their PCDP.
<p>66. An intranet form for regular Appraisal and Annual Development of Administrative staff.</p> <p><i>The current paper-based administrative evaluation forms do not meet modern trends. For simplicity, the evaluation form will be moved to an intranet application similar to the researcher's evaluation.</i></p>	Research Environment	1Q 2025 2Q 2025 2Q 2026	IT managers Head of Director's Office	I66.1. Intranet form of administrative evaluation. I66.2. The first testing of the intranet form by evaluating the administrative staff. I66.3. Bug fixing, correction of intranet application, second evaluation of administrative staff. T66.1. To unify and simplify the form of evaluation of administrative staff with the contribution of experience in developing an application for evaluating scientists. T66.2. To provide feedback and professional advice to administrative staff and encourage their professional growth, thereby providing professional support to researchers.
<p>67. Career Counsellor appointment</p> <p><i>The Institute does not clearly define the career counsellor position; however, it is informally held by the Vice-Director for Science.</i></p>	Access to Career Advice Career Development	4Q 2024 1Q 2025	Director's Board	I67.1. To define the position of a career counsellor. I67.2. To write an article for the newsletter about this position. T67. To have a clearly defined position to provide career advice for researchers.

Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
<p>68. To update the rules and conditions for internal helping grants (considering returns from parental leave or other justifications). <i>The Institute allocates part of its funding to internal helping grants each year. Internal helping grant rules will be revised and the possibilities of helping grants for parents returning from parental leave or student support will be discussed.</i></p>	Working Conditions Gender Balance Research Environment	1Q annually 1Q annually	Director's Board	I68.1. Rules for granting internal helping grants (document). I68.2. Based on the institutional budget, the possibilities of returning grants and ESRs grants will be discussed (report). T68. Provide employees with clear rules for the provision of internal helping grants.
<p>69. Joint meetings of research managers and/or administrative staff. <i>Information sharing is a crucial prerequisite for the flawless functioning of the Institute's processes. Currently, meetings are scheduled ad hoc depending on the issue being addressed. Regular meetings will ensure better collaboration, fewer errors, and efficiency.</i></p>	Research environment	4Q annually	Head of Director's Office	I69. Dates of the joint meetings (a list, a short report). T69. Improving and streamlining information sharing among research managers and administrative staff, thereby providing professional support to researchers.
<p>70. To listen to the employee's voice. <i>HIPC promote the contribution of employees' experience, expertise and ideas. There are several means they can share it with the management and this action will describe the immediate response to improvements in the working environment based on the employee's recommendation.</i></p>	Working conditions Participation in decision-making bodies Research environment	4Q annually 4Q annually	Head of Director's Office	I70.1. A list of the suggestions and recommendations. I70.2. A description of the action taken (report from the Monitoring Group). T70.1. To collect ideas for improvement and listen to employees' needs & wants. T70.2. Strengthening the role of the Monitoring Group as an information and consultation body of the Institute. T70.3. Creation of a motivating working environment.

Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
<p>71. To update the Gender Equality Plan⁴⁸ (GEP).</p> <p><i>Initial GEP was approved for 2021-2024 and it was designed as a part of the HRS4R Action plan with all means of stakeholder involvement and overseeing the process. A new updated GEP will meet four mandatory process-related requirements of the Horizon Europe programme and contain information on the five recommended areas: Work-life balance and organisational culture, Gender balance in leadership and decision-making, Gender equality in recruitment and career progression, Integration of the gender dimension into research and teaching content, Measures against gender-based violence, including sexual harassment.</i></p>	Non-discrimination Gender balance Working conditions	3Q 2024 4Q 2024 4Q 2024 4Q 2024	Head of Director's Office Gender Equality Officer	I71.1. To appoint a focus group that will align the first version of GEP using consultation with stakeholders and feedback from questionnaire surveys. I71.2. To circulate the first version among all employees. I71.3. The final GEP published on the HIPC's website. I71.4. To plan the financial support for the gender audit provided by professionals in a proposal (refer to Action 52). T71. To systematically work on priorities and concrete objectives to reduce gender imbalances and inequalities at HIPC.
<p>72. Recruit new colleagues to the Monitoring Committee.</p> <p><i>We will encourage other colleagues to be a part of the Monitoring Group with a particular focus on ESRs.</i></p>	Participation in decision-making bodies	3Q 2024	Head of Director's Office	I72. To increase the representation of all stakeholder groups in the Monitoring Group, especially ESRs (Directive, web link). T72.1. To increase the influence of the staff in decision-making bodies. T72.3. To strengthen the role of the Monitoring Group as an information and consultation body of the Institute.

