



**Institute
of Experimental
Medicine, CAS**

ACTION PLAN

Project: Development of Resources of the Institute of Experimental Medicine CAS
Project Registration Number: CZ.02.2.69/0.0/0.0/18_054/0014590



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

MŠMT
MINISTERSTVO ŠKOLSTVÍ,
MLÁDEŽE A TĚLOVÝCHOVY

Case number: 2019CZ474249

Name Organisation under review:

Institute of Experimental medicine CAS

Organisation's contact details:

Videnska 1083, 142 20 Prague 4, Czech Republic, web pages: www.iem.cas.cz, Data box: kqcnc2p, Identification number: 68378041; Phone: +420 241 062 230, +420 241 062 780

SUBMISSION DATE: 17. 12. 2020

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	118.77 (89.60 + 29.17 PhD students)
Of whom are international (i.e. foreign nationality)	28.50 (19.00 + 9.50 PhD students)
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0
Of whom are women	82.00
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	36.80
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	24.30
Of whom are stage R1 = in most organisations corresponding with doctoral level	29.17
Total number of students (if relevant)	29.17
Total number of staff (including management, administrative, teaching and research staff)	163.75
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	7 889 849
Annual organisational direct government funding (designated for research)	2 607 585
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	4 047 585
Annual funding from private, non-government sources, designated for research	359 321
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
The Institute of Experimental Medicine of the CAS is a recognized centre of biomedical research in the Czech Republic. Its primary focus is on basic and integrating research in the field of biomedicine, particularly biochemistry, cellular biology and pathology, molecular embryology, genetic toxicology and nanotoxicology,	

neurobiology, neurophysiology, neuropathology, neuroscience, stem cells, oncology, developmental biology, tissue replacement, nanomedicine and development and testing of analytic, diagnostic and therapeutic methods based on the output of basic research.

The research programme at the IEM covers all current trends in the field and allows for interdisciplinary approaches to resolve the key substantial questions of biomedicine. The Institute's science workers cooperate with a range of domestic and international partners. Currently, it consists of 12 independent science departments.

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	<p>Strengths:</p> <p>For scientists, academic and research freedom in preparation and implementation of research projects represents one of the main pillars of their work. These principles are embedded in legislation and relevant internal documents as composed by the Czech Academy of Sciences (CAS) or the IEM itself. The requirement of ethical conduct is stipulated in the CAS Code of Ethical Conduct which scientists abide by in their work. They avoid any and all types of plagiarism, follow all principles of intellectual property protection and work transparently with public funding. The IEM has an Ethics Committee and a patent and intellectual property specialist. The results of individual research teams' work are evaluated with regard to their achievements, the number and prestige of their publications, completion of research objectives and patent acquisition. On an individual scale, each scientist undergoes a process of attestation. Research output is presented to the professional community as well as the general public. The IEM emphasizes the principles of equal opportunity in all its endeavours and rejects any and all forms of discrimination. This aspect is integral to the internal philosophy of the IEM and reflected in all its activities.</p> <p>Weaknesses</p> <p>The current Code of Ethical Conduct was created on the level of the CAS whilst the IEM has no document of its own which would cover the</p>



	<p>specifics of its activities and be in accordance with the Charter and Code. The Institute has not created a long-term strategy which would define its direction for upcoming years, specify its PR strategy and promote its image with the general public or improve communication of research results as well as potentially monetizable output. In view of the growing portion of international employees, all internal documents need to be translated into English and made more easily accessible via the information portal BrainHub, which is now being prepared. We are now planning to establish a new employee evaluation system and to review all processes with regard to compliance with our new directive on equal opportunity and prohibition of discrimination.</p>
Recruitment and selection	<p>Strengths</p> <p>The recruitment process is an integral part of the HR department's day-to-day work. All new career opportunities are published sufficiently ahead of time on the internal network accessible to all IEM employees as well as more broadly to all employees on the CAS premises in Krč. They include the role description and requirements. Simultaneously, all positions are also offered to external applicants via the IEM website and standard job search portals in Czech as well as other language versions when international interest is expected. Selection procedures are managed by an HR specialist and observe all professional and ethical principles whilst minimizing any administrative load on the applicant. A selection committee considers applicants in view of the role requirements, their experience with mobility as well as their achievements and selects the best candidate while respecting all rules of non-discrimination and equal opportunities. To support them in their deliberation of applicants and their assignment to open working positions they have the internal Attestation and Career Regulation documents at their disposal. The HR specialist is in contact with all applicants and informs all unsuccessful candidates about the result immediately after the selection procedure has terminated.</p> <p>Weaknesses</p> <p>Just as there is no IEM strategy for the area of human resources, there is also no fixed form of recruitment which mostly relies on the professionalism of the HR specialist. It is however not formally defined in its own directive which would lay out the practices and principles of selection procedures in accordance with the OTM-R and the Charter and Code. There are no guidelines for who should sit on the selection committee, what criteria should be applied to the candidates (e.g. in the matter of mobility, the relevance of their publications or contributions to the practical sphere). There is no unified assessment</p>



