

# Action Plan

Institute of Microbiology of the Czech Academy of Sciences

HRS4R Case Number 2023CZ53621

January 18th, 2024



# EURAXESS

## Action Plan

**Case number**

2023CZ53621

**Name Organisation under review**

Institute of Microbiology of the Czech Academy of Sciences

**Organisation's contact details**

Videňská 1083, Praha 4, 142 00, Czech Republic

### 1. Organisational Information

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

**STAFF & STUDENTS****FTE**

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Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research \*

395,6

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<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Of whom are international (i.e. foreign nationality) *	102,45
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0,5
Of whom are women *	220,95
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	98,85
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	113,7
Of whom are stage R1 = in most organisations corresponding with doctoral level *	183,05
Total number of students (if relevant) *	0
Total number of staff (including management, administrative, teaching and research staff) *	580,46
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	30678000
Annual organisational direct government funding (designated for research)	12663000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	13154000
Annual funding from private, non-government sources, designated for research	1021000

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

The main activity of the Institute of Microbiology of the Czech Academy of Sciences is comprehensive, scientific research of micro-organisms, such as bacteria, yeasts, fungi, algae, and mammalian cell lines with regard to basic research questions and their prospective practical use in medicine and industry. The main interests are cellular and molecular microbiology, genetics and physiology of micro-organisms including resistance to antibiotics, production of microbial metabolites and their biotransformation and grading of production strains by genetic modifications; soil ecology, ecotoxicology and microbial degradation of organic pollutants, and, last but not

least, the role of micro-organisms in immunological processes and the possibilities of cancer immunotherapy.

## 2. Strengths and weaknesses of the current practice

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

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

## Ethical and professional aspects\*


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

## STRENGTHS:

- 1) The Institute of Microbiology CAS (IMIC) runs in accordance with the Code of Ethics for Researchers of the Czech Academy of Sciences, which fully complies with all general Charter and Code (C&C) principles.
- 2) Intellectual Property Right protection and technology transfer services are supported by the Technology Transfer Office.
- 3) The Project Management Office assists with project administration and is also searching for available funding and scholarship opportunities.
- 4) The Human Resources Department provides full support in recruiting new employees, including foreigners. Since autumn 2023, it has been reinforced by an additional member of the HR development staff.
- 5) The Institute has extensive co-operation with the universities and many students participate in research activities of particular research groups. Together with lecturing at universities, that allows direct knowledge transfer from researchers to students.
- 6) The web page (<https://mbucas.cz/en/hrs4r/> (<https://mbucas.cz/en/hrs4r/>)) provides information on the Institute's accession to the Bonn Declaration on Research Freedom and the status of the HRS4R process.
- 7) The Institute has established an anonymous channel managed by external staff for reporting complaints.

## WEAKNESSES:

- 1) The Code of Ethics of the Institute of Microbiology CAS is missing. It should be created and published in both Czech and English languages.
- 2) Although it is clearly defined how to proceed in case of any ethical problem, discrimination or conflict, our researchers are not fully aware of their options because the related rules are scattered in a number of different documents.
- 3) Most of the internal documents are only in the Czech language. Translation of basic documents into English is done in an unsystematic and ad hoc manner.
- 4) The Institute's internal website is mostly in Czech only. The website should be simplified and updated to become bilingual.

Recruitment and selection\* **Strengths and Weaknesses (max. 800 words)**

## STRENGTHS:

- 1) Selection procedures are governed by the legislation in force (Labour Code).
- 2) Advertisements are published on the Institute's website, jobs.cz, vedavyzkum.cz, or EURAXESS.
- 3) The Institute of Microbiology CAS (IMIC) has an up-to-date Manual for New Employees in both Czech and English languages; this is regularly updated.
- 4) A HR-related website has been created (mbucas.cz/HRS4R (<https://mbucas.cz/HRS4R>))

## WEAKNESSES:

- 1) Rules of the IMIC selection procedure are not published in full. A composite document should be created and published in both Czech and English languages.
- 2) A detailed description of the recruitment process including the composition of selection committees is missing.
- 3) The IMIC lacks a standardised onboarding process during which all new employees would be trained to become fully functional members of the team.

