

HR Excellence in Research

Action Plan

Action Plan

Case number

2025CZ334451

Name Organisation under review

Institute of Chemical Process Fundamentals

Organisation's contact details

Rozvojová 135, Prague, Czech Republic

1. Organisational Information

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, doctoral candidates either full-time or part-time involved in research *	121,36
Of whom are international (i.e. foreign nationality) *	22,45
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	47,07
Of whom are R3 or R4 = established or leading researchers with a large degree of autonomy (e.g. holding the status of principal investigator or professor) *	49,7
Of whom are R2 = recognised researcher (e.g. postdoctoral researcher, junior researcher) *	12,12
Of whom are R1 = first stage researcher (e.g. doctoral candidate, research apprentice) *	21,7
Total number of students (if relevant) *	0
Total number of staff (including management, administrative, teaching, and research staff) *	170
RESEARCH FUNDING (figures for the most recent fiscal year)	€
Total annual organisational budget	9526134
Annual organisational direct government funding (designated for research)	4300412
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	3527123
Annual funding from private, non-government sources, designated for research	1698599

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

The **Institute of Chemical Process Fundamentals of the Czech Academy of Sciences (ICPF CAS)** is a public research institution specialising in **chemical and environmental engineering** and **materials chemistry**. In addition to conducting high-quality fundamental research, the Institute is actively engaged in applied research and is committed to supporting the next generation of scientists through comprehensive training and development programmes for doctoral candidates. Through its interdisciplinary approach, the Institute fosters technological innovation, addresses key environmental and societal challenges, and promotes collaboration between academia, industry, and society.

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 European Charter for Researchers at your organisation.

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

Strengths and Weaknesses (max. 800 words)

Strengths

- **High level of scientific autonomy** – research groups are able to respond flexibly to their scientific needs and independently develop their research activities. Academic freedom and the freedom of scientific research are fully respected within the Institute.
- **Well-established framework for ethics and gender equality** – the Code of Ethics and related Codes of Conduct are clearly structured and easily accessible. The working environment is perceived as respectful, inclusive, and gender-fair. The Institute also provides natural support for employees returning from career breaks through flexible working arrangements and individually tailored employment contracts.
- **Commitment to continuous improvement** – several important measures were already implemented during the GAP analysis, including the establishment of the Ombudsperson role, the introduction of bilingual internal documentation, and the digitalisation of selected internal processes.
- **Support for Open Science** – the Institute actively promotes Open Science by providing financial support for open access publishing and offering publication tokens. Its publication strategy is clearly defined and reflects the principles of responsible and ethical publishing.

Weaknesses

- **Insufficiently formalised procedures in the areas of ethics and gender equality** – clear procedures and contact points for reporting and addressing unethical behaviour or other forms of misconduct are not yet fully established. In addition, transparent rules for the evaluation of employees returning from career breaks are lacking.
- **Limited internal communication** – internal communication channels addressing research ethics, research integrity, and gender equality require further development.
- **Lack of training activities** – the Institute does not yet provide systematic training aimed at promoting ethical conduct, research integrity, and gender equality.
- **Low representation of women in decision-making bodies** – women remain underrepresented in leadership and decision-making positions.
- **Fragmented approach to Open Science** – there is no central coordination of Open Science activities to ensure a consistent approach to research data management across research groups.

- **Limited training in Open Science** – systematic training activities focusing on Open Science principles and research data management have not yet been established.

Strengths and Weaknesses (max. 800 words)

Strengths

- **Well-established system for researchers' assessment and career development** – the Institute operates a robust performance assessment system based on mandatory five-year evaluations. The career framework, established by the founding authority, provides a clear structure for career progression. Early-career researchers are actively encouraged and supported to undergo evaluations earlier than the recommended schedule.
- **Transparent and merit-based recruitment** – the recruitment of researchers is based on the principles of merit, equal opportunities, and non-discrimination. The Institute actively supports the recruitment of international researchers as well as Czech researchers with and without international experience.
- **Strengthened HR support for recruitment** – the HR Department has recently been reinforced to enhance and further professionalise recruitment and selection processes.

