

Action Plan

Case number: 2018CZ317714

Name Organisation under review: Institute of Physiology CAS

Organisation's contact details: Vídeňská 1083, Prague, 142 20

Submission date: 07/12/2018

1. Organisational Information

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	214,94
Of whom are international (i.e. foreign nationality) *	28
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	4
Of whom are women *	116,02
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	59,4
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	67,89
Of whom are stage R1 = in most organisations corresponding with doctoral level *	87,65
Total number of students (if relevant) *	0
Total number of staff (including management, administrative, teaching and research staff) *	333,21

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	14879000
Annual organisational direct government funding (designated for research)	6740000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	7369700
Annual funding from private, non-government sources, designated for research	769300

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

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

- Knowledge of scientists from the Institute of Physiology and their discoveries represent a theoretical basis for the development of new therapies.
- Institute holds an important role in the education of students and current health care workers.
- Institute of Physiology is consisted of a number of scientific and service department. Insitute use the top equipment for the research.
- There are a wide range of world-renowned experts who regularly gain recognition for their scientific work of major domestic and foreign awards.
- Institute's scientists have worked and still are working on a major social and manager positions, including significant positions in the international scientific societies
- The Institute has been organizing the series of lectures and seminars (among others Bureš lectures series and the popularisation lectures The human body in health and disease). It annually announces a competition for the best publications with authors from IPHYS.

•The Institute has been successful in attracting research funding at both national and international level. It participates also in research projects in the centers of excellence and is the partner of excellence project BIOCEV carried out jointly with other Academy of Sciences' institutes and Charles University in Prague

2. Strengths and weaknesses of the current practice

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

Note: Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

Ethical and professional aspects



Strengths and Weaknesses (max. 800 words)

Strengths:

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

Weaknesses:

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

Recruitment and selection



Strengths and Weaknesses (max. 800 words)

Strengths:

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

Weaknesses:

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

Working conditions



Strengths and Weaknesses (max. 800 words)

Strengths:

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

Weaknesses:

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

Training and development ▼

Strengths and Weaknesses (max. 800 words)

Strengths:

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

Weaknesses:

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

3. Actions

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

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s):

<http://www.fgu.cas.cz/significant/human-resources-strategy-for-re>

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

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

Proposed ACTIONS

Proposed ACTIONS

Action 1

IP Support. -training modules for researchers: the IP specialist will prepare the contents of the training module for researchers. The training will be particularly aimed at experienced researchers in departments with high potential for exploitable results, i.e.: departments with more focus on applied research, although the training will be offered to all researchers. IP specialist will invite external experts as needed to participate in the training. The full module will be offered every 2 years. -consultation and support for researchers with potential IP: The IP Specialist will be available for consultations and support to all researchers of the institute. This support will include legal and administrative advice. -establishing the Technological Scout position: To provide support in the area of evaluation of results suitable for exploitation, a position of Technological scout will be established. This specialist will advise researchers and actively search for suitable results of the research at the institute. Together with the IP specialist, the Technological Scout will also provide support with dissemination and negotiation.

GAP Principle(s)

(+/-) 5. Contractual and legal obligations

(-/+) 8. Dissemination, exploitation of results

Timing (at least by year's quarter/semester)

4Q/2019

Responsible

Unit

Indicator(s) / Target(s)

Office of the Director - IP Specialist

Number of training sessions: 3 days every 2 years
 Number of consultations: 2 per month
 Establishing the position of Technological scout.

Proposed ACTIONS

Action 2

New project management system. -selection and purchase of the system: The Projects Unit of the Economic department, together with the Working group, will select and purchase project management system, which will enable easier and more thorough monitoring of the projects at the institute.

GAP Principle(s)

(-/+) 4. Professional attitude

(+/-) 6. Accountability

Timing (at least by year's quarter/semester)

4Q/2019

Responsible

Unit

Indicator(s) / Target(s)

Economic

Department - Purchase of the project management solution.

