



BIOLOGICKÉ  
CENTRUM  
AV ČR, v. v. i.

# **ACTION PLAN**

## **HRS4R**

**NOVEMBER 2018**

## TEMPLATE 4: ACTION PLAN

**Case number:** 2018CZ354528

**Name Organisation under review:** Biology Centre CAS

**Organisation's contact details:** renata.novotna@bc.cas.cz

**SUBMISSION DATE:** NOVEMBER 30, 2018

### 1. ORGANISATIONAL INFORMATION

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

| <b>STAFF &amp; STUDENTS</b>  | <i>FTE</i> |
|--|------------|
| <i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>  | 333,157    |
| <i>Of whom are international (i.e. foreign nationality)</i>  | 171        |
| <i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>   | 0          |
| <i>Of whom are women</i>   | 135,001    |
| <i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>  | 148,35     |
| <i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>  | 69,775     |
| <i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>  | 71,002     |
| <i>Total number of students (if relevant)</i>  | 0          |
| <i>Total number of staff (including management, administrative, teaching and research staff)</i>   | 541,986    |
| <b>RESEARCH FUNDING (figures for most recent fiscal year)</b>  | <b>€</b>   |
| <i>Total annual organisational budget</i>  | 19 897 917 |
| <i>Annual organisational direct government funding (designated for research)</i>   | 9 397 228  |
| <i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>  | 9 798 030  |
| <i>Annual funding from private, non-government sources, designated for research</i>  | 702 659    |
| <b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>  |            |
| <p>The Biology Centre CAS (BC) is a public research institution established in 2006 by the Czech Academy of Sciences. The BC unites five individual scientific institutes of Entomology, Hydrobiology, Parasitology, Plant Molecular Biology and Soil Biology and Soil &amp; Water Research Infrastructure. There are 704 employees. The budget of the institution is 500 million CZK. The BC is the largest institution of the Czech Academy of Sciences outside of Prague. The researchers of the BC publish over 400 scientific articles in IF journals annually. The BC belongs among the significant European institutions focusing on the environmental and the ecological research.</p> |            |

## 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><b>STRENGTHS:</b></p> <ol style="list-style-type: none"> <li>1. At the Biology Centre CAS, the Strategy for Research Activities 2018-2020 is approved and implemented. This Strategy follows the previous Plan of the Research Activity of the Biology Centre CAS 2012-2017. The main part of the Strategy is the mid-term plan of the research activity—including the main goals for the particular period of time.</li> <li>2. In 2018 the International Advisory Board was established. The International Advisory Board consists of 11 members from the excellent research staff, members from the private sector and politics, and it was established as the advisory body of the Biology Centre CAS to increase its international prestige. The strategic development documents and the future orientation of the institution shall be consulted with the International Advisory Board.</li> <li>3. In respect of the strategic planning, the Project Strategic Plan for the Infrastructure of the Biology Centre CAS Revitalization has been created. The plan is focused on the necessary revitalization of the infrastructure, and it is divided into two phases: 1st phase (2021-2024) and 2nd phase for the next 10-12 years.</li> <li>4. At the Biology Centre CAS the Commercialization Council for assessing significant investments in the protection of R&amp;D registered designs has been active since 2015. The Commercialization Council also assesses the potential of the use of the R&amp;D registered designs in the industry.</li> <li>5. The Researchers Evaluation Rules have been implemented at the institution since 2018. The rules define career development and promotion, as well as the procedures for the evaluation of scientific results.</li> <li>6. There are 2 international scientific journals published at the Biology Centre CAS: The European Journal of Entomology (IF 1.017) and Folia Parasitologica (IF 1.505).</li> <li>7. The Biology Centre CAS runs in accordance with two Codes of Ethics: the Code of Ethics for Researchers of the Czech Academy of Sciences, and the Code of Ethics of the Biology Centre CAS. Moreover, the Ethics Committee of the Biology Centre CAS and the Ethics Committee of ELBP work at the institution.</li> </ol> <p><b>WEAKNESSES:</b></p> <ol style="list-style-type: none"> <li>1. The standardized on-boarding process, during which all the employees would be trained in the functioning of the institution at all procedure levels including effective legislation, is missing.</li> </ol> |