Weaknesses

- **Insufficient communication of career assessment processes** – the rules and outcomes of the mandatory evaluation process are not communicated to employees in a sufficiently transparent manner. In addition, the current career framework does not adequately reflect career breaks.
- **Fragmented information on career progression** – documents governing career development and progression are available but dispersed across multiple internal sources, limiting their accessibility and reducing staff awareness.
- **Lack of systematic performance feedback** – a structured system of regular feedback from line managers to researchers has not yet been established. Furthermore, there are no common institutional standards defining managers' responsibilities for staff evaluation or providing guidance on conducting constructive performance reviews.
- **Insufficient standardisation of recruitment procedures** – the Institute has not yet established unified recruitment and selection procedures across all organisational units. In addition, not all members of selection committees have received formal training in recruitment and candidate assessment.

Strengths and Weaknesses (max. 800 words)**Strengths**

- **High-quality research infrastructure and technical support** – the Institute provides excellent research infrastructure and technical facilities while ensuring a high level of scientific autonomy for researchers. Dedicated service units for analytical methods and comprehensive IT support are available.
- **Support for international mobility** – the Institute actively promotes international mobility by supporting short- and long-term research stays, participation in international conferences, and other forms of international scientific collaboration.
- **Favourable working conditions and employee benefits** – the Institute offers a flexible and open working environment, supports flexible working arrangements and staff social activities, and provides a range of benefits beyond the requirements of the Czech Labour Code, including recreational accommodation, additional leave, sick days, and other employee benefits.
- **International and inclusive working environment** – the presence of international staff is a natural part of the Institute's culture. The working environment is perceived as open, respectful, and supportive of diversity and inclusion.
- **Bilingual institutional environment** – all key internal documents, the institutional website, and the intranet are available in both Czech and English.

Weaknesses

- **Partially developed institutional framework for researcher support** – the institutional framework supporting researchers' career development is only partially developed, and related information is not communicated consistently across the Institute.
- **Limited administrative support for international collaboration and research funding** – systematic support is lacking in identifying international collaboration opportunities, mobility programmes, and funding opportunities, as well as in preparing and submitting national and international research project proposals.
- **Limited financial support for international mobility** – financial support for international mobility is constrained by available funding, reflecting the long-term underfunding of research institutions in the Czech Republic.
- **Limited transparency of the remuneration system** – remuneration decisions are largely delegated to individual research group leaders and are not supported by unified institutional guidelines or transparent evaluation criteria.
- **Employment uncertainty associated with fixed-term contracts** – the repeated renewal of fixed-term employment contracts, resulting from the rules established by the founding authority, creates uncertainty for researchers and may negatively affect long-term career planning.
- **Limited support for research dissemination and knowledge transfer** – researchers receive insufficient guidance on communicating research results to both scientific and non-scientific audiences. Science communication and knowledge transfer

activities are not coordinated systematically across the Institute.

- **Insufficient recognition of non-research contributions** – activities such as science communication, knowledge transfer, organisational responsibilities, administrative work, and people management are not adequately reflected in researchers' performance assessment.
- **Fragmented internal communication and information channels** – internal communication relies on multiple overlapping information channels, reducing transparency and limiting the efficient sharing of information across the Institute.

Strengths and Weaknesses (max. 800 words)

Strengths

- **Strong support for doctoral candidates and early-career researchers** – the Institute has an established support system for doctoral candidates and early-career researchers through supervisors and the internal **Scientific Education Committee**, which provides academic guidance, mentoring, and professional development for the next generation of researchers.
- **Support for individual professional development** – the Institute provides financial support for individual learning and development activities, enabling employees to strengthen their professional skills and competencies.
- **Support for teaching activities** – researchers are encouraged to participate in teaching at universities, contributing to the development of their teaching competencies while strengthening collaboration with the higher education sector.

Weaknesses

- **Lack of a structured career development strategy beyond the PhD** – the Institute has not yet established a career guidance system or a comprehensive strategy for lifelong learning and professional development for researchers after completing their doctoral studies.
- **Limited opportunities for continuous professional development** – opportunities for researchers' professional development are not systematically organised and vary across individual research groups.
- **Absence of a mentoring programme for postdoctoral and senior researchers** – the Institute has not yet introduced a structured mentoring programme for postdoctoral researchers and researchers in more advanced career stages.
- **Insufficient leadership development for research managers** – research group leaders do not receive systematic training in people management, staff development, and other leadership competencies necessary for the effective management of research teams.

3. Actions

The Action Plan and HR Excellence in Research strategy must be published in an easily accessible location of the organisation's website.

Please provide the web link(s) to the organisation's action plan / strategy for the implementation of the principles of the European Charter for Researchers. Multiple links must be comma-separated.