Projects Unit

Action 3

GAP Principle(s)

(-/+) 4. Professional attitude

(-/+) 11. Evaluation/ appraisal systems

(+/-) 36. Relation with supervisors

Timing (at least by year's quarter/semester)

3Q/2020

Responsible

Unit

Indicator(s) / Target(s)

Proposed ACTIONS

Action 3

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

Responsible

Unit

Indicator(s) / Target(s)

HRS4R
Working
group

Approval of the new system. Training of 80% of the relevant researchers.

Proposed ACTIONS

Action 4

Support for popularisators. -training modules for researchers: The PR Specialist will prepare training module for researchers who want to be more active in the area of popularisation and public engagement. The training will focus mainly on presentation skills and techniques. -administrative support for popularisation: The PR Specialist will offer support, including communication with schools and universities and arranging events.

GAP Principle(s)

(+/-) 9. Public engagement

(-/+) 37. Supervision and managerial duties

Timing (at least by year's quarter/semester)

4Q/2019

Responsible

Unit

Indicator(s) / Target(s)

Office of the Director - PR Specialist

Number of training sessions: 2 per year. Number of active researchers: 20. Number of events: 20 per year.

Proposed ACTIONS

Action 5

Mobility support. -informing researchers about mobility options and funding options: The Projects Unit of the Economic department will prepare comprehensive information about internal and external funding programmes for researcher mobility. This information will be posted in a special section on the institute web-pages and regularly updated. -establishing position of the Mobility specialist: The position will be created in the Economic department to provide support with the administrative burden linked with mobilities and make it more convenient and accessible for the researchers.

GAP Principle(s)

(-/+) 28. Career development

(+/-) 29. Value of mobility

(+/-) 39. Access to research training and continuous development

Timing (at least by year's quarter/semester)

4Q/2019

Responsible

Unit

Indicator(s) / Target(s)

Economic
Department -
Projects Unit

Researchers on mobility: 8 per year

Proposed ACTIONS

Action 6

Management training programme. -defining the goals of the programme: The Working group will prepare a list of managerial competencies that the researchers should attain. The Working group will also select the researchers who will take part in the training programme. -initial Development centre: Initial session to determine and analyse the current state of managerial competencies of the researchers. To be carried out by external experts. -designing the training programme: Based on the initial session the Working group, together with external experts, will prepare the contents of the training programme. -organising the training: To be carried out by external experts. -concluding Development centre: concluding session to determine the results of the training and give recommendations for further development. To be carried out by external experts.

GAP Principle(s)

(+/-) 36. Relation with supervisors

(-/+) 37. Supervision and managerial duties

(+/-) 40. Supervision

Timing (at least by year's quarter/semester)

1Q/2020

Responsible

Unit

Indicator(s) / Target(s)

HRS4R

Working group

Training of 80% of the relevant researchers.

Action 7

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

GAP Principle(s)

Timing (at least by year's quarter/semester)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)
(-/+) 12. Recruitment	
(-/+) 13. Recruitment (Code)	
(-/+) 14. Selection (Code)	
(-/+) 15. Transparency (Code)	
(+/-) 16. Judging merit (Code)	
	3Q/2019
(+++) 17. Variations in the chronological order of CVs (Code)	
(+++) 18. Recognition of mobility experience (Code)	
(+/-) 19. Recognition of qualifications (Code)	
(+++) 20. Seniority (Code)	
Responsible	
Unit	Indicator(s) / Target(s)

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
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Economic Department - HR Unit	Approval and publication of the Policy.
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Action 8

Career development plan. -defining the goals of career planing: - formulation of the career plan: The preparation of the plan will include defining the levels of career plans for particular positions, description of the qualifications and activities required to attain the levels, definition of evaluation criteria and control mechanisms. The career plan will also include information on career prospects for particular levels and information on accessing career advice. Special attention will be given to the career prospects of the researchers at postdoctoral level. Overall, the plan will be formulated to support the career growth of the researchers at IPHYS. -approval of the career plan: The career plan will be submitted for approval to the Council of the Institute. -publishing the career plan: the researchers will be informed via email and the career plan will be published on the institute web-pages in Czech and English. The career plan will have the effectiveness of internal directives. -ongoing monitoring: Implementation of the plan will be monitored by the HR Unit.