|                                  |   |
|----------------------------------|---|
|                                  | <ol style="list-style-type: none"> <li>2. There is no mechanism for motivating the researchers to participate in activities in order to popularize the institution. Although many events related to popularization are conducted at the Biology Centre CAS, the researchers' participation in them is completely voluntary and unsystematically assessed within the annual evaluations.</li> <li>3. The popularization of the research becomes the more important part of the scientific work at the Biology Centre CAS. Despite conducting many popularizing events, there is no particular strategy for the popularization and communication to the public.</li> <li>4. There are 171 foreign employees out of 706 working at the Biology Centre CAS. In spite of this fact, most of the available information within the institution is in Czech only. The English translation of the fundamental documentation in English is done unsystematically and ad hoc. The websites of the Biology Centre CAS and the compound orientation system shall be updated to become bilingual.</li> </ol>  |
| <p>Recruitment and selection</p> | <p><b>STRENGTHS:</b></p> <ol style="list-style-type: none"> <li>1. 4 advertising websites focused on scientific positions are used during the recruitment of the new employees at the Biology Centre CAS. Moreover, the advertisements are published on websites of the institution, on the websites of the Czech Academy of Sciences and on social networks (e.g. Facebook).</li> <li>2. The published advertisements for scientific positions (R1 – R4) are made in accordance with the current unified template.</li> <li>3. The potential employees are not discriminated by age, gender, belief and religion, social or national origin, ethnicity, sexual orientation, language, disability, political opinion and social or economic condition.</li> <li>4. A career break has no influence on an applicant's evaluation. The applicants' qualities are assessed in a comprehensive way including his or her professional history and merits.</li> <li>5. The emphasis is also put on the value of the mobility of the applicants. Mobility is considered a significant contribution to their scientific career, and experience from abroad may strengthen the international competitiveness of the research groups (laboratory, department or the Biology Centre CAS at large).</li> <li>6. The recruitment committee consists of 3 members. Each member of the committee has clearly defined responsibility for evaluation criteria. The members of the committee are trained and acquainted with the checklists, which are filled in during the recruitment process. The committee is gender balanced, thereby ensuring a balanced attitude during the applicants' selection process.</li> <li>7. The recruitment process is two-round, transparent and indiscriminating. During the tender the records are made. After the second round of the tender, all the applicants are informed of the results and reasons for the final decision.</li> <li>8. The new employees are offered part-time contracts, the possibility of the use of the Children's Group "Motyl", flexible working hours and subsidized canteen meals.</li> </ol> |

|                    |  |
|--------------------|--|
|                    | <p><b>WEAKNESSES:</b></p> <ol style="list-style-type: none"> <li>1. During the recruitment process the recruitment committee fills in the checklists about every single applicant. Currently, there are no objective qualitative records about the applicants' personality traits in the checklists.</li> <li>2. In the current checklists there are no qualitative records allowing for the popularising activities of the applicants.</li> <li>3. The Biology Centre CAS has the OTM-R webpage, where all the job vacancies are advertised. However, this webpage is difficult to be found by potential applicants. Also, it does not meet the requirements of the C&amp;C and OTM-R rules.</li> <li>4. The Recruitment Guideline is currently under the process of revision. The Recruitment Guideline shall be published on the OTM-R webpage and contain the way of the appointment of the members of the recruitment committee, the schedule of the tender and the system of checks.</li> </ol>  |
| Working conditions | <p><b>STRENGTHS:</b></p> <ol style="list-style-type: none"> <li>1. The Biology Centre CAS is an institution where the number of part-time contracts is above standard; enabling the harmonization of professional and private life (704 employees, 231 out of them have a contract below the 100 per cent workload). At the Biology Centre CAS the part-time contracts are offered to all new employees.</li> <li>2. The employees are able to have flexible working hours if their contracts allow it. This measure helps to harmonize the professional and the private life (especially in young families).</li> <li>3. In 2014, the Children's Group "Motyl" was established at the Biology Centre CAS. The Children's Group has 12 positions and enables young parents to return more quickly and easily to the science and research.</li> <li>4. Above and beyond ordinary administration and support, the research teams are offered the service of the following shared departments: <ol style="list-style-type: none"> <li>a. The Legal department in the field of preparation and implementation of trade agreements, tenders and consultancies of the legislation in force;</li> <li>b. The Transfer Technology department in the field of intellectual property rights and R&amp;D registered designs protection;</li> <li>c. The Project department that provides wide support throughout the projects and helps to search for calls. It also provides consultancies of the grant rules and conducts seminars or consultancies related to the grant submissions.</li> </ol> </li> <li>5. The compound of the Biology Centre CAS is fully accessible for disabled employees. The employment of the disabled employees is equal to the 16.45 of FTE.</li> <li>6. The canteen meals are subsidized for all employees.</li> <li>7. Many cultural and sports events are organised for the employees and their families within the Biology Centre CAS (e.g. Children's Day, Earth Day, Happy Hours, volleyball tournaments, bicycle trips or orientation runs).</li> </ol> |