<https://www.icpf.cas.cz/projekt/hr-award-uchp/> <https://www.icpf.cas.cz/en/hr-award/> (<https://www.icpf.cas.cz/projekt/hr-award-uchp/>
<https://www.icpf.cas.cz/en/hr-award/>)

Please fill in the list of all individual actions to be undertaken in your organisation's HR Excellence in Research strategy to address the weaknesses or strengths identified in the gap analysis. It is recommended that the listed actions are concise but detailed enough for the assessors to determine the level of ambition, engagement, and planning for the implementation process. Please ensure that you provide a detailed plan, with precise and quantifiable KPIs, not just an enumeration of the institution's action.

Note: Choose one or more of the principles automatically retrieved from the gap analysis with their ratings.

Proposed actions

Action 1

A1 – Open, Transparent and Merit-based Recruitment (OTM-R) Strategy and Researcher Onboarding Develop and implement a formal Open, Transparent and Merit-based Recruitment (OTM-R) framework to ensure that recruitment and selection procedures are consistent, transparent, and fair for all applicants. The framework will include institutional guidelines on job posting, the composition of selection committees, the conduct and documentation of recruitment procedures (including concise written records), and the provision of constructive feedback to candidates. Strengthen the onboarding and induction process for all new employees, including international staff, by introducing a structured onboarding programme designed to facilitate their integration into the Institute's working environment and organisational culture.

GAP Principle(s)

(+/-) 5. EMBRACING DIVERSITY

(-/+) 10. RECRUITMENT

(-/+) 11. SELECTION

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

I-1.1 Q4 2026 I-1.2

Q4 2026 I-1.3 Q4

2027 I-1.4 Q2 2027

Responsible Unit

Indicator(s) / Target(s)

WG2; HR
Department;
Institute
Management;
Training and
Development
Coordinator

I-1.1 Develop an internal document setting out the rules for recruiting and selecting all employees, in line with the OTM-R principles. These rules will standardise the selection process, including the minimum requirements for selection committee composition. I-1.2 Introduce open and international recruitment for all PhD and higher-level research positions. I-1.3 Develop an Onboarding Guide for new employees and make it available on the Institute's intranet to facilitate the integration of all new staff, including international researchers, into the Institute's working environment. I-1.4 Deliver specialised training for HR staff and Heads of Research Groups on recruitment and selection procedures in accordance with the OTM-R principles.

Proposed actions

Action 2

A2 – Career Development, Research Assessment and Recognition of Diverse Career Paths Increase the transparency of career progression, the rules governing the employment contracts, the requirements for advancement to higher career levels, and the arrangements for career breaks. Improve the transparency and consistency of performance assessment and mandatory evaluations, strengthen regular feedback, and ensure that the assessment system recognises a broad range of contributions, including science communication, knowledge valorisation, organisational responsibilities, and administrative contributions.

GAP Principle(s)

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

(-/+) 9. RESEARCHERS' ASSESSMENT

(+/-) 12. CAREER PROGRESSION

(-/+) 14. STABILITY OF EMPLOYMENT

(-/+) 17. VALUING DIVERSE RESEARCH CAREERS

I-2.1 Q2 2028 I-2.2
Q3 2027 I-2.3 Q2
2027

Proposed actions

Responsible Unit	Indicator(s) / Target(s)
WG4a; WG3; HR Department; Institute Management; Performance Evaluation Committee; Training and Development Coordinator	I-2.1 Review, update, and clearly communicate the Institute's internal Career Framework in line with the Career Framework of the Czech Academy of Sciences, ensuring greater transparency of career progression opportunities, career levels, fixed-term contract renewal, and career breaks. I-2.2 Revise the Performance Evaluation Rules to include the following measures: a) Review and update the internal performance evaluation questionnaire before the 2027 evaluation cycle to recognise a broader range of professional contributions and outputs beyond scientific publications. b) Introduce written performance evaluation feedback for both the evaluated employee and the Head of the Research Group. c) Organise internal information sessions before the 2027 evaluation cycle for researchers and Heads of Research Groups to explain the evaluation process, criteria, and requirements. I-2.3 Deliver training for Heads of Research Groups on continuous performance management, constructive feedback, and effective people management skills to support fair and consistent staff evaluation.