GAP Principle(s)	Timing (at least by year's quarter/semester)
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(-/+) 21. Postdoctoral appointments (Code)	
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(-/+) 28. Career development	
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(+/-) 29. Value of mobility	
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(+/-) 30. Access to career advice	3Q/2019
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(+/-) 39. Access to research training and continuous development	
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(+/-) 40. Supervision	
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Responsible Unit	Indicator(s) / Target(s)
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Economic Department - HR Unit	Approval and publishing of the career plan.
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Proposed ACTIONS

Action 9

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

GAP Principle(s)

(+/-) 22. Recognition of the profession

(-/+) 34. Complains/ appeals

Timing (at least by year's quarter/semester)

3Q/2019

Responsible

Unit

Indicator(s) / Target(s)

Office of the Director

Establishing the position. Informing researchers. Updated directive. Monitoring through surveys

Action 10

IPHYS Researcher's Codex. -development of document outlining rights and responsibilities of researchers at the institute: The IPHYS Researcher's Codex will be a document serving as a handbook for the researchers at IPHYS and will describe the various aspects of their career, employment and work at the Institute. The document will have four parts: description of the IPHYS long-term research strategy, description of the ethical and professional aspects of

GAP Principle(s)

(++) 1. Research freedom

(++) 2. Ethical principles

(++) 3. Professional responsibility

Timing (at least by year's quarter/semester)

3Q/2019

Proposed ACTIONS

Action 10

research work, description of the research career development at the institute, description of the rights of the researchers while working at the institute. The long-term strategy of the institute will be formulated and approved by the council of the institute before being included in the codex (the strategy will be based on the Concept document of the Council of the Institute). The ethical and professional aspects will be based on the General Principles and Requirements applicable to Researchers of the The European Charter for Researchers. Apart from description of the principles it will include examples and implications in the institute. The career development section will be the summary of the career development plan. The rights section will be the summary of internal directives regarding rights of the employees with particular focus on the Internal directive on measures and procedures to suppress negative behaviour in the workplace. It will also provide information on the Institute Ombudsman, including when and how to contact them. The text of the codex will be prepared by the Working group with feedback and insight from the Extended working group and reviewed by the steering committee. -approving and publishing of the document: The Codex will be submitted for approval by the Council of the Institute. After possible revisions and approval, it will be published on the IPHYS web-pages, the Institute Intranet and it will be part of the package distributed to new employees. Employees will also be informed about the Codex by email.

GAP Principle(s)

- (-/+) 4. Professional attitude
- (+/-) 5. Contractual and legal obligations
- (+/-) 6. Accountability
- (++) 7. Good practice in research
- (-/+) 8. Dissemination, exploitation of results
- (+/-) 9. Public engagement
- (++) 10. Non discrimination
- (-/+) 28. Career development
- (+/-) 30. Access to career advice
- (-/+) 34. Complains/ appeals
- (++) 35. Participation in decision-making bodies
- (+/-) 36. Relation with supervisors
- (-/+) 37. Supervision and managerial duties
- (++) 38. Continuing Professional Development
- (+/-) 39. Access to research training and continuous development

Timing (at least by year's quarter/semester)

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
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HRS4R Working group	Approval and publication of the Codex.
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Action 11

New remuneration system. -initial analysis: Analysis of validity of internal wage legislation - wage tables, amount and structure of fixed wage component. Analysis of the criteria for awarding bonuses from grant funding. -analysis of the external environment: comparison of wages in the institute and in other comparable institutions. -formulating new remuneration system: The HR Unit will draft new remuneration system with the goal to ensure fair salaries across all departments and remove discrepancies. The Council of the Institute will be deeply involved in the process as well. It is not expected that the new system could be approved in the next two years.