8. For the strengthening of bilingualism at the institution, language classes are conducted for the employees. There are Czech classes for foreign employees and English classes for Czech employees. There are 7 Czech classes and 13 English classes.
9. A welcome service for foreign employees and their family members is provided before their arrival in the Czech Republic. Subsequently, the employees are looked after during their entire stay at the Biology Centre CAS. Before arrival: Support and consultancy is provided during the difficult process of getting a VISA. All the documents needed for the VISA are ensured (not only for the employees but also for their family members). The Biology Centre CAS intensively communicates with the Embassies, as well as with the Department for Asylum and Migration Policy of the Ministry of Interior or Alien and Border Police. The foreign employees are also accompanied to the above-mentioned offices. Comprehensive administrative support related to their stay in the Czech Republic is provided (also for the family members). The Biology Centre CAS HR department also helps the foreign employees in other various situations related to their stay (the birth of a child, a start at school, opening a bank account, communication with insurance companies, and communication with a doctor). Czech classes are also offered, as well as cooperation with the Centre for the support of the integration of foreigners.
10. The Biology Centre CAS participated in the process of the foundation of the University of South Bohemia and there remains a close cooperation between these two institutions. The cooperation is ensured mainly in the field of securing tertiary education and educational programmes, especially at the Faculty of Science, Faculty of Agriculture and Faculty of Fisheries and Protection of Waters. The researchers of the Biology Centre CAS also teach at the University of South Bohemia; thus they may deepen and improve their pedagogical skills.

**WEAKNESSES:**

1. 60 per cent of the budgets of the Biology Centre CAS come from national as well as international grants. This fact is caused by the established system of the science funding in the Czech Republic. The scientific contracts in V1 – V3 grades are dependent on the financial means obtained from the grants, therefore there is quite a large share of fixed-term contracts among them at the Biology Centre CAS.
2. At the institution, there is no standardized on-boarding process for the new employees, during which they would be trained in the functioning of the institution and all the related procedures (including the current legislative in effect).
3. Although there is a fine welcome service for foreign employees at the institution, it shall be standardized and published on the public websites of the Biology Centre CAS.
4. The environment throughout the Biology Centre CAS compound is not completely bilingual. In respect of that, language courses are conducted at the institution, and the orientation system is being prepared to be bilingual as well. Moreover, the operational as well as the official

|                          |  |
|--------------------------|--|
|                          | documentation of the Biology Centre CAS shall be translated into English with the subsequent revision of the websites of the Biology Centre CAS.   |
| Training and development | <p><b>STRENGTHS:</b></p> <ol style="list-style-type: none"> <li>1. The Grant Programme for commencing scientist mobility (internships, conferences) has been in effect since 2018. 7 internships and 18 conferences were supported in 2018.</li> <li>2. The Czech and English language classes are conducted in a blanket manner for all interested employees. In total, there are 7 Czech classes for foreigners and 13 English classes for Czechs.</li> <li>3. An individual position called “education specialist” was established in 2018. It is a full-time position (1 FTE). The education specialist participates in the preparation and the implementation of the professional development and life-long education at the Biology Centre CAS.</li> <li>4. The education specialist is also responsible for ensuring the implementation of the mentoring programmes, and they suggest the conception of the education for commencing and managerial employees (both in research and in administration). The education is divided into professional education and tuition, language skills - English, soft skills and their training and the personal development of the executives.</li> <li>5. The scientific employees are evaluated annually in accordance with the Researchers Evaluation Rules. The administrative staff is evaluated through assessment interviews, which take place between the individual employee and their immediate superior. From this interview the written record is made. The professional and personal goals discussed during the interview are binding for the employee in the following period.</li> </ol> <p><b>WEAKNESSES:</b></p> <ol style="list-style-type: none"> <li>1. Only the internal mentoring system currently works at the institution. This system includes the cooperation with the University of South Bohemia.</li> <li>2. In 2018 the education was provided by randomly conducted courses and seminars. From 2019 the educational system shall be revised. It shall work on the basis of the standardized plan of tuition of commencing and senior scientific employees as well as administrative ones. The education specialist shall be responsible for the implementation of this coming system.</li> <li>3. The scientists lack appropriate presentation skills and practice for a science popularization through the TV or radio broadcasts. The communication to the public requires higher intelligibility during the presentation of the results.</li> <li>4. The participation of the researchers in the popularization of the science is not considered within the evaluation system. This results in a low motivation of the researchers to take part in the popularization at all.</li> </ol> |