	<p>system for all applicants. Unsuccessful candidates do not learn the reasons for their rejection and new hires (especially from abroad) are not offered any onboarding system or at least a set of guidelines relating to the rules, processes and procedures at the IEM, let alone its company culture or at least the cultural standards in the Czech Republic.</p>
Working conditions	<p>Strengths</p> <p>Materially speaking, the IEM can be considered a modern science research centre with cutting-edge laboratory and machine equipment. Employees are well trained for work with the equipment and the overall environment at the IEM is safe and secure as far as the protection of health is concerned. Social aspects of work are laid out in the Collective Agreement and in the areas of employee protection and working environment the interests of the unions and the leadership are nearly identical. The IEM allows for good work-life balance and offers flexitime, part-time work, sick days, work from home, an extra week of paid leave, pension contributions, etc. There is a daycare centre on the premises as well as accommodation for employees from abroad or from out of town. The IEM tends to the all-round development of its employees, provides access to education, participation in mobility projects, and supports professional and career growth on the V1–V6 scale. The institute also ensures all conduct is in accordance with intellectual property protections; it outlines forms of authorship and co-authorship and enables its workers to give lectures at universities in related fields of study including cooperation with students and other institutions. Employees are free to vote or run for positions in elections to academic and scientific bodies, and to unionize. Furthermore, the Institute rejects any and all forms of undesirable behaviour and has set forth principles of equal treatment and non-discrimination in its directives. Among other things, this is reflected e.g. in the balanced gender representation both in management and the individual departments.</p> <p>Weaknesses</p> <p>As a result of the lack of a general strategy at the Institute, there is also a lack of strategy for work with human resources and their targeted development. Employees do not receive regular feedback on their performance, there is no analysis of educational needs and no informational support for mobility projects. Employees are responsible for their own career development which their supervisors do neither plan nor require. Cooperation with grammar schools and universities relies on the initiative of individual scientists but what is missing is</p>



	<p>a system of mentoring for PhD students. In the area of intellectual property, rare and isolated cases of unauthorised use of someone's work without their knowledge occur as a result of individual failure. These cases mostly relate to the issue of authorship and co-authorship of publications. In technology transfer, our science research output is not being sufficiently applied or commercialized. Rare cases of improper behaviour by supervisors tend to avoid scrutiny of the Ethics Committee. Another missing element is the role of a mediator. This person would have to be generally trusted by employees and would help mediate and resolve conflicts.</p>
Training and development	<p>Strengths</p> <p>All science and research workers are provided with access to professional and expert education and they all receive support in their career growth. Education is a key value. Also non-science workers are given access to education, especially to legally mandatory trainings but also to training aimed at maintaining and improving their expert knowledge or language skills. Employees are informed about all lectures, conferences, workshops, mobility projects organized either by the IEM, the CAS or other related institutions. Further development of students, especially post-doctoral fellows, relies on the experienced science and research worker who acts as their mentor and to whose team the student had been assigned. Here, the student participates in research projects and can discuss the course and results of their work. Their highest degree is then a condition and a prerequisite for career growth.</p> <p>Weaknesses</p> <p>The process of integrating students who are pursuing varying levels of education is not in any way formalized and largely depends on the individual approach of each supervisor and their willingness or need for cooperation with the given type of school or student and their ability to utilize the student in their research activities. Educational processes are not based on any kind of needs analyses but rather reflect individual interests and the willingness of supervisors to allow and fund them. The onboarding process for new hires does not include a process of ascertaining their developmental needs and they are not assigned anyone to help them with the onboarding and integration process in order to make it as short as possible. In general, the supervisors are experts in their respective fields but they lack access to</p>

	activities which would help them improve their managerial and other soft skills.
--	--

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):