⁴⁸ <https://www.jh-inst.cas.cz/sites/www.drupal/files/data/inline-files/Gender-Equality-Plan.pdf>



Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
<p>73. The organisation of mentoring workshops with a particular focus on ESRs and postdocs.</p> <p><i>To systematically offer the mentoring workshop to all ESRs and postdocs. It will be organised every two years, taking into account the number of ESRs and postdocs.</i></p>	Access to Research Training and Continuous Development Continuing Professional Development Research Environment Supervision and managerial duties Career development Access to Career Advice	2Q 2024, 2Q 2026 4Q annually (starting 2025)	Head of Director's Office Vice-Director for Education	I73.1. Date of the mentoring workshop. I73.2. To introduce mentoring opportunities to new employees during the welcome lecture (Action 59. Onboarding process) T73.1. To provide mentees with advice, wisdom, encouragement and new skills. T73.2. To improve workplace performance through feedback and guidance from mentors.

Proposed ACTIONS	GAP Principle (s)	Timing	Responsible Unit	Indicator (s) / Target (s)
<p>74. To promote the prevention of gender-based violence in the work environment of Czech public research institutions and universities at the national level.</p> <p><i>The situation in science and research in the Czech Republic is not in line with EU policies regarding the prevalence of gender-based violence and work to prevent it. We will prepare comprehensive and high-quality materials to raise awareness on the prevention of gender-based violence and sexual harassment in the workplace and offer them to other institutions. The Norway Grants fully finance this project⁴⁹.</i></p>	Access to Research Training and Continuous Development Continuing Professional Development Research Environment Non-discrimination Gender balance	1Q 2024 1Q 2024 2Q 2024 2Q 2024 3Q 2024 3Q 2026	Head of Director's Office Gender Equality Officer	I74.1. To create training videos on preventing gender-based violence for persons employed by research institutions in the Czech Republic (web link). I74.2. To prepare information materials and self-testing tools to verify the acquired knowledge (web link). I74.3. To pilot and evaluate training materials at HIPC and Jan Evangelista Purkyně University (a report). I74.4. To prepare a manual for effective distribution at the institutions (web link). I74.5. To offer free training materials to other institutions (a list of institutions). I74.6. To include this training in online training for Selection Committee Members (refer to Action 60). T74.1. To support employees' ability to recognise, name and know discriminatory behaviour based on gender and other intersectional categories in the workplace. To learn how to behave in case one faces violence and/or harassment as a victim or a witness. T74.2. To support the prevention of discriminatory behaviour among decision-makers and managers. T74.3. To disseminate prepared training materials and thus raise awareness of gender-based violence.
<p>75. Compressed gas cylinder training.</p> <p><i>Compressed gases present a specific hazard. The preparation of online training will increase the safety of employees and the workplace.</i></p>	Access to Research Training and Continuous Development Continuing Professional Development Research Environment	3Q 2026	Head of Director's Office	I75. Prepared online training on handling compressed gas cylinders covering safe use, handling, transportation, storage, and disposal of gas cylinders (presentation). T75.1. To gain or deepen knowledge and understanding of compressed gases and cylinders safety. T75.2. To ensure the safety of employees and the workplace.