## Working conditions\*


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

## STRENGTHS:

- 1) Within internal rules, working hours can be chosen with different starts, as agreed with the supervisor. Only the monthly pool of hours worked is monitored.
- 2) The IMIC offers part-time positions.
- 3) Benefits offered include six weeks holiday, pension/life insurance contribution, and/or meal allowance. The use of the on-site nursery, sports facilities and social fund loans, etc. are available for all employees.
- 4) As well as GDPR and whistle-blowing regulations, we have formulated a Gender Equality Plan (<https://mbucas.cz/en/about-institute/gender-equality-plan/>) and it is being implemented.

## WEAKNESSES:

- 1) Although it is clearly defined how to manage any ethical problem, discrimination or conflict, our researchers are not fully aware of their possibilities/rights because the related rules are scattered in different documents.
- 2) Information about the evaluation and reward system is not fully known.
- 3) Some tools to balance work and family life better could be improved (e.g., home-office rules and others; see GEP for more), but this is tied to the new and expected changes in state legislation to be adopted in 2024.

Training and development\* **Strengths and Weaknesses (max. 800 words)**

## STRENGTHS:

- 1) Combined with their individual abilities, the scientific development of researchers is facilitated by the overall culture of freedom of research at IMIC.
- 2) Via the mailing list and the intranet, all researchers are regularly informed about the offer of specialist courses and lecture series.
- 3) Young researchers have the opportunity to apply for participation in national and international development programmes.
- 4) The Institute offers free participation in English courses for local researchers and Czech courses for foreign researchers.
- 5) Every year, the Institute announces competitions and rewards the best student work.

## WEAKNESSES:

- 1) There is no comprehensive training system based on the specific needs of the nature of work in a research institution. The range of courses could be expanded based on questionnaire responses.
- 2) Some managers lack appropriate leadership and management skills.
- 3) There is no career development system (except a document offering career development opportunities at IMIC).
- 4) The Institute needs to strengthen its PR department and make it more efficient and effective.

### 3. Actions

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

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

<https://mbucas.cz/en/hrs4r/> (unsafe: <https://mbucas.cz/en/hrs4r/>)

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

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



## Proposed ACTIONS

**Action 1**

1. Bilingual Institute (Part I)

**GAP Principle(s)**

- (++) 1. Research freedom
- (+/-) 4. Professional attitude
- (+/-) 15. Transparency (Code)

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

4Q 2024

**Responsible**

Unit	Indicator(s) / Target(s)
HR Award Team Director	Aim: Improve communication in the Institute. Indicator (1.1) Translation of all internal rules into English.

**Action 2**

1. Bilingual Institute (Part II)

**GAP Principle(s)**

- (++) 1. Research freedom
- (+/-) 4. Professional attitude
- (+/-) 15. Transparency (Code)

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

4Q 2024

**Responsible**

Unit	Indicator(s) / Target(s)
HR Award Team Director	Aim: Improve communication in the Institute. Indicator (1.2) Updating the intranet in both Czech and English and making it clearer.

## Proposed ACTIONS

**Action 3**

2. Establish ethical standards appropriate for the IMIC (Part I)

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

( +/- ) 2. Ethical principles

( +/- ) 3. Professional responsibility

( +/- ) 10. Non discrimination

( +/- ) 15. Transparency (Code)

( +/- ) 27. Gender balance

2Q 2025

( ++ ) 32. Co-authorship

( +/- ) 34. Complains/ appeals

( +/- ) 36. Relation with supervisors

( +/- ) 37. Supervision and managerial duties

**Responsible****Unit****Indicator(s) / Target(s)**HR Award  
Team  
Director

Aim: Establish the IMIC's own Ethical Codex, strengthen awareness of belonging to the Institute, increase awareness of benefits, and establish a process for addressing complaints. Indicator (2.1) Establishment of the IMIC's own Ethical Codex and IMIC's Ethics' Committee and approval of the Rules of Procedure of the Ethics' Committee (i.e. creation and publication of two new binding documents).