*URL: <http://iem.cas.cz/intranet/hr-award/>

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

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<i>Free text -100 words max</i>	<i>Retrieved from the GAP Analysis</i>			
Create an IEM Code of Ethical Conduct in accordance with the CAS Code of Ethical Conduct and the Charter and Code with focus on the specifics of IEM activities	+/+ 1. Research freedom, +/- 2. Ethics principles, +/+ 3. Professional responsibility, +/+ 6. Accountability, +/+ 7. Best research practices +/- Non-discrimination, -/+ 34. Complaints and appeals	Q4 2021	IEM director in coordination with the Ethics Committee	A new Code of Ethical Conduct is adopted as a cornerstone document for IEM. All IEM employees are familiar with the content of the Code, Czech and English versions are drawn up. The document is published on the BrainHub portal and accessible to the general public on the IEM's website.
Formulate a long-term strategy for IEM The strategy should define all priorities of the	+/- 4. Professional approach, -/+ 8. Promotion of output/application, -/+ 9. Public engagement, +/- 12. Recruitment, +/- 28. Career development, +/- 31.	Q2 2021	IEM director and deputy director, the Board of IEM of the CAS, individual departments, especially THS	IEM strategy for the years 2021 through 2026 is formulated and approved. Its steps are gradually fulfilled and become the foundation for further activity in the areas



<p><i>IEM for years 2021 through 2025 in the area of science and research as well as management of human resources including recruitment procedures and career growth, strategy for international cooperation, internationalization, strategy for intersectoral cooperation, marketing and communication strategies of the research organization in order to promote research results</i></p>	<p><i>Intellectual property rights</i></p>		<p><i>(Accounting and Economics Department) and OPPTT (Project Support and Technology Transfer Department)</i></p>	<p><i>listed. The document is published internally in Czech and English versions on the BrainHub portal and all employees are familiar with its content.</i></p>
<p><i>Innovate Directive Nr. 3/2009 on the commercialization of scientific output</i> <i>Revision of the document intended to help transfer research output into practice and commercialize it in concordance with the Institute's approved strategic documents.</i></p>	<p><i>-/+ 8. Promotion of output application, +/- 33. Learning</i></p>	<p><i>Q4 2021</i></p>	<p><i>OPPTT (Project Support and Technology Transfer Department) in coordination with a PR specialist</i></p>	<p><i>The directive is updated and contains procedures to achieve commercialization of scientific output in the commerce sector as well as the wider expert community including schools.</i></p>



<p>Revise IEM activities and processes with respect to compliance with non-discriminatory treatment All internal directives, guidelines and documents as well as processes governed by them are reviewed to ensure they contain all established principles and are implemented in accordance with directive nr. 20/2020 on equal treatment and non-discrimination.</p>	<p>+/- 10. Non-discrimination</p>	<p>Q4 2021</p>	<p>Department head owners of processes with consequent supervision by the THS – Accounting and Economics Department (HR workers) and final approval by the IEM director.</p>	<p>All internal standards, directives and procedures are reviewed through the lens of the directive on equal opportunity a non-discriminatory treatment and made compliant with this directive if necessary. New or adapted directives are published on the BrainHub portal in Czech and English and all employees are familiar with their content.</p>
<p>Recruitment New documents need to be created to outline internal procedures in accordance with the OTM-R principles and the Charter and Code and to define the individual steps of the hiring procedure, the make-up of the</p>	<p>+/- 12. Recruitment, -/+ 13. Recruitment (Code), -/+ 14. Selection (Code), -/+ 16. Assessment of achievements, +/- Changes to chronological order of résumés (Code), +/- 20. Seniority (Code) +/- 29. Mobility value, +/- 40. Supervision</p>	<p>Q2 2021</p>	<p>HR department under the THS (Economy and Accounting Department) in cooperation with IEM leadership</p>	<p>A new directive called HR Processes is composed and includes unified, transparent and non-discriminatory processes and procedures for filling open job positions, outlines the course of hiring procedures, assessment of candidates and consequently deals with an onboarding process for new hires. The directive is publically available to all employees and job</p>



<p><i>selection committee, a unified way of assessing candidates and communicating with them, etc. An onboarding process also needs to be created and tied into recruitment.</i></p>				<p><i>seekers in Czech and English on the Institute's web page.</i></p>
<p>Onboarding process <i>It outlines the procedures for working with new hires to introduce them to the nature of the workplace and all work procedures in order to help them start working independently as soon as possible. It should also help them get to learn and internalize the company culture and respect the social and work environment they are part of.</i></p>	<p><i>+/- 12. Recruitment, -/+ 13. Recruitment (Code), +/- 29. Mobility value, -/+ 40. Supervision</i></p>	<p><i>Q3 2021</i></p>	<p><i>HR department under the THS (Economy and Accounting Department) in cooperation with IEM leadership</i></p>	<p><i>A guiding manual for new hires is created in Czech and English which includes an all-round detailed description of the IEM's organizational structure and all its departments and some basic situations and problems they are likely to encounter in the beginning. The manual leads to shorter onboarding time and mitigates initial uncertainty stemming from entering a new workplace or even country. Each new employee is given an onboarding plan and assigned a tutor to help guide them.</i></p>
<p>Improving working conditions for employees <i>Gradually improve employees' working conditions regarding</i></p>	<p><i>+/- 24. Working conditions, +/- Rewards and wages</i></p>	<p><i>Q4/2022</i></p>	<p><i>IEM leadership, head of the THS and heads of departments</i></p>	<p><i>The IEM reacts to its employees' needs as communicated by supervisors be it by supplying technology and equipment needed for work-related activities or to boost their comfort. It continues to make their working</i></p>