⁴⁹ <https://www.jh-inst.cas.cz/pages/prevention-of-gender-based-violence-work-environment-of-czech-public-research-institutions>

The extended version of the reviewed HR Strategy for HIPC for the next three years, including the OTM-R policy, is published here⁵⁰.

5.1 Comments on the implementation of the OTM-R principles

The OTM-R policy is embedded into the Institute's HRS4R strategy. The extended version of the reviewed HR strategy, including the OTM-R policy and actions, is published on our website^{51,52}

OTM-R system: The OTM-R process was first introduced on 01/10/2020. During the testing period, it was shown that it is administratively very demanding, and the steps for simplification in line with the Action Plan were initiated. The Excel form (Register of the Candidates) was replaced by Teamio (a web application designed for HR specialists). The revised version of the recruitment process came into force on 01/01/2022.

The list of all updated documents related to the revised recruitment:

- An online version of the OTM-R policy⁵³ (first published in Czech on 30/6/2020 and in English on 02/11/2020) was released on 01/01/2022.
- The internal process document⁵⁴ for the administrative processing of recruitment includes clear OTM-R procedures.
- The internal guide, which is available to all employees on the public⁵⁵ and the Intranet webpage⁵⁶, was approved on 18/03/2022.
- Online training materials (presentations) are available to all employees on the Intranet.^{57,58}
- The changes in training material for the Selection Committee members (the handbook) were published 18/03/2022 in Czech⁵⁹ and English⁶⁰ and are publicly available.
- In addition to available materials and online training, all employees were invited to the lecture, Recruitment methodology of doctoral students and other employed persons in positions V1-V6, organised on 03/11/2022 (in Czech). The video and the presentation are available for internal purposes on the Intranet⁶¹.

Since the Interim assessment, we reassessed the use of a Teamio application as a modern applicant tracking system that can be used for all the stages in the recruitment process. It was proved that it is a helpful tool for sorting applicants, recognising who has already passed interviews, and monitoring whether the applicants are informed in time. The members of the Selection Committee are connected to the selection process from the beginning and can assess applicants from the early stages based on their time availability. It is a suitable application that meets all principles of the OTM-R. As we plan to revise the OTM-R process in 2024, we will consider increasing the number of Teamio licences to extend the allocation of access.

The quality control system for OTM-R in place is assured by the owner of the Recruitment process, the Vice-director for Science. The owner checks the process update and evaluates whether all vacancies were filled following the OTM-R principles. As written in the Interim Assessment, the process update date was set for the 2Q each year (starting in 2022). Nevertheless, we changed the process in January 2022 before the schedule. Our next process revision is planned for 2024; please see five actions in the revised Action Plan (revision of the selection process of ESRs, onboarding process, preparation of online training for Selection Committee Members, revision of the Selection Committee composition, Publication of wages in advertisements – actions 58-62).

⁵⁰ <https://www.jh-inst.cas.cz/basic-page/human-resources-strategy-researchers-hrs4r-2>

⁵¹ <https://www.jh-inst.cas.cz/basic-page/human-resources-strategy-researchers-hrs4r-2>

⁵² <https://www.jh-inst.cas.cz/recruitment>

⁵³ <https://www.jh-inst.cas.cz/recruitment>, <https://www.jh-inst.cas.cz/cs/recruitment>

⁵⁴ https://intranet.jh-inst.cas.cz/jh_documents.html?doc=1230

⁵⁵ https://www.jh-inst.cas.cz/sites/www.drupal/files/data/inline-files/OTM-R_at_the_HIPC_v2.pdf

⁵⁶ https://www.jh-inst.cas.cz/sites/www.drupal/files/data/inline-files/OTM-R_na_UFCH_JH_v2.pdf

⁵⁷ https://intranet.jh-inst.cas.cz/file.php?file=jh_documents/_file/5851513729798637.pdf

⁵⁸ https://intranet.jh-inst.cas.cz/file.php?file=jh_documents/_file/0398683683506796.pdf