### 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: <https://www.bc.cas.cz/en/about-us/hrs4r-ibera/>

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:

| <b>Proposed ACTIONS</b>  | <b>GAP Principle(s)</b> | <b>Timing (at least by year's quarter/semester)</b> | <b>Responsible Unit</b>                  | <b>Indicator(s) / Target(s)</b>                         |
|--|-------------------------|---|--|---|
| <b>1_Bilingual institution</b>   |                         |   |  |   |
| <b>Translation of documents:</b><br><i>It shall ensure the availability of official documents to all employees of the Biology Centre CAS. In respect of the international character of the institution, it is necessary for foreign employees to be able to obtain basic information from published documents and to have access to fundamental forms in English. This applies also for presentations.</i> | 3, 10, 24               | Q2 2020   | HR Department, Working team IBERA        | List of translated documents, forms and presentations   |
| <b>Language courses:</b><br><i>The language courses are for Czech as well as foreign employees. It serves to break limitations within communication. In respect of the international character of the institution, it is necessary that all employees be able to use English as their secondary language at work.</i>  | 10, 24                  | Q4 2018   | HR Department, Working team IBERA        | Running courses, attendance lists                       |
| <b>Creation of a bilingual orientation system:</b><br><i>The orientation system shall serve to orient all visitors or new employees at the Biology Centre CAS.</i>   | 10, 24                  | Q4 2019   | Operating Department, Working team IBERA | Outdoor and indoor orientation system                   |
| <b>Revision of websites of the Biology Centre CAS:</b><br><i>On translated websites all of the documents in English shall be uploaded and updated continuously.</i>  | 10, 24                  | Q2 2019   | IT Department, Working team IBERA        | Link for the translated websites                        |
| <b>2_OTM-R policy at the institution</b>   |                         |   |  |   |
| <b>Creation of OTM-R webpage:</b><br><i>To enhance the recruitment process, a webpage with all relevant information related to OTM-R Toolkit elements shall be created. There</i>  | 12, 15, 16              | Q1 2019   | HR & IT Department, Working team IBERA   | OTM-R webpage, app for online login and question sender |