<p>equipment as well as benefits and non-monetary incentives.</p>				<p>conditions more attractive, protects their health, offers new benefits or improves existing ones and organizes team building and other activities.</p>
<p>Adhere to principles of ethical conduct and improve workplace relationships Once the new Code has been adopted, compliance will be strictly required and any suspicion of misconduct will be investigated by the Ethics Committee. The role of Ombudsman will also be established in order to put someone in charge of eliminating, moderating and resolving interpersonal conflicts in the workplace.</p>	<p>+/- 32. Co-authorship, -/+ 34. Complaints/submissions</p>	<p>Q4/2021</p>	<p>IEM in cooperation with the Ethics Committee or the ZOO if necessary</p>	<p>An ethics committee is established to resolve individual issues. A mediator role is created and filled with a generally trusted, respected and unbiased employee. They will then enter individual conflicts to help resolve them.</p>
<p>Employee evaluation system A method for annual employee evaluation needs to be created where supervisors evaluate their subordinates.</p>	<p>-/+ 11. Evaluation/Evaluation systems +/- 24. Working conditions; +/- 26. Rewards and wages, +/- 28. Career growth, -/+ 30. Approach to career counselling, -/+ Supervision and managerial duties, +/- 38. Continuous professional</p>	<p>Q4/2021</p>	<p>THS HR department along with heads of departments</p>	<p>A method for employee evaluation is created. It is available to all employees on the intranet and they are familiar with it. Heads of departments, i.e. the evaluators, have been trained and understand the methodology. Any conclusions of evaluation interviews</p>



<p><i>Evaluators must be trained for performance evaluation, career path planning, assessment of educational needs and assignment of long-term objectives in line with the strategic goals of individual departments as well as the IEM as a whole.</i></p>	<p><i>development; +/- 39. Approach to training and continuous development</i></p>			<p><i>are stored in written form by direct supervisors. Any information regarding education is submitted to the HR department (under THS). Among other things, analyses of educational needs and career plans are elaborated. The conclusions are basis for further work. A final report is drawn up. Another evaluation cycle occurs the following year and the extent to which the evaluatee has met their objectives is assessed.</i></p>
<p>Educational needs analysis and career paths <i>Based on the results of the employee evaluation process, an analysis of educational need is made. It ties into personal development plans agreed upon by the supervisor and subordinate.</i></p>	<p><i>+/- 24. Working conditions, +/- 30. Approach to career counselling, +/- Supervision and managerial duties, +/- Continuous professional development, +/- 39. Approach to training and continuous development</i></p>	<p>Q1 2022</p>	<p><i>HR department under THS along with heads of departments</i></p>	<p><i>The employee evaluation process has become regular. Supervisors and subordinates agree on further career growth contingent among other things on education. Based on requirements, an educational needs analysis is made and education plans created and implemented either on an individual level or across the IEM as a whole. Plan completion is assessed once per year.</i></p>
<p>Train supervising employees to correctly conduct assessment interviews, set long-term objectives, create career paths and close gaps in managerial skills in other areas or in</p>	<p><i>-/+ 11. Evaluation/Evaluation systems, +/- 31. Intellectual property rights, +/- 40. Supervision</i></p>	<p>Q4 2021</p>	<p><i>HR department under THS along with OPPTT</i></p>	<p><i>Suitable grant titles are found for the area of development and education or the Institute's own resources used. Relevant supervisors are trained and put the acquired skills and knowledge into practice.</i></p>