GAP Principle(s)

(-/+) 26. Funding and salaries

Timing (at least by year's quarter/semester)

4Q/2020

Responsible Unit	Indicator(s) / Target(s)
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Economic Department - HR Unit	Findings of the analysis. Draft of the new remuneration system.
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Action 12

GAP Principle(s)

Timing (at least by year's quarter/semester)

Proposed ACTIONS

Action 12

New recruitment guidelines. -hiring and training of a new HR specialist: HR specialist will be hired trained to strengthen the capacities of the HR Unit for the development of the guidelines. The HR specialist will also handle the new recruitment system and oversee the implementation of the process -development of internal document setting out the rules and guidelines for all phases of the selection process: Based on the approved OTM-R policy, the HR Unit will draft an unified system for recruitment of all levels of researchers, with process requirements suited for each level. The guidelines will include an overview of recruitment tools to be used, rules and templates for job advertisements, rules for appointment and composition of selection committees, guidelines for communication with applicants, including giving feedback and rules for record-keeping. The guidelines will also define roles and authority of researchers and the HR Unit in the recruitment process. -approval and publishing of the guidelines: The recruitment guidelines will be submitted for approval by the Council of the Institute. Guidelines will have the effectiveness of internal directives and will be published on the institute intranet in the directive section. The guidelines will replace existing directives concerning recruitment and selection. All employees will be informed via email. -implementing the process described in the new recruitment guidelines: implementation of the process will be handled and monitored by the HR Specialist. Statistics and reports of the committees will be used to evaluate the efficiency of the process. Implementation includes brief training of involved staff in the recruitment process to familiarise them with OTM-R policy and procedures.

GAP Principle(s)

- (-/+) 12. Recruitment
- (-/+) 13. Recruitment (Code)
- (-/+) 14. Selection (Code)
- (-/+) 15. Transparency (Code)
- (+/-) 16. Judging merit (Code)
- (+/-) 19. Recognition of qualifications (Code)

Timing (at least by year's quarter/semester)

1Q/2020

Responsible

Unit

Indicator(s) / Target(s)

Economic Department - HR Unit	New HR Specialist. Approval and publishing of the guidelines. Number of applications received per posting, committee reports. All postings on Euraxess, other sites if relevant and feasible.
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Proposed ACTIONS

Action 13

Redefining the role and competencies of the HR Unit. -role of the unit in the recruitment process: The HR Unit will be given more active role in the recruitment process and will be involved earlier to ensure that departments have appropriate capacities for new researchers. This role will be defined in the new recruitment guidelines, but a separate document will be issued to make this information more clear. -role of the unit in career development: The HR Unit will be designated as access point for advice and consultation concerning career development of researchers. The staff will be familiar with the career development plan, as it will be involved in its drafting, but additional training will be secured to enable it to handle the task.

GAP Principle(s)

- (-/+) 13. Recruitment (Code)
- (+/-) 19. Recognition of qualifications (Code)
- (-/+) 28. Career development
- (+/-) 30. Access to career advice

Timing (at least by year's quarter/semester)

1Q/2020

Responsible

Unit

Indicator(s) / Target(s)

Economic Department	Internal document authorising the department to it's role in the recruitment process Training of unit staff.
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Unselected principles:

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

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

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) *

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

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

Links between OTM-R Checklist and Action plan:

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

- Complaints mechanism: Covered in action 12, communication with applicants, including handling complaints, will be a major part of the new recruitment guidelines.
- Assessing whether OTM-R delivers on its objectives: Covered in action 12, continuous monitoring of the new process effectiveness and impact will be part of the implementation.

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

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

4. Implementation

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

Implementation structure

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

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

The main actions are:

A3: New Evaluation System.

