HR Excellence in Research

Action Plan

TEMPLATE 4: ACTION PLAN

Case number: 2018CZ309843
Name Organisation under review: J. Heyrovský Institute of Physical Chemistry of the CAS, v. v. i.
Organisation's contact details: Dolejškova 2155/3, Prague 8, Czech Republic, 182 23

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1. Oʀɢᴀɴɪsᴀᴛɪᴏɴᴀʟ Iɴꜰᴏʀᴍᴀᴛɪᴏɴ

*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	*175.37*
Of whom are international (i.e. foreign nationality)	*58.75*
Of whom are externally funded (i.e. for whom the organisation is host organisation)	*0*
Of whom are women	*63.74*
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	*93.19*
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	*29.95*
Of whom are stage R1 = in most organisations corresponding with doctoral level	*52.23*
Total number of students (if relevant)	*31.34*
Total number of staff (including management, administrative, teaching and research staff)	*221.37*
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	*10 269 thousand*
Annual organisational direct government funding (designated for research)	*4 771 thousand*
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU	*4 435 thousand*

funding)	
Annual funding from private, non-government sources, designated for research	*1 063 thousand*

ORGANISATIONAL PROFILE *(a very brief description of your organisation, max. 100 words)*
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. At present, there are 272 employees (full-time equivalent of over 221). Currently, among ESRs, there are 46 graduate students registered at collaborating universities. Over two-thirds of the personnel are researchers; the remaining staff provides technical and administrative support.
HIPC publishes over 200 research papers per year in impacted international journals. Research outputs also include books, chapters, reports at scientific meetings, patents, software, and utility models.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

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

Thematic heading of the Charter and Code	**STRENGTHS and WEAKNESSES**
Ethical and professional aspects	STRENGTHS
	Research freedom principles are fully respected by the current institute's practices as confirmed by the outcome of the consultation process involving all scientific departments. This is because the institute is a part of the Czech Academy of Sciences, a leading national research body which covers the ethical and professional aspects of research for more than 8,000 researchers. The principles of professional responsibility and attitude, contractual and legal obligations, accountability, good practice, and non-discrimination are largely fulfilled and any gaps are relatively small and well identifiable. Researchers at all levels are very successful in publishing scientific outcomes in internationally recognised peer reviewed journals, thus ensuring high standards of the research quality and its dissemination to the global scientific community and general public. Among the institutes and

	universities in the area of chemistry, the HIPC (J. Heyrovský Institute of Physical Chemistry of the CAS, v. v. i.) is at the forefront of ranking by a percentage of articles published in top scientific journals (https://vedavyzkum.cz/blogy-a-rozhovory/daniel-m-nich/informace-z-dat-na-hromade-vedecky-publikacni-vykon). The current system used to evaluate the performance of scientists at stages R2-R4 is based on merit and is compatible with the Charter. Non-discrimination is assured by Czech employment legislation. WEAKNESSES While the researchers are expected to adhere to the recognised ethical practices and fundamental ethical principles according to the Code of Ethics for Researchers of the Czech Academy of Sciences, there is no institutional review board in place that could provide ethics approval for research involving human subjects. In addition, systematic instruction and training of researchers is not currently performed. The website of the institute and its internal pages are not fully transparent and do not provide adequate information on the ethical and professional aspects to the researchers. It is difficult for foreign researchers who do not understand the Czech language to be acquainted with all documents, legal regulations, and rules relevant to their ethical and professional commitments. There is currently no internal standard for archival data for possible external scrutiny.
Recruitment and selection	STRENGTHS The current recruitment process often attracts candidates from abroad. The institute and all of its research departments are attractive for researchers nationally and internationally due to their excellent success in obtaining grant funding for specific scientific projects (typically three- to five-year duration). A dedicated selection committee carries out the selection process in accordance with the Rules for Recruitment and Promotion of Czech Academy of Sciences. All relevant national legislation is adhered to. The Selection Committee judge candidates based on required achievements and qualifications and variations in the order of CVs and career breaks are not penalized. WEAKNESSES Procedures concerning the recruitment of researchers are not formalised according to the Open, Transparent and Merit-based Recruitment (OTM-R) principles. HIPC thus needs to establish and publish a full OTM-R policy and related internal guidelines. Use of Euraxess website is currently weak and not exploited to its full potential. The candidate selection criteria are defined ad-hoc for each position separately. There is no system in place to define specification of admission criteria and no facilitation for disadvantaged groups is in place. The description of working conditions and career development prospects is often