## Proposed ACTIONS

## Action 4

2. Establish ethical standards appropriate for the IMIC (Part II)

## GAP Principle(s)

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

( +/- ) 2. Ethical principles

( +/- ) 3. Professional responsibility

( +/- ) 10. Non discrimination

( +/- ) 15. Transparency (Code)

( +/- ) 27. Gender balance

1Q 2024

( ++ ) 32. Co-authorship

( +/- ) 34. Complains/ appeals

( +/- ) 36. Relation with supervisors

( +/- ) 37. Supervision and managerial duties

## Responsible

## Unit

## Indicator(s) / Target(s)

HR Award  
Team  
Director

Aim: Establish the IMIC's own Ethical Codex, strengthen awareness of belonging to the Institute, increase awareness of benefits, and establish a process for addressing complaints. Indicator (2.2) Completion of the Institute's graphic identity and new logo (creation of the IMIC Logo and Graphic Manuals).

## Proposed ACTIONS

## Action 5

2. Establish ethical standards appropriate for the IMIC (Part III)

## GAP Principle(s)

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

( +/- ) 2. Ethical principles

( +/- ) 3. Professional responsibility

( +/- ) 10. Non discrimination

( +/- ) 15. Transparency (Code)

( +/- ) 27. Gender balance

4Q 2025

( ++ ) 32. Co-authorship

( +/- ) 34. Complains/ appeals

( +/- ) 36. Relation with supervisors

( +/- ) 37. Supervision and managerial duties

## Responsible

## Unit

## Indicator(s) / Target(s)

Director Gender Equality Team (GET)	Aim: Establish the IMIC's own Ethical Codex, strengthen awareness of belonging to the Institute, increase awareness of benefits, and establish a process for addressing complaints. Indicator (2.3) Conduct regular gender audits, every two years.
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## Proposed ACTIONS

**Action 6**

2. Establish ethical standards appropriate for the IMIC (Part IV)

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

( +/- ) 2. Ethical principles

( +/- ) 3. Professional responsibility

( +/- ) 10. Non discrimination

( +/- ) 15. Transparency (Code)

( +/- ) 27. Gender balance

1Q 2024

( ++ ) 32. Co-authorship

( +/- ) 34. Complains/ appeals

( +/- ) 36. Relation with supervisors

( +/- ) 37. Supervision and managerial duties

**Responsible****Unit****Indicator(s) / Target(s)**HR Award  
Team  
Director

Aim: Establish the IMIC's own Ethical Codex, strengthen awareness of belonging to the Institute, increase awareness of benefits, and establish a process for addressing complaints. Indicator (2.4) Raise awareness of benefits by email (bi-annually, or when needed).

## Proposed ACTIONS

## Action 7

2. Establish ethical standards appropriate for the IMIC (Part V)

## GAP Principle(s)

- (+/-) 2. Ethical principles
- (+/-) 3. Professional responsibility
- (+/-) 10. Non discrimination
- (+/-) 15. Transparency (Code)
- (+/-) 27. Gender balance
- (+/-) 34. Complains/ appeals
- (+/-) 36. Relation with supervisors
- (+/-) 37. Supervision and managerial duties

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

1Q 2024

## Responsible

## Unit

## Indicator(s) / Target(s)

Deputy Director	Indicator (2.5) Establish an externally-operated channel for employee complaints
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## Proposed ACTIONS

## Action 8

## 3. Implementation of OTM-R principles (Part I)

## GAP Principle(s)

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

( +/- ) 3. Professional responsibility

( +/- ) 4. Professional attitude

( +/- ) 10. Non discrimination

( ++ ) 11. Evaluation/ appraisal systems

( +/- ) 12. Recruitment

( +/- ) 13. Recruitment (Code)

( +/- ) 14. Selection (Code)

( +/- ) 15. Transparency (Code)

( ++ ) 16. Judging merit (Code)

1Q 2024

( ++ ) 17. Variations in the chronological order of CVs (Code)

( ++ ) 18. Recognition of mobility experience (Code)

( ++ ) 19. Recognition of qualifications (Code)

( ++ ) 20. Seniority (Code)

( -/+ ) 26. Funding and salaries

( +/- ) 27. Gender balance

( +/- ) 29. Value of mobility

( +/- ) 34. Complains/ appeals

**Proposed ACTIONS**

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<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
HR Award Team Director	Aim: To improve the whole selection process, to standardise the form and content of vacancy advertisements, the methods of publication, the procedure and the composition of selection committees, the rules for selecting the most suitable candidates, etc. Indicator (3.1) Designation of the members of the HR Award team responsible for implementation of OTM-R principles.