⁵⁹ https://www.jh-inst.cas.cz/sites/www.drupal/files/inline-files/Prirucka_pro_konkurzni_komisi_v2.pdf

⁶⁰ https://www.jh-inst.cas.cz/sites/www.drupal/files/data/inline-files/Handbook_for_Selection_Committee_Members_v2.pdf

⁶¹ https://intranet.jh-inst.cas.cz/jh_documents.html?doc=957



The statistics of all published advertisements show that since January 2021, we mainly looked for postdocs and ESRs and only minimally for technical staff and interns (more than 30 advertisements per year for all scientific positions, usually published when there is a vacancy in the new projects). 100% of applicants are from outside the Institute. More than 86% of all applicants come from abroad when looking for postdocs and ESRs. The proportion of female recruits between 2021 and 2023 is increasing for postdocs (31%, 33% and 46%, respectively) and ESRs positions (50%, 67%, and 67%, respectively). We do not have precise data on the trend in the share of applicants among underrepresented groups (women in our case) as we often can not identify the gender from the CVs because of the foreign names of some applicants. On the other hand, the generally increasing trend in the share of female recruits proves that our current OTM-R policy aligns with policies to attract underrepresented groups and that we provide attractive working conditions for researchers from outside the organisation.

We monitor whether the most suitable researchers apply. The selection of candidates is documented, and it is always justified. All new employees sign a contract with a three-month probationary period during which both parties can determine whether the cooperation is mutually beneficial. During this probationary period, the contract can be cancelled without giving reasons.

The advertised positions are published with the benefits offered. Unfortunately, as of 1 January 2024, Act No. 341/2005 Coll. on Public Research Institutions, as amended, changed the policy towards social funds, which considerably reduces the social benefits that compensate for low wages. Instead of a 2 per cent contribution to the social fund, only 1 per cent is now paid by HIPC, with the condition that at least one-half of the contribution must be used for old-age products. The last mentioned premise is unattainable for foreigners because setting up an old-age product is not convenient/affordable for them. Given the growth of salaries in the national economy on the one hand and the stagnation of the financial contribution from our founder, CAS, on the other hand, is proving to be a much more difficult problem and complicates our position in the European labour market. The trend in the share of applicants from outside the organisation and abroad will show how these constraints will affect our position in the following years.

Advertising and application phase: Clear guidelines for advertising positions are published. The template for advertising positions⁶², which is easy to fill, is available for researchers. Our scientific managers and investigators who intend to fill a vacancy submit the advertising request form to jobs@jh-inst.cas.cz. The secretary of the Vice-director for Science always publishes advertisements on the Euraxess website, the Institute's public web pages, and optionally on other advertising portals (Vesmír, Jobs) or social media.

All advertisements are published with a link to the online version of the OTM-R policy. The OTM-R process was designed to keep the administrative burden to a minimum. All candidates (in the application phase) are informed about the eligibility criteria for the evaluation in the advertisement. We usually require a CV, a cover letter, a list of publications, and a reference letter when looking for researchers in R4 research profiles.

The Selection Committee is gender balanced; a rule is in place that at least one-third of the Selection Committee members are women. The permanent Selection Committee (2022-2026) is composed of 12 members (6 men, 6 women). The committee appointed for a given selection procedure is mainly composed of the principal investigator of the project in which the vacancy is being processed and two permanent committee members. Clear guidelines for the Selection Committee, which help to judge 'merit' in a way that leads to the best candidate being selected, are published in the Handbook for Selection Committee Members (the link is provided at the beginning of OTM-R policy). Nevertheless, we will examine the Selection Committee's composition when revising the process. It would be more beneficial if the Selection Committee were composed of two members of the same department or team whose knowledge falls within the same field of expertise and one member of the permanent Selection Committee (Action 61). Usually, the permanent Selection Committee's expertise is very

⁶² https://intranet.jh-inst.cas.cz/jh_documents.html?doc=957

broad and might be very far from the one the principal investigator needs. We plan to prepare an online training (Action 60) that will supplement the handbook and increase the impact of the OTM principles.