|   |            |         |                                   |   |
|---|------------|---------|-----------------------------------|---|
| <i>shall be an application for online login to a tender and for sending questions to published results of the tender.</i>   |            |         |                                   |   |
| <b>Standardization of rules of recruitment:</b><br><i>Current rules shall be revised by C&amp;C criteria and rules that shall improve transparency and enhance the system to provide better feedback to applicants.</i>   | 12, 15, 16 | Q1 2020 | HR Department, Working team IBERA | A document                                      |
| <b>Revision of checklists for 1st and 2nd round of a tender:</b><br><i>Current checklists shall be improved by an assessment of the applicant's personality traits and the extent of his or her involvement in popularization activities.</i>                               | 12, 15, 16 | Q4 2019 | HR Department, Working team IBERA | Checklists                                      |
| <b>3_On-boarding and welcome service</b>  |            |         |                                   |   |
| <b>Standardization of welcome service:</b><br><i>Current support provided to new coming scientists shall be standardized, formalized and published on the OTM-R webpage.</i>  | 10         | Q3 2019 | HR Department, Working team IBERA | A manual  |
| <b>Setting of on-boarding system:</b><br><i>The current individual training for new employees shall be replaced by a new standardized system.</i>   | 5, 10, 30  | Q3 2019 | Service Unit                      | A manual  |
| <b>Implementation of on-boarding system:</b><br><i>Tuition of new employees shall be done on a regular basis and its content standardized.</i>  | 5, 10, 30  | Q3 2020 | Service Unit                      | An implementation                               |
| <b>4_Education and mentoring at the institution</b>   |            |         |                                   |   |
| <b>Involvement of the Biology Centre CAS in a mentoring programme EUMENT-NET:</b><br><i>The Biology Centre CAS shall be registered as a member of a mentoring programme and start to gain information about experience with mentoring from other European institutions.</i> | 38, 39     | Q1 2020 | HR Department, Working team IBERA | Registration, attendance at EUMENT-NET meetings |
| <b>Creation of mentoring programme:</b><br><i>Based on the received experience from EUMENT-NET, a new guide for the mentoring programme shall be prepared at the Biology Centre CAS.</i>  | 38, 39     | Q2 2019 | HR Department, Working team IBERA | A manual  |
| <i>Implementation of mentoring</i>  | 38, 39     | Q3 2020 | HR                                | Active  |

|  |                   |         |   |   |
|--|-------------------|---------|---|---|
| <i>programme of the Biology Centre CAS into the programme of EUMENT-NET.</i>   |                   |         | <i>Department, Working team IBERA</i>             | <i>involvement in mentoring programme</i> |
| <b>Creation of a plan of professional development:</b><br><i>A plan shall define an annual cycle of educational courses for scientific and administrative staff in the field of soft- skills and professional development.</i>   | 38, 39            | Q1 2019 | <i>HR Department, Working team IBERA</i>          | <i>Document, plan</i>                     |
| <b>Commencement of a system of education:</b><br><i>A system of education shall apply to commencing or executive researchers and administrative staff. Courses shall be conducted in accordance with a created plan. These courses shall cover all requested fields of education at the Biology Centre CAS. The plan shall be published with one-year validity. The plan shall be updated on the basis of interest from individual institutes.</i> | 38, 39            | Q2 2019 | <i>HR Department, Working team IBERA</i>          | <i>Implementation</i>                     |
| <b>Preparation of a strategy of professional development and mentoring:</b><br><i>A strategy shall cover all individual educational activities at the institution, for example language courses, mentoring programme, internal grant system for mobility support, expert education, soft skills.</i>   | 38, 39            | Q1 2020 | <i>HR Department, Working team IBERA</i>          | <i>A strategy document</i>                |
| <b>5_Popularization</b>  |                   |         |   |   |
| <b>Allow popularization activities for an assessment of researchers:</b><br><i>In accordance with a newly introduced methodology on the national level, the current institutional methodology of researchers' evaluation shall be improved by a bullet-point considering popularization activities.</i>  | 9, 12, 25         | Q2 2020 | <i>HR &amp; PR Department, Working team IBERA</i> | <i>A document</i>                         |
| <b>Involvement of graduate students and postdoctoral fellows in popularization activities:</b><br><i>A new platform shall be introduced to enhance the presentation skills of students and commencing scientists through practise—including public presentation of the results of their</i>  | 9, 16, 25, 38, 39 | Q3 2020 | <i>Working team IBERA</i>                         | <i>List of presentations conducted</i>    |

|   |       |         |  |  |
|---|-------|---------|--|--|
| <i>current research. Upon the presenters' request, feedback with recommendations shall be provided.</i>   |       |         |  |  |
| <b>Creation of strategy of communication, marketing and science popularization:</b><br><i>In respect of popularization activities, a conception of communication was introduced. The conception briefly and generally describes methods the Biology Centre CAS uses to communicate with the public. A strategy for wider management of communication is missing in this document. Moreover, a strategy of marketing activities and strategy of popularization are also missing.</i>   | 9     | Q4 2022 | PR Department, Working team IBERA                  | A strategy document                                |
| <b>6_ Intellectual property rights protection, know-how and open access</b>   |       |         |  |  |
| <b>Update of intellectual property rights protection regulation:</b><br><i>The current regulation shall be revised and updated to fully correspond to present legislative changes. An updated regulation shall be translated into English to be available to all foreign employees of the Biology Centre CAS.</i>   | 3, 31 | Q3 2019 | Transfer Technology Department                     | A regulation document                              |
| <b>Creation of conception of know-how sharing and guide for open access:</b><br><i>An activity shall synergistically continue the work of the Transfer Technology Department within a strategy of open access and know-how sharing preparation. The strategy shall deal with the issue of the sharing of know-how among administrative staff, the scientific community at the Biology Centre CAS and the public. The strategy shall set a way for how the results of creative work and copyrights shall be introduced to the world. Part of the strategy is focused on the implementation and use of the Creative Common Licence.</i> | 7     | Q1 2019 | Transfer Technology Department, Working team IBERA | A document of conception, a manual, an application |