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## Proposed ACTIONS

## Action 9

## 3. Implementation of OTM-R principles (Part II)

## GAP Principle(s)

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

( +/- ) 3. Professional responsibility

( +/- ) 4. Professional attitude

( +/- ) 10. Non discrimination

( ++ ) 11. Evaluation/ appraisal systems

( +/- ) 12. Recruitment

( +/- ) 13. Recruitment (Code)

( +/- ) 14. Selection (Code)

( +/- ) 15. Transparency (Code)

( ++ ) 16. Judging merit (Code)

3Q 2024

( ++ ) 17. Variations in the chronological order of CVs (Code)

( ++ ) 18. Recognition of mobility experience (Code)

( ++ ) 19. Recognition of qualifications (Code)

( ++ ) 20. Seniority (Code)

( -/+ ) 26. Funding and salaries

( +/- ) 27. Gender balance

( +/- ) 29. Value of mobility

( +/- ) 34. Complains/ appeals

**Proposed ACTIONS**

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<b>Responsible</b>	<b>Indicator(s) / Target(s)</b>
<b>Unit</b>	
HR Award Team Director	Aim: To improve the whole selection process, to standardise the form and content of vacancy advertisements, the methods of publication, the procedure and the composition of selection committees, the rules for selecting the most suitable candidates, etc. Indicator (3.2): Creation and publication of a new binding document: Rules of the IMIC OTM-R selection procedure.

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## Proposed ACTIONS

## Action 10

3. Implementation of OTM-R principles (Part III)

## GAP Principle(s)

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

( +/- ) 3. Professional responsibility

( +/- ) 4. Professional attitude

( +/- ) 10. Non discrimination

( ++ ) 11. Evaluation/ appraisal systems

( +/- ) 12. Recruitment

( +/- ) 13. Recruitment (Code)

( +/- ) 14. Selection (Code)

( +/- ) 15. Transparency (Code)

( ++ ) 16. Judging merit (Code)

3Q 2024

( ++ ) 17. Variations in the chronological order of CVs (Code)

( ++ ) 18. Recognition of mobility experience (Code)

( ++ ) 19. Recognition of qualifications (Code)

( ++ ) 20. Seniority (Code)

( -/+ ) 26. Funding and salaries

( +/- ) 27. Gender balance

( +/- ) 29. Value of mobility

( +/- ) 34. Complains/ appeals

**Proposed ACTIONS**

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<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
HR Award Team GET Team Director	Aim: To improve the whole selection process, to standardise the form and content of vacancy advertisements, the methods of publication, the procedure and the composition of selection committees, the rules for selecting the most suitable candidates, etc. Indicator (3.3) Creation and publication of a new binding document: Manual for the Recruitment and Selection of University-educated Staff in the research units of the IMIC according to the principles of OTM-R. (hereinafter referred to as the Manual).

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## Proposed ACTIONS

## Action 11

4. Training of HR staff

## GAP Principle(s)

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

( +/- ) 12. Recruitment

( +/- ) 13. Recruitment (Code)

( +/- ) 14. Selection (Code)

( +/- ) 15. Transparency (Code)

( ++ ) 16. Judging merit (Code)

( ++ ) 17. Variations in the chronological order of CVs (Code)

1Q 2024 - 4Q 2025

( ++ ) 18. Recognition of mobility experience (Code)

( ++ ) 19. Recognition of qualifications (Code)

( ++ ) 20. Seniority (Code)

( -/+ ) 25. Stability and permanence of employment

( ++ ) 38. Continuing Professional Development

## Responsible

Unit

Indicator(s) / Target(s)

Director

Aim: To improve the assistance to new staff, including foreign staff, in orienting them to the normal running of the Institute and its internal rules.  
Indicator (4.1) Regular training of HR staff at least twice a year.