Proposed actions

Action 3

A3 – Working Conditions, Remuneration, and Reduction of Administrative Burden Improve working conditions and the working environment by reducing the administrative burden on researchers, maintaining and promoting the employee benefits provided under the Collective Agreement, and improving access to institutional information and support services. Increase the transparency and clarity of the Institute's remuneration system by providing clear and accessible information on remuneration principles, criteria, and procedures.

GAP Principle(s)

(+/-) 6. THE RESEARCHER

(+/-) 7. FREE CIRCULATION OF RESEARCHERS

(-/+) 17. VALUING DIVERSE RESEARCH CAREERS

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

I-3.1 Q2 2028 I-3.2 Q4 2026

Responsible

Unit

Indicator(s) / Target(s)

WG4a;
Institute
Management;
Grant
Support
Office; IT
service

I-3.1 Develop and implement institutional Remuneration Principles to improve the transparency, consistency, and understanding of the Institute's remuneration system. I-3.2 Reduce the administrative burden on researchers through the review, simplification, and digitalisation of internal processes. Develop a new intranet with integrated workflow tools to support key administrative procedures, such as project approvals and the submission of internal grant applications.

Proposed actions

Action 4

A4 – International Mobility, International Collaboration and Grant Support Systematically promote international and interdisciplinary collaboration and improve communication about mobility opportunities available to researchers. Strengthen the Institute's Grant Support Office by expanding its capacity to provide high-quality administrative, project management, and coordination support throughout the entire grant lifecycle, including proposal preparation, submission, project implementation, and support for the administrative and HR aspects of research projects and researcher mobility.

GAP Principle(s)

(+/-) 6. THE RESEARCHER

(+/-) 7. FREE CIRCULATION OF RESEARCHERS

(+/-) 15. CONTRACTUAL AND LEGAL OBLIGATIONS

(-/+) 17. VALUING DIVERSE RESEARCH CAREERS

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

I-4.1 Q3 2028 I-4.2 Q4 2026

Responsible

Unit

Indicator(s) / Target(s)

International Cooperation Manager; Grant Support Office; Institute Management

I-4.1 Develop and implement an Internationalisation Strategy for the Institute, including a systematic approach to identifying suitable international funding opportunities, research projects, and consortia aligned with the Institute's research priorities. I-4.2 Develop a strategy for the operations of the grant section in accordance with the requirements of research groups to provide administrative and project support during the preparation, submission, and implementation of grant applications.

Proposed actions

Action 5

A5 – Learning and Professional Development Strategy
Develop and implement a sustainable institutional training system that supports continuous professional development across all career stages.

GAP Principle(s)

(-/+) 14. STABILITY OF EMPLOYMENT

(-/+) 18. CAREER DEVELOPMENT AND ADVICE

(+/-) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT

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

I-5.1 Q3 2027 I-5.2 Q2 2028

Responsible

Unit

Indicator(s) / Target(s)

WG3;
Training and
Development
Coordinator;
Institute
Management

I-5.1 Develop and implement an institutional Professional Development Strategy covering different staff groups, including doctoral candidates, early-career researchers, researchers returning after a career break, senior researchers, research leaders, and administrative and technical staff. The strategy will be reviewed and updated every two years and aligned with the development strategies of the individual research groups. I-5.2 Establish a structured institutional training system that includes career guidance, transferable skills (soft skills) training, and specialised professional (hard skills) training. Prepare an annual training plan and deliver training activities accordingly. Training opportunities will be communicated through the Institute's intranet via a dedicated communication channel that will be regularly updated.

Proposed actions

Action 6

A6 – Mentoring Programme for Researchers Develop and implement an institutional Mentoring Programme with clear guidelines for mentor–mentee collaboration, a portfolio of qualified mentors, and transparent participation procedures. Regularly evaluate the programme to assess its effectiveness, impact on participants' professional development, and opportunities for continuous improvement.

GAP Principle(s)

(-/+) 14. STABILITY OF EMPLOYMENT

(-/+) 18. CAREER DEVELOPMENT AND ADVICE

(-/+) 20. SUPERVISION AND MENTORING

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

I-6.1 Q2 2027 I-6.2 Q4 2027

Responsible

Unit

Indicator(s) / Target(s)

Training and Development Coordinator; Mentors; WG3; Institute Management

I-6.1 Implement and evaluate a pilot Institutional Mentoring Programme by 2027. Establish the programme's core framework, including the roles and responsibilities of mentors and mentees, collaboration guidelines, and participation procedures. The pilot phase will be evaluated with regard to participation, perceived benefits, clarity of the programme rules, and overall organisation. I-6.2 Review, update, and consolidate the Institutional Mentoring Programme based on the results of the pilot phase. The revision will focus on improving the programme guidelines, mentor selection and mentor portfolio, participant support, programme organisation, and communication to ensure its long-term sustainability and effectiveness.