<p><i>their knowledge of intellectual property rights, etc.</i></p>				
<p>New questionnaire survey The aim of a second questionnaire survey is to confirm that measures implemented in the areas flagged by the 2020 GAP have led to improvement of the situation in the IEM and to find out what effect they have had on employees. Therefore, the survey will focus on the same areas with the aim to assess the level of employee satisfaction or the shift thereof and to implement further measures if necessary.</p>	<p>+/- 2. Ethical principles, +/- 4. Professional attitude, +/- 5. Contractual and legal obligations, -/+ 8. Promotion/Utilization of output, -/+ 9. Engagement with the public, +/- 10. Non-discrimination, 11. -/+ Evaluation/Evaluation systems, +/- 12. Recruitment, 13. -/+ Recruitment (Code), -/+ 14. Selection (code), -/+ 15. Transparency (Code), -/+ 16. Assessment of achievements (Code), +/- 17. Changes to chronological order of résumés (code), -/+ 18. Approval of experience with mobility (Code), +/- 20. Seniority (Code), +/- 24. Working conditions, +/- 25. Stability and constancy of employment, +/- 26. Rewards and wages, +/- 28. Career growth, +/- Mobility value, -/+ 30. Approach to career counselling, +/- 31. Intellectual property rights, +/- 32. Co-authorship, +/- 33. Instruction, -/+ 34. Complaints/appeals, +/- 36. Relationship with supervisors, -/+ 37. Supervision and managerial duties, +/- 38. Further professional growth, -/+ 39. Approach to education +/- 40. Supervision</p>	<p>Q4 2022</p>	<p>HR department under THS</p>	<p>An anonymous questionnaire survey is prepared in electronic and pen-and-paper versions focusing on areas which demonstrated some level of difficulties in 2020. The survey and its results come in Czech and English versions and all employees are informed about the results. The results from 2020 and 2022 are carefully compared. An analysis is carried out to assess to what extent any new measures are reflected in employee satisfaction level and their attitude to the individual areas. The report on survey results is available on the intranet and may be used as a basis for implementing further changes.</p>



<p>To organize a teambuilding event, which would be a response to the requirements of employees, strengthened the identification of employees with the work team and the employer and had another social dimension. The participation in the nationwide competition "To work on a bike" seems to be ideal.</p>	<p>-/+ 9. Engagement with the public, +/- 10. Non-discrimination, +/- 12. Recruitment, 14. Selection (code), -/+ 15. Transparency (Code), +/- 16. Assessment of achievements (Code), +/- 24. Working conditions, +/- 25. Stability and constancy of employment, +/- 26. Rewards and wages</p>	<p>Q2 2021</p>	<p>PR specialist</p>	<p>Participation in the competition is offered to all employees, the costs are paid by the employer. Employees will create teams and compete in the number of kilometers traveled not only within the IEM, but also with other teams in the Czech Republic. Everyone will receive T-shirts with the event logo, a joint breakfast is prepared for participants, photography, publication of results. There is a higher identification with the team, the employer, higher attractiveness during recruitment. The action has a positive environmental, health and social impact. We expect the involvement of at least 25 people.</p>
<p>Get an Ethnic Friendly Employer Award This is an award that demonstrates our non-discriminatory approach to ethnically diverse employees and confirms that our personnel policy is implemented at a high level exceeding the current standards of employers in the Czech Republic. Ethnic diversity is</p>	<p>+/- 2. Ethical principles, +/- 4. Professional attitude, -/+ 9. Engagement with the public, +/- 10. Non-discrimination, +/- 12. Recruitment, +/- 19. Recognition of qualifications (Code) +/- 24. Recognition of qualifications +/- 28. Career growth</p>	<p>Q3 2021</p>	<p>HR department under THS</p>	<p>The company will apply for the brand, documenting all its internal guidelines concerning work with human resources. Employees of the certifying organization are invited to the survey, meet with management and talk to ethnically diverse employees independently. The award is given and recommendations for improvement are given. The prestige of the organization increases, the brand is presented during recruitment, the confidence of foreigners in the IEM increases.</p>



<p><i>considered a competitive advantage.</i></p>				
<p>Offer employees soft skills courses Employees showed interest in these types of courses in a questionnaire survey. These are types of courses that expand the skills of employees in the field of communication, teamwork, work with information, time management, etc.</p>	<p>+/- 10. Non-discrimination, +/- 24. Working conditions, +/- 28. Career growth, +/- Mobility value, +/- 30. Approach to career counselling, +/- 31. Intellectual property rights, +/- 38. Further professional growth, -/+ 39. Approach to education</p>	<p>Q1 2022</p>	<p>HR department under THS</p>	<p>Courses will be offered to all employees. Employees will choose from the offer the types of courses they will be interested in and complete the entire package of courses, not just one training. Their abilities of interpersonal relationships in the workplace improve and their personal development takes place. Mutual cooperation is improving, employees get to know each other better and the relationship with the employer, corporate culture, etc. is strengthened. At least 45 scientists and 15 technicians have completed at least three courses.</p>
<p>Introduction of the principle of bilingual education and documentation With regard to the international operation of the institute and the composition of the staff, all internal documents will be translated into English. Also, all e-learning courses required by legislation will be</p>	<p>+/- 10. Non-discrimination, +/- 24. Working conditions, +/- 28. Career growth, +/- Mobility value, +/- 30. Approach to career counselling, +/- 31. Intellectual property rights, +/- 38. Further professional growth, -/+ 39. Approach to education</p>	<p>Q3 2022</p>	<p>Personnel department at THS in cooperation with OPPT</p>	<p>All e-learning courses are created in CZ and EN versions so that they are also available for foreign workers. The comfort of employees increases and the working conditions and orientation of foreigners in the new working environment improve. Employees will gain specific knowledge and skills, and the institute will create equal conditions for all.</p>

<i>offered bilingually, ie CZ / EN.</i>				
---	--	--	--	--

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.