## Proposed ACTIONS

## Action 12

5. On-boarding plan (Part I)

## GAP Principle(s)

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

(++) 1. Research freedom

( +/- ) 3. Professional responsibility

( +/- ) 4. Professional attitude

( +/- ) 5. Contractual and legal obligations

( +/- ) 7. Good practice in research

( +/- ) 12. Recruitment

( +/- ) 13. Recruitment (Code)

(++) 21. Postdoctoral appointments (Code)

1Q 2025

( +/- ) 23. Research environment

( +/- ) 24. Working conditions

(++) 30. Access to career advice

( +/- ) 36. Relation with supervisors

( +/- ) 37. Supervision and managerial duties

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

( +/- ) 40. Supervision

**Proposed ACTIONS**

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<b>Responsible</b>	<b>Indicator(s) / Target(s)</b>
<b>Unit</b>	
Director HR Award	Aim: To develop a simple guide for managers to facilitate the first steps in the Institute (mentoring) for all new employees in research units.
Team GET Team	Indicator (5.1) Develop rules for mentoring new staff (on-boarding plan) and train laboratory managers.

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## Proposed ACTIONS

## Action 13

5. On-boarding plan (Part II)

## GAP Principle(s)

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

(++) 1. Research freedom

( +/- ) 3. Professional responsibility

( +/- ) 4. Professional attitude

( +/- ) 5. Contractual and legal obligations

( +/- ) 7. Good practice in research

( +/- ) 12. Recruitment

( +/- ) 13. Recruitment (Code)

(++) 21. Postdoctoral appointments (Code)

2Q, 4Q 2024 2Q 4Q 2025

( +/- ) 23. Research environment

( +/- ) 24. Working conditions

(++) 30. Access to career advice

( +/- ) 36. Relation with supervisors

( +/- ) 37. Supervision and managerial duties

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

( +/- ) 40. Supervision



**Proposed ACTIONS**

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**Responsible****Unit****Indicator(s) / Target(s)**

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Deputy

Aim: To develop a simple guide for managers to facilitate the first steps in the Institute (mentoring) for all new employees in research units.

Director

Indicators (5.2) Regularly update the New Employee Handbook at least annually.

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## Proposed ACTIONS

## Action 14

6. Educational courses

## GAP Principle(s)

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

( +/- ) 3. Professional responsibility

( +/- ) 4. Professional attitude

( +/- ) 5. Contractual and legal obligations

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

( +/- ) 9. Public engagement

( +/- ) 28. Career development

( ++ ) 30. Access to career advice

1Q 2024 - 4Q 2025

( +/- ) 31. Intellectual Property Rights

( ++ ) 33. Teaching

( +/- ) 36. Relation with supervisors

( +/- ) 37. Supervision and managerial duties

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

( +/- ) 40. Supervision

**Proposed ACTIONS**

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<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
Director HR Award Team Head of the Institutional Council	Aim: improvement of the management and leadership skills training for heads of units, supervisors, and all other staff in managerial functions. Indicator (6.1) Organising courses, e.g., leading a research team, dealing with people, ethics in science, science management, GDPR principles, PR principles. Expected participation: at least 75% of managers, 2 - 4 courses per year.

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## Proposed ACTIONS

## Action 15

7. The best PhD and Diploma work award, The best scientific paper award

## GAP Principle(s)

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

- (++) 1. Research freedom
- (+/-) 4. Professional attitude
- (+/-) 8. Dissemination, exploitation of results
- (++) 11. Evaluation/ appraisal systems
- (+/-) 15. Transparency (Code)
- (-/+ ) 26. Funding and salaries
- (+/-) 36. Relation with supervisors

1Q 2024, 1Q 2025

## Responsible

Unit	Indicator(s) / Target(s)
Director Deputy Director Head of the Board of the Institute	Aim: To promote student interest in laboratory work and in science in general. Indicator (7.1) Continue to announce competitions and reward the best student work (every year).

## Proposed ACTIONS

## Action 16

8. Increased PR activities and training support (Part I)

## GAP Principle(s)

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

( +/- ) 9. Public engagement

( ++ ) 22. Recognition of the profession

( +/- ) 27. Gender balance

( ++ ) 33. Teaching

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

1Q 2024 - 4Q 2025

## Responsible

## Unit

## Indicator(s) / Target(s)

HR Award

Team

Gender

Equality

Team Head

of the

Board of

the Institute

Deputy

Director PR

Manager

Laboratory

Heads

Aim: To improve public awareness of the Institute's research results, to "personalise" information for the press, politicians, the professional and lay public, and students. Indicator (8.1) Improving staff skills in popularisation at all levels.