Proposed actions

Action 7

A7 – Research Ethics, Research Integrity and Prevention of Inappropriate Behaviour Develop, implement, and communicate a comprehensive institutional framework for the prevention, reporting, and handling of ethical misconduct. The framework will include the role of the Internal Ombudsperson, the Ethics Committee, an updated Code of Ethics, and clear procedures supported by regular staff training. Strengthen employees' awareness and competencies through continuous training on the prevention of inappropriate behaviour in the workplace, unconscious bias, discrimination, gender equality, diversity, inclusion, and research ethics and integrity.

GAP Principle(s)

(-/+) 1. ETHICS AND RESEARCH INTEGRITY

(+/-) 2. FREEDOM OF SCIENTIFIC RESEARCH

(+/-) 4. GENDER EQUALITY

(+/-) 5. EMBRACING DIVERSITY

(+/-) 6. THE RESEARCHER

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

I-7.1 Q2 2027 I-7.2 Q2 2027 I-7.3 Q2 2028

Responsible

Unit

Indicator(s) / Target(s)

WG5;
Internal
Ombudsman;
Training and
Development
Coordinator;
Institute
Management

I-7.1 Develop and implement institutional procedures for reporting and addressing ethical misconduct by adopting and adapting the Code of Ethics of the Czech Academy of Sciences for the Institute's needs. Cases of alleged ethical misconduct will be reviewed, where appropriate, by an ad hoc Ethics Committee established for the specific case. I-7.2 Develop and implement institutional procedures for the prevention of and response to discrimination, and review and update the Institute's Gender Equality and Diversity Plan. I-7.3 Deliver mandatory training for all employees on research ethics and integrity, the prevention of inappropriate behaviour in the workplace, discrimination, diversity, inclusion, and gender equality.

Proposed actions

Action 8

A8 – Open Science, Research Data Management Develop and implement an institutional Open Science Policy, including practical guidelines for Open Access publishing and research data management, and establish a dedicated institutional role responsible for coordinating Open Science activities and their implementation.

GAP Principle(s)

(-/+) 3. OPEN SCIENCE

(-/+) 16. DISSEMINATION AND EXPLOITATION OF RESULTS

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

I-8.1 Q2 2027 I-8.2 Q2 2027 I-8.3 Q2 2028

Responsible Unit

Indicator(s) / Target(s)

WG Open Science; Data Steward; IT Department; Training and Development Coordinator

I-8.1 Develop and adopt an institutional Open Science Policy together with supporting guidelines and methodological documents for its implementation. I-8.2 Establish institutional rules for the management, storage, and sharing of research data, and identify and implement the appropriate technical infrastructure to support secure and effective research data management. I-8.3 Deliver training on Open Science for all researchers, together with practical, role-specific training for selected staff involved in the implementation and support of Open Science and research data management.

Proposed actions

Action 9

A9 – Dissemination, Knowledge Transfer, and Science Communication Develop and implement a transparent institutional framework for knowledge transfer and the communication of research results by strengthening coordination between technology transfer and public relations activities and establishing a network of science communication ambassadors across the Institute.

GAP Principle(s)

(-/+) 16. DISSEMINATION AND EXPLOITATION OF RESULTS

(-/+) 17. VALUING DIVERSE RESEARCH CAREERS

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

I-9.1 Q4 2027 I-9.2 Q4 2028 I-9.3 Q4 2027

Responsible

Unit

Indicator(s) / Target(s)

Intersectoral
Cooperation
Coordinator;
PR Manager;
Training and
Development
Coordinator;
Institute
Management

I-9.1 Review and update the Institute's internal policies and procedures governing the dissemination, communication, and exploitation of research results, including knowledge transfer activities. I-9.2 Deliver training for researchers on intellectual property rights, knowledge transfer, and the commercial potential of research results to strengthen research valorisation and collaboration with external partners. I-9.3 Develop and implement the Institute's Communication and Marketing Strategy to strengthen the visibility of research activities, science communication, and public engagement.