	missing in advertisements. In addition, the time between the advertisement and the application deadline is often tight. The selection process is not formalised and relies on the experience and competencies of the particular committee members.
Working conditions	STRENGTHS Fundamentally, the working conditions are guaranteed by adhering to the Czech legislation and to the Rules for Recruitment and Promotion issued by CAS. The working conditions are also defined by a collective-bargaining agreement due to the presence of a trade union organisation at the institute. The consultation process in all scientific departments has shown that researchers perceive that they are recognised as professionals and are treated accordingly. Whilst the contracts are formally for a five-year maximum, the researchers paid from institutional funds have stable employment in practice. The gender balance among scientists age <35 year is already established. Co-authorship is viewed positively. When evaluating researchers and the consultation process, it was indicated that scientists are enjoying the right to be recognised as co-authors. Teaching is considered an important part of scientific work, however, the researchers usually teach at local universities on the basis of separate contracts. WEAKNESSES Researchers paid from project grants do not have stable employment. Difficulties related to language for foreign workers who do not understand Czech have been noted with respect to the research environment, as health and safety regulations are available only in the Czech language. In addition, communication with administrative support is often only limited to Czech. A gap is evident in the gender balance amongst the heads of departments and top management. There is an underrepresentation of women in decision-making bodies (boards and committees). In the area of career development, a transparent scheme for annual performance and career review is missing. Access to career advice is only on an ad-hoc basis and there is no formal scheme in place. Currently, there is no specific complaints/appeals procedure defined internally and general legislation is used. An impartial ombudsman is not appointed.
Training and development	STRENGTHS Supervision of ESRs and postdocs, as indicated by the consultation process, is at a high scientific level as the supervisors typically train smaller numbers of students than at universities and can thus pay personal attention to scientific development. Study programmes at associated universities already ensure that a qualified supervisor is assigned to each ESR. Apart of the many scientific events of the institute which are open to the ESRs, the institute organises an annual seminar dedicated to students

	where the Master's and Doctoral students present their results in the format of a scientific meeting and obtain feedback from the wider research community. ESRs appointed in the frame of International Training Networks receive special attention and records on personal carrier development plans are maintained for them.
	WEAKNESSES
	ESRs and postdocs who are not funded by EC projects do not always have their carrier development plans records kept. Their performance is monitored only by associated universities as a part of their individual study plan. No mentoring scheme has been established. Access to training on core scientific competencies, project management and evaluation of grant proposals, managerial skills, and general career development issues are limited.

3. ACTIONS

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

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

http://www.jh-inst.cas.cz/www/detail.php?dokument=446

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

No	Proposed ACTIONS	GAP Principle (s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator (s) / Target (s)
I Ethical and Professional Aspects *Free text -100 words max*					
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.
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	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.
4	Monitor the satisfaction of foreign, as well as Czech researchers with the occupational physician.	(5) Contractual and legal obligations	1Q 2019 4Q annually	Human resources department	I4.1. Satisfaction monitoring questionnaire release. I4.2. Evaluation of responses. T4. Foreign researchers adhere to national regulations without undue difficulties.
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.

No	Proposed ACTIONS	GAP Principle (s)	Timing (at least by year's quarter/ semester)	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.
7	Place all essential documents on a transparent website.	(3) Professional responsibility (4) Professional attitude (5) Contractual and legal obligations (6) Accountability	2Q 2019 4Q 2020	Director's Board Human resources department	I7.1. Review of documents for public and internal websites (report). I7.2. Release of publicly available documents (Web link). T7. Inform employees about the accessibility of documents on the new website.
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).
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.
10	Establish project database 1. Appoint the project group. 2. Set clear rules for the project group and researchers.	(8) Dissemination, exploitation of results	1Q 2019 3Q 2019 4Q 2019	Director's Board	I10.1. Internal Project database. I10.2. Letter of appointment of the project database group responsible for the update of project outputs. I10.3. Directive – Project database regulations. T10.1. Spread the information about project database amongst researchers. T10.2. Facilitate dissemination of research results.

No	Proposed ACTIONS	GAP Principle (s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator (s) / Target (s)
11	Personalize 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). T11. To improve public perception of the institute through science communication.
12	Improve bilingual environment for researchers – English courses for personnel and economy department.	(10) Non discrimination	4Q 2018	Vice director for Economy	I12. Organisation of English courses for relevant persons. T12. Create better working and friendlier conditions for foreigners.
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.	(11) Evaluation/appraisal system	3Q 2018 2Q 2019 2Q 2019 4Q 2019	Director/Vice-director for Science	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. T13. To set up clear, transparent rules for the evaluation of researchers with the contribution of the International Advisory Board.
	II Recruitment and Selection				
14	Prepare OTM-R based templates for advertising positions.	(12) Recruitment	2Q 2019	Human resources department	I14. Templates for each "R" position. T14. To simplify the work of researchers and unify the form of advertisement with open and transparent characteristics.
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.
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.