## Proposed ACTIONS

## Action 17

8. Increased PR activities and training support (Part II)

## GAP Principle(s)

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

( +/- ) 9. Public engagement

( ++ ) 22. Recognition of the profession

( +/- ) 27. Gender balance

( ++ ) 33. Teaching

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

1Q 2024 - 4Q 2025

## Responsible

## Unit

## Indicator(s) / Target(s)

Deputy  
Director PR  
Manager  
Laboratory  
Heads

Aim: To improve public awareness of the Institute's research results, to "personalise" information for the press, politicians, the professional and lay public, and students. Indicator (8.2) Regular issuing of the Newsletter (bimonthly).

## Proposed ACTIONS

## Action 18

8. Increased PR activities and training support (Part III)

## GAP Principle(s)

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

(+/-) 9. Public engagement

(++) 22. Recognition of the profession

(+/-) 27. Gender balance

(++) 33. Teaching

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

1Q 2024 - 4Q 2025

## Responsible

## Unit

## Indicator(s) / Target(s)

Deputy  
Director PR  
Manager  
Laboratory  
Heads

Aim: To improve public awareness of the Institute's research results, to "personalise" information for the press, politicians, the professional and lay public, and students. Indicator (8.3) Participation in popularisation events in Czech Republic.

## Proposed ACTIONS

## Action 19

8. Increased PR activities and training support (Part IV)

## GAP Principle(s)

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

(+/-) 9. Public engagement

(++) 22. Recognition of the profession

(+/-) 27. Gender balance

(++) 33. Teaching

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

1Q 2024 - 4Q 2025

## Responsible

## Unit

## Indicator(s) / Target(s)

Deputy  
Director PR  
Manager  
Laboratory  
Heads

Aim: To improve public awareness of the Institute's research results, to "personalise" information for the press, politicians, the professional and lay public, and students. Indicators (8.4) Participation in Summer Schools and Courses (in Microbiology and Immunology).



## Proposed ACTIONS

## Action 20

8. Increased PR activities and training support (Part V)

## GAP Principle(s)

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

( +/- ) 9. Public engagement

( ++ ) 22. Recognition of the profession

( +/- ) 27. Gender balance

( ++ ) 33. Teaching

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

1Q 2024 - 4Q 2025

## Responsible

## Unit

## Indicator(s) / Target(s)

Deputy  
Director PR  
Manager  
Laboratory  
Heads

Aim: To improve public awareness of the Institute's research results, to "personalise" information for the press, politicians, the professional and lay public, and students. Indicator (8.5) Facilitating internships for secondary school students and university students.

## Proposed ACTIONS

## Action 21

8. Increased PR activities and training support (Part VI)

## GAP Principle(s)

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

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

( +/- ) 9. Public engagement

( ++ ) 22. Recognition of the profession

1Q 2024 - 4Q 2025

( +/- ) 27. Gender balance

( ++ ) 33. Teaching

## Responsible

## Unit

## Indicator(s) / Target(s)

Deputy  
Director PR  
Manager  
Laboratory  
Heads

Aim: To improve public awareness of the Institute's research results, to "personalise" information for the press, politicians, the professional and lay public, and students. Indicator (8.6) To make more use of the results obtained in the Institute in teaching students and to promote the Institute more, set up a repository of pictures and graphs with the IMIC © for the use in teaching and PR.

## Proposed ACTIONS

## Action 22

## 9. Feedback

## GAP Principle(s)

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

(++) 1. Research freedom

(++) 6. Accountability

(++) 35. Participation in decision-making bodies

3Q 2024, 3Q 2025

( +/-) 37. Supervision and managerial duties

( +/-) 40. Supervision

## Responsible

## Unit

## Indicator(s) / Target(s)

Director HR

Award

Steering

Committee

Head of the

Board of

the Institute

Aim: Feedback to the HR Award Steering Committee and the Institute's management. Indicator: (9.1) Regular annual online questionnaires – satisfaction with changes made and suggestions for the future.