Appointment phase: All applicants are informed about the results of the selection process via the Teamio application, which also monitors the time frame. The complaints mechanism⁶³ has already been implemented (refer to Action 5).

Overall assessment: Based on the HR Award questionnaire, 34% of respondents have personally participated in a selection process since 2020 or advertised an open position in their department. 66% of respondents have not had this experience yet. The vast majority of respondents who participated in the selection process agree with the statement that the selection process is open, transparent and merit-based. The OTM-R process has its owner, the Vice-director for Science, who assesses its objectives through his secretary. The process is revised once a year; if any changes occur, all documents are processed quickly. The last updates were released on 01/01/2022, and the next revision is postponed to 3Q 2024 due to the preparation for the on-site visit. Based on our experience, we have identified five OTM-R-related activities that will support the embedding of OTM-R in the HIPC via Actions 58-62.

⁶³ <https://www.jh-inst.cas.cz/recruitment/contact-feedback>



6 IMPLEMENTATION

6.1 General overview of implementation process

The implementation process is continuously improved based on our experiences gained in the last five years of introducing the principles of the Institute's human resources policies based on the principles set out in the C&C. So far; this improved fulfilling our commitment to implementing fair and transparent recruitment and appraisal procedures for researchers. The Institute now fully supports the HRS4R. We have thus reviewed our HR policies and taken the necessary steps to align them with the principles of C&C. The Institute also improves its attractiveness to researchers and attempts to strengthen women researchers' participation by creating the conditions for more sustainable and appealing R&D careers.

The following committees were developed to guarantee the implementation of the C&C principles by the HIPC to render it more attractive to researchers looking for a new employer or a host for their research project:

- **Monitoring Group (MG):** The composition of the MG has not changed much since the GAP analysis provided in 2018 (Working Group at that time). Currently, the 24-member working team is responsible for checking the timely delivery of the planned actions. Researchers in R1-R4 research profiles are the representatives of all departments across the Institute. Their primary responsibility is communicating the main goals and actions within their scientific department and collecting feedback from their colleagues. Except for researchers, there are specialists in public relations, HR, process management, project management, mentoring, intellectual property rights, other administrative professions, etc. All these specialists in different fields form a versatile team with broad specialisation. All results, proposed materials and strategies are consulted, revised and updated with these specialists. The MG members meet quarterly, discuss submitted materials, achieved goals, as well as potential risks, and decide the plan for the following period.
- **Steering Committee (SC):** SC includes the Director and the top management of the Institute, e.g. Vice-director of Economy, Vice-director for Science (Chair of the Institute's Board), Vice-director for Education, Chair of the Trade Union, Head of the Personnel and Payroll Office and Head of the Director's Office. SC receives quarterly reports for approval per rollam. SC oversees the implementation process, monitors the fulfilment of obligations, issues comments on particular actions, and makes strategic decisions.
- **Implementation Coordinator (IC):** The IC is involved in both committees (MG and SC), ensuring communication between both units. The fact that there has been no change in the person of the IC since the signing of the commitment is a crucial factor for the successful implementation in the following years, as it ensures the use of the knowledge gained.

Strategic documents are discussed with the Board of the Institute. The members of the Institute's Board (10 internal and five external members) are elected and removed by the Assembly of Researchers.

The staff, including all stakeholder groups, is informed about the information, offers, results, and decisions in HRS4R in various ways, e.g., through minutes of the Director's Board meeting, newsletter, email, TV panel, and different meetings.

The new Actions listed above were prepared with the assistance of all staff, who provided us with their feedback through anonymous surveys, meetings with non-Czech-speaking employees, ESRs (via Personal Career Development Plan form), informal discussions, and discussions during regular Monitoring Group meetings. Gaps identified during the implementation of planned Actions were also included. The 34 new actions are addressed according to the proposed quarterly schedule and focus on the areas of Ethical and Professional Aspects, Recruitment and Selection, Working conditions and social security and Training and Development. The comments are provided for the actions with the status COMPLETED in Interim Assessment except for actions 7, 10, 18, 20 and 29 (there was no need to add more information).