No	Proposed ACTIONS	GAP Principle (s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator (s) / Target (s)
17	Train all relevant persons on OTM-R based recruitment and selection principles.	(15) Transparency (Code) (16) Judging merit (Code) (17) Variations in the chronological order of CVs (Code)	1Q 2019 1Q 2020 Continuous	Director's Board	I17.1. Initial OTM-R training I17.2. Methodology for continuous training of new relevant persons. I17.3. Routine OTM-R training. T17. Number of trained people.
18	Disseminate the information about the recognition of foreign qualifications among researchers by placing it onto HIPC website.	(19) Recognition of qualifications (Code)	4Q 2019	Director's Board	I18. Web link. T18. To improve level of knowledge about recognition of foreign qualifications among researchers.
III Working Conditions and Social Security					
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 complaints and appeals. T19.2. To help all employees solve their problems transparently in a case of need.
20	Translate all essential health and safety regulation documents into English language and place them visibly on the HIPC website.	(23) Research environment	3Q 2020	Director's Board Human resources department	See action number 6 and 7. I20. Web link.
21	Define clear rules for study and sabbatical leaves.	(24) Working conditions	2Q 2021	Director's Board	I21. Internal directive on rules for sabbatical leaves. T21. To set clear and transparent rules and spread the information among researchers.
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 minimize overloading researchers with paper agenda.

No	Proposed ACTIONS	GAP Principle (s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator (s) / Target (s)
23	Explore possibilities to further improve stability of employment conditions by a discussion with HIPC trade union.	(25) Stability and permanence of employment	3Q 2021	Director's Board	I23. Report on analysis of possible stability and permanence of employment. T23. Improved stability of employment conditions.
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 2021	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.
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.
26	Increase representation of women in decision-making body positions.	(27) Gender balance	3Q 2021	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.
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)).	(28) Career development (30) Access to carrier advice	4Q 2020 2Q 2021	Director's Board	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.

No	Proposed ACTIONS	GAP Principle (s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator (s) / Target (s)
28	Define rules and procedures facilitating the mobility of researchers. Spread the information about MSCA grants and other mobility actions among researchers.	(29) Value of mobility	3Q 2020	Director's Board	I28. Internal directive on rules and procedures facilitation mobility of researchers. T28.1. To propose the procedure and rules concerning the mobility of researchers. T28.2. To formulate the approach for spreading the information among researchers.
29	Update Intellectual Property Rights documents with respect to new CAS internal regulations (KAV-2357/SAR/2018 – 03/2018 of internal directive of the CAS).	(31) Intellectual Property Rights	1Q 2020	Director's Board	I29. Internal Directive on Intellectual Property rights.
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.
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.
32	Appoint an ombudsman.	(34) Complaints/appeals	4Q 2019	Director	I32. Internal directive on the appointment of an ombudsman. See action number 2.
33	To explore possibilities for participation of ESRs and scientists without PhDs in decision-making bodies.	(35) Participation in decision-making bodies	3Q 2021 2Q 2022	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.
IV Training and Development					

No	Proposed ACTIONS	GAP Principle (s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator (s) / Target (s)
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.
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.
36	Develop training programmes and manuals for researchers.	(38) Continuing Professional Development (39) Access to research training and continuous development	Continuously	Director's Board	I36. Training in professional development skills and competencies. T36. To make a training programme available to all researchers.

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.

The current policy of the HIPC on recruitment of researchers is governed both by national legislation (Labour Code, No. 262/2006 Coll.) and by the Rules for Recruitment and Promotion set by the parent organisation, the Czech Academy of Sciences (approved by the XXXIII. meeting of Academy Assembly, December 16, 2008) that are in line with the main principles of the Charter and the Code. While this policy, established 10 years ago, facilitated recruitment of researchers of all career profiles in accordance with the law, it did not explicitly cover most of the items given in the checklist provided as part of the OTM-R Toolkit. GAP Analysis indicated that it is necessary to establish a complete institutional OTM-R policy based on three phases of the recruitment process listed in the toolkit.