## Unselected principles:

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

As the statutory representative, the director of the institution is responsible for personnel policy in IMIC. The selection of scientific workers for the IMIC is further governed by Act No. 283/1992 Coll. on the Academy of Sciences of the Czech Republic, as amended by Act No. 420/2005 Coll. and the Statutes of the Academy of Sciences of the Czech Republic (including the Career Code of University-Educated Employees of the Academy of Sciences of the Czech Republic). Although the main principles of the "European Charter for Researchers" and the "Code of Conduct for the Recruitment of Researchers" are taken into account in practice when conducting selection procedures, not all recommendations of the OTM-R policy are applied at the level of internal regulations.

The implementation of the new OTM-R policy will take place through close co-operation of the HR Steering Committee with the employees of the institute responsible for recruitment - especially the heads of selection committees, heads of individual departments and the management of the institute. The implementation process, based on the requirements listed in the OTM-R Toolkit, or OTM-R Report and following on from the initial analysis of the current state captured through the "OTM-R Checklist", will be monitored in the form of fulfilling the indicators listed.

All the proposals made in the GAP analysis and in the OTM-R checklist have been included in the action plan. The links between the OTM-R checklist and the Action Plan are clearly evident from the need to develop the "OTM-R IMIC Selection Rules" and the "Guide for the Recruitment and Selection of Undergraduate Staff in IMIC Research Units according to the OTM-R Principles" to which the OTM-R checklist refers in points 1, 2, 5, 10, 11, 12, 16, 17, 18, 19, 20, 21, 22, 23.

Indicators are the clarification and updating of the intranet and the publication of all institutional documents in English. The creation of new binding documents - the Rules of the IMIC OTM-R selection procedure and a Manual for the Recruitment and Selection of University-educated staff in the research units of the IMIC according to the principles of OTM-R, the On-boarding Plan, and the IMIC Graphic Manual. Additional indicators are: the establishment of the IMIC Ethics' Committee and the creation of its rules of procedure and creation of the IMIC Code of Ethics; conducting a regular gender audit; updating the New Employee Handbook; publishing a regular Newsletter; raising awareness of benefits and career development opportunities; continuing to announce prizes for the best research and student papers.

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 overall implementation process of the action plan: (max. 1000 words)**

Three fundamental fields were defined on the basis of the GAP analysis for the first part of implementation C&C rules and HRS4R standards:

1. Ethics and Good research Practice - 2. Recruitment and implementation of OTM-R principles - 3. Evaluation and Personal Development. The implementation phase will start in Q1/2024 by an introductory presentation to the whole IMIC research community. We are aware that good communication and co-operation with the stakeholders are essential for a good understanding of the HRS4R principles and fulfilling the goals. Therefore, all researchers (the research assembly) from R1-R4 will be invited for this meeting, where we will run initial discussions about the implementation of first Actions. We will present the results of the GAP analysis, and the Action Plan for the next two years. All actions planned will be continuously consulted upon, revised and updated in accordance with the discussion between the HR Award Team, the research assembly and specific staff (managerial, scientific or administrative).

As a tool for such discussions, we will use online questionnaires, personal discussions and meetings. The Working Group will meet regularly every three months and will evaluate the achieved goals and potential risks. The Steering Committee will act as a supervisor of the working team, will co-ordinate and approve an implementation of HRS4R principles at the Institution. It will be also responsible for making fundamental strategic decisions. The Steering Committee will debate materials provided by the working team, will define goals and suggest how to implement them.

First, we will start with the revision of OTM-R policy at the Institution, which includes the creation of an OTM-R webpage (as a part of the HR-related website - mbucas.cz/HRS4R) to enhance the recruitment process, e.g., a webpage with all relevant information related to the OTM-R, the creation of Rules of the MBU OTM-R selection procedure and the Manual for the Recruitment and Selection of University-educated Staff in the research units of the IMIC. According to the principles of OTM-R, the current rules need to be revised and updated, especially the composition of selection committees and related training. To be able to provide feedback on the recruitment process, we shall prepare a checklist. Most of the posts will be advertised at international channels. All these steps will bring more transparency into the selection process at IMIC. We plan to implement most of these actions at the end of 2024. Next, we shall establish an Ethics' Committee, Rules of Procedure of the Ethics' Committee and a Code of Ethics of the Institute. The work will continue in 2025 together with other fields, e.g., career development, working conditions, social security and welfare, and ethical and professional aspects. Most of these actions should be fully implemented at the end of 2025, but some of them might also be fully realised in the next period, due to new and expected changes in Czech laws.