Proposed actions

Action 10

A10 – Strategic Development of Research and Information Infrastructure Systematically plan and communicate the development of the Institute's research infrastructure and information systems to ensure cybersecurity, the efficient use and sharing of research equipment, and the long-term sustainability of the Institute's research infrastructure.

GAP Principle(s)

(+/-) 6. THE RESEARCHER

(++) 8. SUSTAINABILITY OF RESEARCH

(+/-) 13. WORKING CONDITIONS, FUNDING AND SALARIES

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

I-10.1 Q4 2027 I-10.2 Q4 2027 I-10.3 Q4 2026 I-10.4 Q4 2026

Responsible

Unit

Indicator(s) / Target(s)

Computing Centre (Cybersecurity Specialist); Institutional Resilience Coordinator; Institute Management	I-10.1 Develop and implement a Research Infrastructure and Information Systems Strategy to support the sustainable development of the Institute's scientific and digital infrastructure. I-10.2 Review and update the Institute's research infrastructure database and establish clear rules for the use, sharing, and regular updating of research equipment and infrastructure across the Institute. I-10.3 Develop and implement an institutional Research Security Strategy covering cybersecurity, information security, and institutional resilience to ensure the secure conduct of research activities. I-10.4 Deliver cybersecurity awareness training for the Institute's management to strengthen leadership competencies in research security, cybersecurity, and institutional resilience.
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Unselected principles:

The establishment of an open recruitment policy is a key element in the strategy for the implementation of the principles of the European Charter for Researchers. Please also indicate how your organisation will use the OTM-R toolkit and how you intend to implement / are implementing the principles of OTM-R. It is helpful to include a brief commentary demonstrating this implementation even if there is some overlap with the actions listed above. If this is the case, please link the OTM-R checklist with the overall action plan (max. 1000 words).*

An OTM-R policy is currently in place at ICPF; however, it provides only a general framework and requires updating to ensure full alignment with the principles of Open, Transparent and Merit-based Recruitment (OTM-R) and the requirements of the European Charter for Researchers.

As part of the first action, the Institute will formalise the procedures and principles governing the recruitment and selection of employees. Methodological guidelines will be developed covering the publication of vacancies (including the content of job advertisements and the use of international recruitment platforms), the appointment of selection committees (including their composition and minimum number of members), the documentation of recruitment procedures, and the provision of feedback to applicants.

The implementation of the OTM-R principles will be coordinated by the HR Department, which will oversee compliance with the established rules and procedures and verify the completeness and accuracy of recruitment documentation. In addition, an OTM-R quality management system will be introduced based on the annual evaluation of recruitment and selection procedures against predefined criteria (see the OTM-R Checklist).

Action A1 – Open, Transparent and Merit-based Recruitment (OTM-R) Strategy and Researcher Onboarding and the OTM-R Checklist are mutually complementary. Their implementation will ensure that the recruitment and selection of researchers are conducted in a transparent, consistent, and merit-based manner, fully aligned with the principles of the European Charter for Researchers.

If your organisation already has a recruitment strategy which implements the principles of OTM-R, please provide the web link where this strategy can be found on your organisation's website. Multiple links must be comma-separated.

URL:

https://www.icpf.cas.cz/wp-content/uploads/2026/07/OTMR_ENG.pdf (https://www.icpf.cas.cz/wp-content/uploads/2026/07/OTMR_ENG.pdf)

4. Implementation

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

The implementation of the Action Plan will be carried out through the established working groups, designated responsible staff members, and the Steering Committee.

The implementation of the individual actions will be the responsibility of the working groups established during the GAP analysis. These groups consist of employees who are committed to actively contributing to the implementation of the proposed measures and the continuous improvement of the Institute's working environment and HR practices. The working groups are expected to meet regularly, approximately once a month.

The Steering Committee will be responsible for overseeing the implementation of the Action Plan, monitoring progress, and evaluating the achievement of the planned objectives. It is expected to meet approximately twice a year with the leaders of the individual working groups. These meetings will review progress towards the established objectives, assess the implementation of individual actions, and identify potential challenges or risks together with appropriate corrective measures.

The implementation of the Action Plan is financially supported through the project **HR Award ÚCHP** (CZ.02.01.01/00/23_026/001138), funded under the **OP JAK – Research Environment** programme of the Ministry of Education, Youth and Sports of the Czech Republic.