Thus, it is proposed to implement the following actions (the planned timing and the target indicators are given in parentheses):

i. Define and publish an online a version of OTM-R policy in line with policies to attract underrepresented groups and to provide attractive working conditions for researchers (4Q 2019; Web link).

ii. Write an internal guide concerning clear OTM-R procedures and practices for all types of positions including all the elements in line with the OTM-R expert report including Euraxess template and Czech language templates with links to all the elements listed in section 4.4.1 of the toolkit (4Q 2019; Document 'OTM-R guideline' including templates – distributed to all researchers).

iii. Design the plan of regular OTM-R area training programme for our employees (1Q 2019; Encourage researchers in this type of training).

iv. Study the possibility of use of the e-recruitment tools (2Q 2020; Decision on the extent of use of e-tools).

v. Establish a quality control system for OTM-R and the means to monitor whether the most suitable researchers apply (3Q 2020, then continuous; Control and monitoring mechanisms properly scheduled. Annual OTM-R report released).

vi. Ensure that all advertisements are published always on Euraxess website and also on other job portals to attract researchers from abroad and to reach a wider audience (4Q 2020; Written guideline 'OTM-R guideline' becomes obligatory).

vii. Design e-recruitment tools to keep administrative burden for the candidate to a minimum (2Q 2021; e-recruitment tools).

viii. Formulate criteria for appointment of selection committee based on gender balance and including an international expert (3Q 2021; Internal directive: at least 20 % of women and always an external expert).

ix. Write the guidelines for the selection committee which help to judge merit to select the best candidate (4Q 2019; Written guideline 'OTM-R guideline').

x. Write the guidelines for appointment phase including feedback mechanism to interviewees and to ensure informing all applicants at the end of the selection process (4Q 2019; Written guideline 'OTM-R guideline').

xi. Establish the public and transparent complaints mechanism (4Q 2019; Complaints mechanism/web link, see action 2 in the HRS4R list).

A system overseeing the progress in these objectives (*i.* to *xi.*) of OTM-R policy will be implemented on the onset (1Q 2019). The Implementation Coordinator will report to the Steering Committee and to the Monitoring Committee on the quarterly basis. The Implementation Group will act on the individual actions in close cooperation with the Director, Director's board and the Human Resources Department. Monitoring mechanism will be based upon quarterly assessment of the target indicators reached.

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:

4. IMPLEMENTATION

General overview of the expected implementation process:

> Based on GAP Analysis and discussions with the representatives of the researchers and the administrative staff, we will primarily realise the 36 actions listed above and the listed gaps in the OTM-R policy according to the proposed quarterly time schedule.
>
> The objectives to be met by the key actions can be summarized as follows:
>
> 1. To appoint the Committee for ethics of research and committee for the scientific work ethics including an ombudsman.
> 2. To write the WIPM.
> 3. To develop a new transparent and clear website including the complaints/appeals mechanisms. The essential documents will be available in both Czech and English languages online, some of them need to be translated. The international project database will be prepared. The website will comprise the function of a feedback system with the proposals for improvement or suggestions.
> 4. To develop the training plan for researchers and administrative staff to ensure the improvement in different scientific and managerial skills. To improve bilingual background for researchers in training of administrative staff in English courses.
> 5. To improve the procedure for evaluation of researchers.
> 6. To prepare or update various written rules and guidelines (Internal standards for data archival for external scrutiny, intellectual property rights, guidance on authorship in scholarly or scientific publications, rules for study and sabbatical leaves, mobility of researchers, establish the scheme for annual researcher's performance and carrier advice, the personal carrier development plan and the mentoring scheme, increase the representation of women in decision-making body positions)
> 7. To analyse possibilities for improvement of salaries, conditions for parents, stability of employment and participation of the ESRs in decision-making body positions.
> 8. To develop the OTM-R policy of HIPC.

In order to guarantee the implementation of the C&C principles by the HIPC, with the aim to render it more attractive to researchers looking for a new employer or for a host for their research project, the Steering Committee, the Implementation Group and a Monitoring Committee will be established. They will initiate, manage and monitor the actions listed in this action plan identified as necessary on the basis of the GAP Analysis. The researchers including all stakeholder groups will be informed and included in consultation process.

The action plan is established for the period of four years, from Q4 2018 to Q3 2022, in line with the project of the Ministry of Education, Youth and Sports of the Czech Republic under projects No. CZ.02.2.69/0.0/0.0/16_028/0006251 (EU co-financing rate: 75.90 %, 2018 – 2022). The aim of this project is to help with the implementation of the C&C. The action plan will be reconsidered after two years (4Q 2020, Interim assessment) and may need to be modified in order to fully implement all C&C principles to demonstrate that the HIPC fosters a supportive environment for researchers.