Awareness about new documents and regulations will be regularly checked at the end of year in which they are implemented. Satisfaction of employees with implementation of the Action Plan will also be checked yearly using online anonymous questionnaires in which researchers will have the opportunity to express their concerns. Through these questionnaires we shall have the opportunity to identify potential problems and to ensure the right direction for our institute. Researchers will also have the possibility to express their concerns directly to the Working Group or to the Steering Committee during the whole implementation process.

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

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

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



**Detailed description and duly justification (max. 500 words)**

The Steering Committee co-ordinates the implementation of HRS4R principles. It is competent to make strategic decisions. Within its sessions, the Committee will debate the proposals introduced by the working team. The members of the Steering Committee are the same as the Institutional Board. Suggestions related to the prepared documents, measures or actions will be introduced to this committee. The committee will provide feedback afterwards.

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



**Detailed description and duly justification (max. 500 words)**

Researchers from all categories (R1-R4) will be involved in all phases of implementation. The Working Group (members from research categories R1-R4) will organise regular meetings every quarter of the year to inform researchers about actions already taken and about steps prepared. Discussion will be an important part of the process. On-line questionnaires will be used to refine and adjust different topics, and to check awareness and satisfaction with the implementation of the Action Plan.

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



**Detailed description and duly justification (max. 500 words)**

Most of the HRS4R principles are already included in the functioning of the Institute. As mentioned in the GAP Analysis, the majority of C&C rules have been fully (15 of 40) implemented or almost but not fully (22 of 40) implemented. A procedure for the implementation of the other rules is defined in the Action Plan. Full implementation of HRS4R is planned up to Q4 2025. Within the strategic development of the Institution, HRS4R is fully considered.

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



**Detailed description and duly justification (max. 500 words)**

From its beginning, the project has been and is highly supported by the wide management of the Institute. The Director participates in the Working Group and the Steering Committee and approved and supported the Action Plan. The Steering Committee and Working Group will be mainly responsible for the implementation of proposed actions within Action Plan, together, where appropriate, with the Institute's Board, Laboratory Heads and the Gender Equality Team. Implementation of the HRS4R principles is also supported by researchers from all categories who participated in the preparation of the GAP analysis. Most of the researchers consider the implementation of Action Plan as an excellent opportunity to improve the functioning of the Institute. The final establishment of the principles will be approved in accordance with the Organisational Rules of the IMIC.

How will you monitor progress (timeline)?\*



**Detailed description and duly justification (max. 500 words)**

Members of the Working Group are responsible for the fulfilment of the Action Plan, its actualisation and keeping to its schedule. Besides the regular monthly meetings, the Working Group will analyse risks on a quarterly basis and suggest steps for their elimination. The work of the Working Group is supervised by the Steering Committee. Since some members of the Steering Committee are also members of the Collegium of the Director, which meets regularly, progress will also be reviewed at collegium meetings.

Members of the Working Group are responsible for the implementation of the Action Plan, its actualisation and keeping to its schedule. Besides the regular monthly meetings, the Working Group shall analyse risks on a quarterly basis and suggest steps for their elimination. The work of the Working Group is supervised by the Steering Committee.

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



**Detailed description and duly justification (max. 500 words)**

For each action, we have defined indicators and targets which we would like to reach. We have also determined by when we would like to accomplish implementation. The Steering Committee will control and oversee the whole process.

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

All actions implemented will be based on the developed GAP analysis, the OTM-R checklist and the GEP documents and will be further implemented in accordance with new needs and realities as they arise.

Please note: Universities in the Czech Republic have their own legal framework, which differs significantly from that of research institutions. The Academy of Sciences of the Czech Republic is a research institution whose functioning is defined by its own law. Within the Czech Republic, institutes of the Academy of Sciences do not have the status of a higher education institution (educational institution), but may employ part-time students. The status of students in relation to the institute is an "employee" - "employer" relationship.