The IEM is fully aware of the necessity to implement principles of transparency, openness and merit assessment when creating its new concept of recruitment procedures for hiring scientists and technical workers in line with OTM-R policy, as in our internal regulations this area is methodologically the least specific. The IEM is also aware of the need to carry out a gradual generational renewal of its staff and filling positions based on science and research needs and actual activities. In view of these facts, we consider the introduction of international standards for filling open job positions a positive signal which will make the institute more attractive to applicants from the Czech Republic as well as from abroad. Currently, we are compliant with the afore-mentioned OTM-R policy principles but not fully in accordance with the Charter and Code. The principles of this process have not been in any way formalized into a specific directive or methodology and their upholding is rather the result of personal beliefs of the supervisors and the level of professionalism of the given HR specialist. Our goal is to prepare a broad new norm called HR Processes which will describe the phases of an employment relationship starting from the selection and hiring processes to onboarding, further course of employment all the way to its termination. One of its main points will be to deal with selection and hiring of employees. Phases of the hiring procedure will be described along with the roles and competences of all participants so that they reflect the rules of OTM-R policy. This norm will not only serve as a binding document outlining the procedures but also a methodology manual for individual supervisors. Furthermore, we are planning a seminar for the department heads regarding this subject. More informational channels will be used to approach potential candidates, including social media or the Euraxess portal as well as personal contacts of current research workers at the IEM who have knowledge of potential job applicants with relevant education and experience for the very narrow fields of research at the IEM. Our job advertisements will be standardized and templates in Czech and English will be made available. Selection criteria and rules for assessing candidates will be defined and the results of the selection procedures along with the ranking of candidates will be recorded and stored. During the selection procedures, there must be absolutely no discrimination, e.g. by the prestige of institutions where candidates received their education, etc. Any gaps or anomalies in the timelines of résumés will be considered as potential time for professional development and growth in another field of employment. Within a given deadline, unsuccessful candidates will be informed about the result of the recruitment process as well as the ranking or results they achieved. A rejected candidate may contest any part of the selection process with a complaint.



A special educational programme will be prepared for all HR workers in order to comply with the policies of OTM-R where the minimum required level of language skills shall be B1, which ensures one's ability to conduct recruitment in English.

In view of the international make-up of our applicant pool, the IEM shall create an Entrance Manual for new hires which shall provide basic information about the institute and its organizational structure, some common situations a new hire is likely to encounter, basic information on work with our computing technology and programmes, employee duties and company culture. It shall also contain procedures to complete usual errands which tend to cause trouble to foreigners. It will also help its users to find their bearings in the new environment with a different culture, legislation and habits and thus will help mitigate any negative impact caused to them by their relocation. New hires will be issued an onboarding plan and assigned a tutor to help guide them through the adaptation phase.

All documents will be available in Czech and English versions, embedded in the internal documents of the IEM and published. New hires will receive manuals upon starting the job. The completion of the onboarding plan will be assessed upon the termination of the probation period.

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: At this point in time, the IEM does not have a recruitment strategy formalised as an internal document. Creating such a document, the content of which will be in line with the OTM-R policy, is part of the Action Plan.

4. IMPLEMENTATION

General overview of the expected implementation process:

The implementation of new measures is set for early 2020. These measures will come as a response to the shortcomings flagged by the GAP analysis. Furthermore, we will follow the checklist of the OTM-R policy rules and also react to any shortcomings identified as bottle-neck areas by the questionnaire survey implemented among IEM employees in April and May of 2020. In addition, the suggestions we gathered from employees during qualitative interviews and a series of workshops will also be considered. These methods of opinion gathering among employees brought up the following key areas of interest: setting up a new long-term IEM strategy which will outline future direction of specialized and research departments of the Institute and also international and intersectoral cooperation, work with human resources incl. recruitment and onboarding strategies, strategies of popularizing and commercializing science output, improvement of working conditions and review of processes and their compliance with ethics and non-discrimination standards.



Additional measures will include the introduction of employee evaluation, educational activities including language instruction and more.

In the initial phase, individual processes will be assigned to their owners so they can define their duties, time-frames to prepare concepts and to approve and implement each measure as well as the larger legislative framework around which our methodology will be built. Once all concepts, methodologies and procedures are approved, they will be implemented into the IEM environment in accordance with a schedule. Year 2021 will be considered a pilot year for the implementation of new changes and in 2022 we will then adjust the methodologies based on any findings and successes/failures of implemented changes in the first year, i.e. in 2021. Simultaneously with these activities, all internal documentation will be translated into English as required by the international environment and make-up of our teams.