The main and most critical objectives remaining to be met by the key actions can be summarised as follows:

1. Explore possibilities to further improve the stability of employment conditions through a discussion with the HIPC trade union;
2. Find a way to improve salaries to be competitive within the Czech employment market, with a particular focus on ESRs;
3. Increase representation of women in decision-making body positions;
4. Draw up the scheme for annual researcher performance evaluations and career advice;
5. To explore possibilities for participation of ESRs and scientists without PhDs in decision-making bodies.

The action plan is set for over three years, from 1Q 2024 to 2Q 2027. It will be reconsidered in 1Q 2027 and may need to be changed to fully implement all C&C principles to demonstrate that the HIPC fosters a supportive research environment.

How have you prepared the internal review?

The internal review was based on the minutes of all meetings of the Monitoring Group, Steering Committee, Director's Board, and the Institute Board. All items in these minutes were cross-checked against the related documents released, including the appointments of all relevant committees and the issuance of all relevant methodologies, manuals, and guidance. Also, the realisation of all the planned training programmes was checked by a review of the appropriate attendance sheets. In addition, an anonymous survey was conducted (via questionnaire) and feedback from meetings with non-Czech speaking employees as well as from other informal discussions was collected. Moreover, feedback from the ESRs via PCDP form was obtained and the results were evaluated. All points of the Action Plans were appraised with respect to the planned timing. At the same time, the actions were revised to the current status (completed - 19 actions, in progress - 4 actions, extended - 4 actions), and 34 additional/new actions were added.

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

The research community was usually involved in the consultation process of each regulation, document, or guideline stemming from this action plan (usually through Monitoring Group members) before its final version was released. The Implementation Coordinator processed all comments and feedback. The stakeholder representatives were involved in the Monitoring Group.

The Monitoring Group meetings were and are open for the participation of all members of the research, administrative or technical community at the Institute from all stakeholder groups.

Before sending the Internal Report, an anonymous survey was conducted; the task was to find out the response to the steps already implemented and identify other weaknesses that can be solved in the next three years. All responses to the survey, together with other feedback (from the meetings with non-Czech speaking employees and ESRs - via PCDP form, informal meetings or discussions with Monitoring Group members), were evaluated and included in the revised Action Plan.

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

The following committees have been set since the onset of the HRS4R process to guarantee the process of implementation of the Action Plan:

Firstly, a Steering Committee that includes the Director and the top management of the Institute (the Institute Director and Vice-directors for Science, Economy and Education, Chair of the Trade Union, and Head of the Personnel and Payroll Office). The Steering Committee receives quarterly reports for approval per rollam. They oversee the implementation process, monitor the fulfilment of obligations, and make decisions or issue comments based on particular actions. Since January 2023, the Implementation Coordinator has become part of the Director's Board (as a Head of Director's Office), thus strengthening the embedding of measures implemented.

Secondly, Implementation Groups / Responsible Units for the specific Actions are established, including administrators, managers with experience in European projects, representatives of the HR Department, and the Director's Board.

A Monitoring Group is established and responsible for checking the timely delivery of the planned actions. This Group, including all stakeholder group representatives, meets quarterly.

An Implementation Coordinator (Head of the Director's Office, member of the top management) is appointed, involved in Implementation Groups, Monitoring Group and the Steering Committee, ensuring proper communication between the units.

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

HIPC demonstrates an active commitment to the C&C principles. The Steering Committee, composed of the top Institute management, included the commitment to HRS4R in the Sustainable development strategy and Strategy for international cooperation in research and development at the HIPC approved on 20/10/2022 (the Board of the Institute) and 19/03/2021 (49th meeting of the Director's Board) respectively. Advisory Bodies to the Director, Monitoring Group and Steering Group are embedded in the Organisational Rules of HIPC.