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.

For recruiting new employees the three-member recruitment committees have been established at the Biology Centre CAS. The committees are gender balanced. All members of the committee are trained by the HR department. The tender is two-round, transparent and indiscriminating. All the applicants are informed of the results of the tender. Feedback is provided to those applicants who passed into the second round. All job vacancies are advertised via several websites with scientific advertisements. Social networks are used as well. The advertisements are prepared in accordance with the standardized templates.

The OTM-R policy is not published online and it is not implemented to a sufficient extent. The OTM-R webpage shall be available from the main websites of the Biology Centre CAS, and besides the Recruitment Guideline it shall contain all the required information to attract researchers from abroad, as well as sufficient information for all employees (OTM-R principles 1, 2, 7, 9, 12, 14, 22).

The Recruitment Guideline shall be fine-tuned. The guideline shall contain the method of the appointment of the recruitment committee, its training, the comprehensive system of checks, the description of the process of the recruitment, the way the position is advertised, the way feedback is provided and the procedure of the complaint file.

The current checklists shall be extended by applicants' personal traits and popularizing activities (OTM-R principle 10). The checklist serves for the checking of the transparency and objectivity of the tender.

The current templates of the advertisements shall also be revised and adjusted for all the types of positions at the institution (OTM-R principle 12, 14).

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

URL: -

#### 4. IMPLEMENTATION

General overview of the expected implementation process:

Six fundamental fields were defined on the basis of the GAP analysis. The institution has to focus on these areas to be able to fully implement C&C rules and HRS4R standards. These fields are:

1. fully bilingual institution;
2. fine-tuning and publication of the OTM-R principles;
3. standardization of the welcome service and on-boarding process;
4. setting the educational system at the institution and implementing the mentoring programme;
5. ensuring better motivation of researchers to participate in the popularization of the science;
6. updating the area of intellectual property rights protection, know-how and open access.

Good communication and cooperation with the stakeholders are essential for good understanding

of the HRS4R principles and fulfilling the goals.

On 01/01 2018 a 16 member working team was established to implement HRS4R. The establishment of this team was also related to the start of the (Integration of Biology Centre CAS into the European research Area) IBERA project. Managers and researchers (R1 – R4) responsible for the fulfilment of the main goals and for communication with target groups are equally represented in the team. There are various specialists in the team. There are specialists for HR, professional development and mobility, project management, strategic management, science management, ethics, communication, marketing and popularization, life-long education and mentoring, law, open access and intellectual property rights, etc. All results are continuously consulted, revised and updated in accordance with the discussion between the working team and particular staff (managerial, scientific or administrative). The working team is regularly in session every month, during which the team evaluates the achieved goals and potential risks. Moreover, it sets a plan of activities for the following period of time.

The Steering Committee acts as supervisor of the working team. The committee consists of scientists and one manager. The Steering Committee coordinates an implementation of HRS4R principles at the institution. It is also capable of making fundamental strategic decisions. The Steering Committee debates materials provided by the working team. Members of the Steering Committee are appointed by the statutory body of the Biology Centre CAS.

Defined goals and suggestions on how to implement them are consulted with the Director Board. The Director Board is an advisory and coordinating body subordinated to the director of the Biology Centre CAS. The Director Board consists of the chairman of the Director Board (R4), 6 directors of the individual institutes (R4) and the heads of individual departments within the Service Unit. The Director Board consults on the individual measures suggested, and adopts obligatory attitudes influencing the whole institution. A HR Award project is regularly put into the debate of the board.