The **Implementation Committee** will continue in charge of each process owner and their activities. The committee is an intersectional team consisting of afore-defined experts in each area of scientific and non-scientific work. The team decide on individual measures and how they are to be implemented and then oversee the implementation of individual tasks aimed at removing bottlenecks discovered by the GAP analysis (and other sources) and make sure the schedule and desired content is observed. The goal of the team's activities is to conceive of, implement and inspect the efficacy of all measures and their adherence to the Action Plan and the OTR-M policies. They are also expected to coordinate the activities of each implementer in order to achieve set goals and create documents supporting us in receiving the HR Award. The Implementation Committee shall consult their activities with the IEM leadership or the Steering Group as well as concerned groups and individuals affected by the processes so that their needs are met and the individual steps of the Action Plan are completed.

The Steering Group will continue its activity in the current make-up as it did in the preparation phase and the first part of the project. The group consists of the director of IEM, her deputy, the head of OPPTT and the head of THS. The group approves each step and how it is implemented and it checks the work of the Implementation Committee whose members are subordinate to the Steering Group.

The main points stipulated by the IEM in the Action Plan should be the following:

- To create an IEM Code of Ethical Conduct based of the CAS Code but more specific to the needs and work of the IEM
- To create a long-term strategy for the IEM which will outline its priorities and the direction of its science research activity for future years and define its strategy for working with human resources, for international cooperation, marketing goals, etc.
- To innovate the directives on commercialization of scientific output in order to find more efficient tools to popularize science and commercialise its achievements



- To review IEM activities and processes to ensure they are in line with the new equal treatment directive
- Create new methodology for recruitment and onboarding and codify it in the form of an internal directive which will describe the standards of HR work and require adherence to them
- To improve working conditions for employees in line with trends on the surrounding job market and in view of employees' needs as well as the means of the IEM
- To comply with the principles of ethical behaviour and to improve workplace relationships presumably in part thanks to the newly established role of Ombudsman who will help resolve any existing or future conflicts or breaches of ethics principles
- To introduce an employee evaluation programme with related processes such as work performance assessment, defining career paths, education, setting long-term objectives, etc.
- To analyse educational needs discovered by the Employee evaluation programme and to create an Educational Plan and undertake planned activities
- To carry out a revisory survey after new measures have been introduced to check how IEM employees' attitudes have changed. It can be expected that their functionality will be confirmed or that the findings will point to a need for their modification

The implementation of proposed measures should lead to:

- Removal of shortcomings discovered by the GAP analysis and various interviews and workshops
- Introduction of internal measures in accordance with the Charter and Code
- Increase in employee satisfaction, configuration and standardization of processes, improvement of working conditions for employees from abroad
- Improved attractiveness of the IEM as an employer on the domestic and international job market

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 due justification
How will the Implementation Committee and/or Steering Group regularly oversee progress?	<p>The Steering Group will continue in its current make-up. As soon as the GAP analysis and the Action Plan have been submitted to the European Commission, the current make-up of the Implementation Committee in charge of implementing the HRS4R and all steps of the Action Plan will undergo a review. With respect to the steps of the Action Plan the make-up of the committee will be innovated so it includes not only everyone who had worked on preparing the GAP and the AP, but also so it is representative of science workers and other employees from multiple levels whose activities are affected by any of the Action Plan points which they will help to implement.</p> <p>The Steering Group will oversee the activities of the Implementation Committee, approve its proposals and observe the completion of the Action Plan within the given deadlines. The Steering Group also has the power to remove or add Implementation Committee members as needed, or to recommend guest members.</p>
How do you intend to involve the research community, your main stakeholders, in the implementation process?	<p>The IEM employees have identified themselves with the objectives of the HR Award project and they expect its implementation to lead to an improvement in their working conditions as well as higher attractiveness of the IEM as an employer. The members of the Implementation Committee represent a cross-section of the scientists and non-scientists in various job positions on the V1–V6 and T1–T6 scales and they have been popularizing the project in their work teams as well as among other people around them. The members of the Committee include the IEM director and her deputy who stand firmly behind the project and have assisted with its implementation as well as overseen the introduction of various measures. The project is also being popularized via a special link on the Intranet, where all findings and future measures are stored. Further promotion of the</p>