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 justification (max. 500 words)

The Steering Committee will regularly monitor the implementation of the Action Plan through formal progress review meetings held every six months. These meetings will assess the implementation of individual actions, the achievement of the established objectives, and progress against the planned milestones.

Leaders of the respective working groups will report on the status of their activities, key outputs achieved, and any risks or challenges affecting implementation. The Steering Committee will review the causes of any delays, propose appropriate corrective actions where necessary, and, if required, adjust implementation priorities or timelines.

Minutes will be prepared for each meeting to ensure proper documentation of the implementation process, facilitate continuous monitoring of progress, and support the transparency and accountability of the HRS4R implementation.

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



Detailed description and justification (max. 500 words)

The research community was actively involved in the preparation of the GAP Analysis through thematic working groups that identified strengths, areas for improvement, and proposed the actions included in the Action Plan. This participatory approach will be maintained throughout the implementation phase.

The working groups, composed primarily of researchers together with other relevant staff members, will be responsible for implementing the individual actions within their respective areas of expertise. For example, Working Group 2, which analysed the OTM-R principles and recruitment and selection processes during the GAP Analysis, will lead the implementation of Action “A1 – Unified Recruitment and Selection Strategy and Employee Onboarding”.

A designated team of responsible staff members has been assigned to each action, with researchers forming the majority of these teams. This approach will ensure the continuous involvement of the research community and other key stakeholders, promote the exchange of practical experience, and support the co-creation, implementation, and ongoing evaluation of the Action Plan.

How do you proceed with the alignment of organisational policies with the HR Excellence in Research award process? Make sure it is recognised in the organisation's research strategy as the overarching HR policy. *



Detailed description and justification (max. 500 words)

The Institute considers the implementation of the HRS4R principles to be an integral part of its long-term strategy for human resources management and the continuous development of its research environment. The HRS4R Action Plan is aligned with the Institute's strategic objectives and is fully supported by the Institute's management.

The planned actions are implemented through the Institute's existing governance structure, including the Steering Committee, working groups, and responsible organisational units. Where implementation requires changes to internal regulations or HR procedures, these changes will be incorporated into the relevant institutional policies and standard operating procedures.

The Institute regards HRS4R as a long-term framework for developing its HR policy, strengthening the quality of its research environment, and implementing the principles of the European Charter for Researchers. The objective is not only to obtain the HR Excellence in Research Award but also to ensure the continuous improvement of HR practices, working conditions, and researchers' career development.

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



Detailed description and justification (max. 500 words)

The implementation of the proposed actions will be supported through the Institute's established governance and decision-making structures. Overall responsibility for the implementation of the Action Plan rests with the Institute's management, which has the authority to adopt and implement the necessary organisational measures.

Individual actions will be implemented in cooperation with the responsible working groups and relevant organisational units. Where implementation requires amendments to internal regulations or strategic documents, these will be approved in accordance with the Institute's established governance procedures. The Director is responsible for approving internal regulations, the Institute Council oversees the Institute's research strategic direction and development, and the Supervisory Board approves the total budget.

This governance framework ensures institutional commitment, clear accountability for implementation, and the availability of the decision-making and financial resources necessary to achieve the objectives of the Action Plan.

How will you monitor progress (timeline)?*



Detailed description and justification (max. 500 words)

The Action Plan includes measurable indicators and target deadlines for each action. These indicators will serve as the basis for the continuous monitoring of implementation progress.

The Steering Committee will regularly review progress against the implementation timeline, assess the achievement of planned milestones, and monitor the fulfilment of the defined indicators. Where delays or other implementation challenges are identified, the Committee will analyse their underlying causes, propose appropriate corrective actions, and monitor the effectiveness of the measures adopted.

Where necessary and within the Institute's available resources, human and financial resources will be reallocated or reinforced to ensure the timely and successful implementation of the Action Plan.

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



Detailed description and justification (max. 500 words)

Progress in implementing the Action Plan will be measured through a combination of action-specific indicators and regular staff feedback. At the beginning of the implementation phase, a baseline staff survey will be conducted to establish the initial situation and measure employees' satisfaction in the key HRS4R areas.

The survey will be repeated annually, enabling comparisons with the baseline results and allowing the Institute to assess the impact of the implemented actions, identify areas requiring further improvement, and evaluate the overall effectiveness of the Action Plan.

The survey results, together with the monitoring of the defined indicators will be regularly reviewed by the Steering Committee and will provide evidence for internal monitoring as well as for the subsequent HRS4R assessment.

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

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