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

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	The following committees will be set up before the end of the calendar year 2018 in order to guarantee the process of implementation of this action plan: - A Steering committee including the Director and the top management of the Institute (with the same composition as the steering committee involved in the initial GAP Analysis, i.e. involving the Institute Director and Vice-directors for Science, Economy and Education). The Steering committee will meet at least twice a year at regular meetings and will receive quarterly reports for approval per rollam. They will oversee the implementation process, monitor the fulfilment of obligations and make decisions or issue comments based on particular actions. - An Implementation Group including administrators, managers with experience in European projects, representatives of the Human Resources Department and Director's Board. An Implementation Coordinator will be appointed, that will be involved in both Implementation Group and the Steering committee and will ensure proper communication between the individual units. This group will meet at the onset of each quarter and process the agenda planned in this action plan on the quarterly basis.

	- A Monitoring Committee will be established that will be responsible for checking the timely delivery of the planned actions. This Committee including representatives of all the stakeholder groups will meet at the end of each quarter. At the beginning of every year (starting in the 1Q 2020), the Steering Committee will present an overview about the progress in HRS4R to all employees together with the outlook for the next year.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	The research community will be involved in the consultation process of each regulation, document or guideline stemming from this action plan before its final version will be released. Any comments and feedback will be processed by the Implementation Coordinator. The stakeholder representatives will be formally involved in the Monitoring Committee. The Monitoring Committee meetings will be open for the participation of all members of the research, administrative or technical community at the Institute from all stakeholder 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.	The fact that the HIPC applies for the HR Excellence in Research Award demonstrates the true commitment of the C&C principles. The Steering Committee composition (the top management of the HIPC) guarantees that the HRS4R will be included in the institutes research strategy formulated by the Director and the Board of the Institute. The participation of at least one member of the Steering Committee in the Implementation Committee meetings will ensure the interconnection of the Steering Committee and the Monitoring Committee. Importantly, the implementation of the C&C principles by the HIPC is financially supported by the Ministry of Education, Youth and Sports of the Czech Republic under projects No. CZ.02.2.69/0.0/0.0/16_028/0006251 with the EU co-financing rate: 75.90 % (2018 – 2022).
How will you ensure that the proposed actions are implemented?	The Steering Committee including the Director of the Institute has sufficient authority to implement the proposed actions as prepared by the Implementation group that will meet quarterly at Evaluation Meetings (from 1Q/2019 onwards) in order to check the status of implementation of actions on the basis of reports. The Implementation Committee will monitor actions through regular meetings and in accordance with the proposed timing schedule.
How will you monitor progress	The Implementation Group will report quarterly to the Monitoring Committee and the Steering committee

(timeline)?	via the Implementation Coordinator on the progress of implementation of the actions and on planed actions for the upcoming period.
	Each half year a separate report is delivered to the Ministry of Education, Youth and Sports of the Czech Republic for the purposes of monitoring the project.
	The Monitoring Committee will check the implemented actions against the timing proposed in this action plan. Any discrepancies will be discussed 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 in the GAP Analysis will be measured on the basis of the indicators I1 to I36 as listed in the table. Individual actions based on the weaknesses identified in the OTM-R policy will be monitored separately including a dedicated quality control process.

Additional remarks/comments about the proposed implementation process:

The implementation of HRS4R will proceed in synergy with mobility projects (funded from MEYS, European Structural and Investment Funds, Operational Programme Research, Development and Education) and several projects funded by EC (H2020) that will benefit from the adherence to C&C principles. Worthy of note are the Marie Skłodowska Curie Innovative Training Networks (ITN, IMPACT and ELCoREL), European Research Council (ERC) starting grant (TSuNAMI), and the ERA Chair project (Heyrovský Chair). The ERA Chair project was recently awarded to the Institute and will fully commence in 1Q 2019 and its aims to raise the standards and attract more high-level staff are in strong alignment with the HRS4R process (exemplified by implementation of the OTM-R principles and wider use of Euraxess for advertising).

The implementation process will be guaranteed by the Steering Committee, supervised via monitoring group and managed via implementation group. These bodies will cooperate via Implementation Coordinator.

Beneficial effects of the initiation of the HRS4R process have already started to appear. The GAP Analysis actually revealed several areas that need urgent improvement in order to facilitate better working conditions for the researchers. Implementation of some actions has already started (optimization of evaluation procedures, English courses for staff and training).