This commitment will be outlined as well in the newly formulated Strategy of research activities (Action 45).

The participation of at least one member of the Steering Committee (the Implementation coordinator, Vice-Director for Science, Vice-Director for Economy) in the Monitoring Group meetings ensures the interconnection of the Steering Committee and the Monitoring Group.

Importantly, the implementation of the C&C principles by the HIPC was financially supported by the Ministry of Education, Youth and Sports of the Czech Republic under the RKV I and RKV II⁶⁴ projects. One of the key elements of these projects is the award renewal.

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

The Steering Committee, including the Director of the Institute, has the authority to implement the proposed actions as prepared by the Implementation Group. The Working Group monitored actions through regular meetings and following the proposed timing schedule. The implementation of activities is under the direct supervision of the Vice-directors for Economy and Science. In addition, the Implementation Coordinator became a member of the Director's Board on 01/2023, increasing the successful implementation of actions.

How are you monitoring progress (timeline)?

The Implementation Group reported quarterly to the Monitoring Group and the Steering Committee via the Implementation Coordinator on the progress of implementation of the actions and planned actions for the upcoming period. A report was delivered twice a year to the Ministry of Education, Youth and Sports of the Czech Republic to monitor the project (until 03/2023). The Monitoring Group checked the implemented actions against the timing proposed in the Action Plan. Any discrepancies were discussed and resolved (usually by minor timing adjustments) with the Steering Committee.

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

Individual actions undertaken in the Institute to address the weaknesses or strengths identified and listed in the Action Plan are measured based on the indicators in the table. Individual actions in the OTM-R policy are monitored separately, including a dedicated quality control process.

⁶⁴ <https://www.jh-inst.cas.cz/projects/hr-award-ufch-jh-rozvoj-kapacit-ufch-jh-vvi-pro-vyzkum-vyvoj>



How do you expect to prepare for the external review?

This written report is prepared based on documentation collected during the HRS4R process. For the on-site visit, presentation will be prepared to highlight the major achievements and important outstanding issues. Meetings will be arranged with the representatives of all stakeholder groups (e.g. representatives of all research profiles, non-Czech speakers, women, excellent scientists, and supporting staff).

Additional remarks/comments about the proposed implementation process

The HRS4R is implemented in synergy with several projects funded by the Programme Johannes Amos Comenius (P JAC, co-funded by the European Union) that benefit from the adherence to C&C principles. P JAC's priority 1 is to support research and development in infrastructure and human resources, increase the potential of qualified women, deepen the knowledge potential, focus on current and future societal challenges and increase the applicability of R&D results in practice.

We would like to thank the assessors for the recommendations we received in both the HR Award and Interim Assessment phases. The CC principles have been carefully studied. We have implemented further gender balance activities, undergone a gender audit, implemented activities planned in the initial GEP and participated in research on social safety and the prevalence of inappropriate behaviour in the Czech academic environment. We are in close contact with the Centre for Gender & Science. We have acquired project funding focused on preventing gender-based violence in the work environment of Czech public research institutions and universities. Together with Genderové informační centrum NORA, o.p.s. (Gender NORA, a non-profit NGO) and Jan Evangelista Purkyně University in Ústí nad Labem, we are preparing educational videos to raise awareness of gender issues.

The Steering Committee guarantees the implementation process, the Monitoring Group supervises it, and the Implementation Groups implement actions. The Implementation Coordinator leads all these bodies and ensures their cooperation.

The beneficial effects of the HRS4R process are already evident. The implementation helped to improve several areas that needed urgent action to facilitate better working conditions for researchers. The implementation of multiple actions has already resulted in tangible improvements, e.g. optimisation of the evaluation procedure, improvement of internal communication in English, training in different areas, OTM-R process, a system of prevention and first aid contacts in case of violation of scientific ethics, bullying and harassment, improvement of public relations, development of technology transfer and professionalisation in EU grant submissions.



Action Plan III - 2024-2027

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