A7: IPHYS OTM-R Policy

A8: Career Development Plan

A9: Institute Ombudsman

A12: New Recruitment Guidelines

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

The supplementary actions are:

A1: IP Support

A2: New Project management System

A4: Support for Popularisators

A5: Mobility Support

A6: Management training programme

A10: IPHYS Researcher's Codex

A13: Redefining the Competencies of the HR Unit

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

Implementation process

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

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

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

Implementation timeline

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

action are required for another action. These exceptions are:

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

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

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

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

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

How will the implementation committee and/or steering group regularly oversee progress?*



Detailed description and duly justification (max. 500 words)

Implementation process will be being overseen by the steering group in the same composition as in the previous phase. Since the steering committee consists of the collegium of the director, which meets regularly, the progress will be reviewed at the collegium meetings. The working group will give reports to the steering committee at least monthly. The committee will review and asses all key activities of the implementation.

How do you intend to involve the research community, your main stakeholders, in the implementation process? *
▼

Detailed description and duly justification (max. 500 words)

Researchers will be informed on the milestones of the implementation by email and on IPHYS webpages, in the HRS4R section. All information concerning HRS4R will be released in Czech and English. Materials which will have the effectiveness of internal directive will be announced when published as is usual for internal directives and other regulations. Researchers will be also informed of all services offered to them as part of the implementation process, i.e. the training programmes or mobility support. Where further analysis, feedback or insight is required, researchers selected as the representative sample and extended working group will be involved in the same manner as in the initial phase, through surveys, interviews and focus groups.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy. *
▼

Detailed description and duly justification (max. 500 words)

As stated in the Endorsement letter, IPHYS is committed to following the principles stated in the Charter and Code and to implement HRS4R. All of the major parts of the implementation, the Evaluation system, the OTM-R policy, the Career Development plan and the Recruitment guidelines will have to be approved by the Council of the Institute, which is the highest authority of IPHYS and which will confirm these documents as official policies of the institute.

The working group is being led by the secretary of the institute, who is the person responsible for the institute administration and internal regulations.

Moreover, the Collegium of the Director, which takes the role of the steering committee is also one of the highest authorities of the institute.

These three factors ensure the legitimacy of the outcomes of the implementation.

How will you ensure that the proposed actions are implemented?*



Detailed description and duly justification (max. 500 words)

Working group will continuously monitor and direct the implementation process based on a detailed plan of actions and will give reports to the steering committee. Each action will also have an assigned coordinator from the working group and implementation team consisting of relevant employees or external experts.

- The working group will meet at least every two weeks to evaluate progress on actions.
- Steering committee will meet at least monthly to receive reports from the working group and to review progress and offer suggestions if needed.
- Extended working group will meet as needed to provide feedback, consultations and sources for further analyses.
- Working group will prepare detailed report on progress each year.

How will you monitor progress (timeline)?*



Detailed description and duly justification (max. 500 words)

The working group will prepare a detailed timetable for each action of the action plan which will serve as a basis for the monitoring. Progress on the timetable will be a part of the monthly report to the steering committee. As the implementation of the HRS4R is part of project funded by the Czech Ministry of Education, IPHYS has to prepare monitoring reports every 6 months for the ministry. This will also serve for monitoring the progress and implementation of the process and a revised timetable will be prepared with each of these reports.

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



Detailed description and duly justification (max. 500 words)

Each of the actions in the action plan has a clearly set indicator, which can be objectively confirmed, i.e.: published documents, number of employees trained, establishing of new positions or hiring new specialists and implementation of processes. In case of implementation of processes, mainly the new recruitment process, can be confirmed by documentation such as archived job postings or records from selection committees and also by statistical indicators such as increase in number of applicants.

To assess the overall goals, comparison with initial situation will be made. Basis for the comparison will be the findings of the GAP analysis and the comparison will be made with the same tools: surveys, interviews and focus groups.

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

There are no additional remarks/comments.