	<p>project will be ensured by the IEM director during regularly scheduled meetings with the heads of individual departments as well as institute-wide staff meetings, during the implementation of individual measures and also on social media and web sites. All new measures will be introduced in relation to, and with emphasis on, the HR Award, ensuring the project is publicised further. Employees already have solid awareness of it and can contact the HR manager to ask questions and raise concerns. A second (revisory) opinion survey is planned in order to monitor the effects of new policies and to further improve employee satisfaction.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.</p>	<p>The fact alone that the IEM leadership has decided to implement the policies of HRS4R and the Charter including OTM-R into its internal guidelines is sufficient to show and prove there is real effort being exerted to internalize these standards and build HR policies with them in mind. Moreover, the participation of the director and her deputy in the Steering Group and project implementation is testament to how much the organization and its leaders have identified with the afore-mentioned principles. The fact that there is no definite strategy for the IEM's further functioning represents an indisputable advantage as the newly prepared strategy can be elaborated in keeping with the HS4R principles. These principles are clearly defined and will be reflected in all adopted measures, internal policies as well as in the awareness of all workers so that positive change in company culture in line with international standards can be achieved.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>The Implementation Committee shall assign priority levels to all tasks and create a schedule for their approval and/or implementation. They will also decide who the owners of the measures and their implementation will be. The Committee meets once a month and they inform one another on the progress and potential obstacles. The output of these meetings is then submitted to the Steering</p>



	<p>Group which monitors adherence to the schedule and helps resolve problems to help avoid any delay. If there are issues so serious they might hinder progress in adopting new measures, it is in the Steering Group's power to decide to not implement or to modify the measure so its effects are as much in keeping with the original intent as possible.</p>
<p>How will you monitor progress (timeline)?</p>	<p>The Action Plan already includes a preliminary schedule for individual measures to be adopted. The Implementation Committee is responsible for implementing proposed measures and monitoring the progress and so, in extension, are the owners of processes to be changed. The Implementation Committee assesses the progress rate on individual tasks during their regular (monthly) meetings, they identify any issues and if necessary, they propose changes to the schedule of task completion to the Steering Group. Once per quarter (every three months), the Committee submits to the Steering Group a report on activities and progress in achieving the objectives of the Action Plan. In case a task lags more than one month behind schedule, the Steering Group considers alternative solutions, decides to postpone the deadline for the task or chooses not to implement it at all. The Steering Group also has the power to choose a new implementer, or arrange contact with persons from another institute under CAS or cooperating universities with experience in implementing the given measure, who will be able to help via consultations or mentoring.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>Each step of the Action Plan has a completion indicator. The manner and extent to which the steps of the Action Plan have been completed is evaluated by the Implementation Committee and in extension by the Steering Group. The Steering Group is regularly (once every three months) informed by the Implementation Committee on its progress via reports. We also expect that in late 2022, i.e. more than 24 months after the first employee opinion survey regarding all the points of the Action Plan took place, another</p>



	<p>questionnaire survey will be carried out. Its goal will be to determine whether the measures adopted have changed attitudes of employees at the IEM, increased their satisfaction and brought about the desired effects. This way we will receive clear, exact and statistically relevant findings. Should positive effects not be confirmed, adopted measures shall be modified. In that case qualitative interviews with representatives of scientists and non-scientists from various levels of hierarchy shall be a useful source of feedback in addition to reflections on employee opinions presented during various institute-wide meetings with the director or the opinions of the union representatives who relay the thoughts of their members.</p>
--	---

Additional remarks/comments about the proposed implementation process:

At this point in time, the IEM is not certified in accordance to any ISO standards and its management style and standards are a result of the need to respond to legislative requirements as well as of the effort to have a well-run the organisation which provides its employees with as much research freedom as possible whilst imposing strict enough rules and offering attractive working conditions. The resulting HR policy is reflective of the specifics of the field, the unique needs of scientists and their respective focus field, funding and efforts to create working conditions copying the trends of the broader job market. The lack of long-term strategy can be seen as an advantage in the context of our HR Award application and our efforts to meet the HRS4R, as our new strategy will be created with international standards in mind. The IEM decided to apply for the award in 2019 by accepting the 40 principles of the Charter and Code and its application was approved by the European Commission on 19th December 2019. The consequent GAP analysis outlined the main problem areas of the existing HR policy, which are responded to and hopefully will be resolved by the Action Plan. Nevertheless, we feel that work with human resources is a broad area and the changes we are preparing merely begin to cover the gravest issues. In the future, our HR policies might include solutions to many more areas which would increase employee satisfaction and they should also react to legislative requirements and the situation on the job market which cannot be predicted at this point in time. The goal of the Action Plan is not to resolve systemic issues, of which we are aware, but their resolution is not in the IEM's purview. These include e.g. the funding of science in the Czech Republic, grant policy, etc. We aim mainly to improve the situation at the IEM and strive to make it more attractive for Czech and international job seekers and to adopt the standards of elite HR Award laureates whose ranks we are soon hoping to join.



**Institute
of Experimental
Medicine, CAS**