Another body, to which the suggested goals and their implementation are presented, is the Institute Board of the Biology Centre CAS. Members of the Institute Board are appointed and removed by the general assembly. The number of members of the Institute Board and the procedure of their appointment/remove are protected by the APRI and institutional statutes. Any details are to be found in the Electoral Rules of the Institute Board. The Institute Board consists of a chairman, deputy chairman and other members. The chairman and his or her deputy are elected and removed by the board.

Suggested goals and steps are approved in accordance with the Organizational Rules of the Biology Centre CAS.

The main goals defined in the Action Plan for achieving an HR Award and the harmonization of the functioning of the institution with C&C principles were identified as follows:

1. Within the procedure for making the institution bilingual, fundamental official documents and forms shall be translated. Language courses shall be conducted for foreign and Czech employees. Websites and an orientation system shall be revised and translated too.
2. The recruitment policy shall be replenished by standardized rules of the recruitment of new employees. Tender checklists shall be revised, and a webpage created that is dedicated to the OTM-R policy.
3. A new standardized training system for all new employees shall be implemented. The welcome service for foreign employees shall be revised as well.

4. In respect of education and mentoring at the institution, the Biology Centre CAS shall take part in a mentoring programme EUMENT-NET, and create a new mentoring programme with its subsequent implementation. Simultaneously, the plan for professional development and mentoring shall be introduced. The plan shall be updated annually. In accordance with this plan, the education of commencing researchers, executive researchers and administrative staff will commence. A Strategy of Professional Development and Mentoring shall be compiled on the basis of experience learned from the implementation of the plan for professional development and mentoring.
5. In respect of the goal of “Popularization”, the methodology of researchers’ assessment shall include a bullet-point about the popularization activities of the researchers. An educational platform for increasing the presenting skills of commencing scientists and students shall be established. The current conception of communication and popularization shall be fine-tuned to a Strategy of communication, marketing and popularization.
6. In respect of intellectual property rights protection, the institutional regulation protecting intellectual property, know-how and open access shall be revised. A new strategy about the sharing of know-how and open access shall be introduced.

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

| <b>Checklist</b>  | <b>*Detailed description and duly justification</b>  |
|---|--|
| How will the implementation committee and/or steering group regularly oversee progress?   | The Steering Committee coordinates the implementation of HRS4R principles. It is competent to make strategic decisions. Within its sessions, the committee debates the materials introduced by the working team. The members of the Steering Committee are appointed by the statutory representative of the Biology Centre CAS. Suggestions related to the prepared documents, measures or actions are introduced to this committee. The committee provides feedback afterwards. The Steering Committee is in session twice a year. Unexpected issues are solved per rollam. |
| How do you intend to involve the research community, your main stakeholders, in the implementation process?                                       | The scientific employees play a big role in the process of implementation. Half of the working team consists of researchers (R1 - R4) from all institutes of the Biology Centre CAS. Three members out of four of the Steering Committee are researchers classified in R2 – R4 scale. Eight members of the ten-member Director Board are executive researchers. The Institute Board consists mainly of researchers of the Biology Centre CAS and other institutes of the Czech Academy of Sciences.  |
| How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation’s research | Most of the HRS4R principles have been already included in the functioning of the institution. As mentioned in the GAP Analysis, 26 C&C rules have been fully implemented and the rest are implemented predominantly or partially. A procedure for the implementation of the other rules is defined in the Action Plan. A full implementation HRS4R is planned up to 2020. HRS4R is fully  |

|  |   |
|--|---|
| strategy, as the overarching HR policy.                                    | taken into account within the strategic development of the institution.   |
| How will you ensure that the proposed actions are implemented?             | HRS4R principles shall be established within the IBERA project that has been approved and is currently implemented in the right way for this purpose. The institution has also received funds for achieving the HRS4R goals thanks to the IBERA project. The Director Board repeatedly consulted this project and its final wording was completely approved and supported by the board. The HRS4R principles implementation is supported by a wide management of the Biology Centre CAS. The current steps of the implementation are still being consulted with the Director Board to gain feedback and recommendations. The final establishment of the principles shall be approved in accordance with the Organizational Rules of the Biology Centre CAS. |
| How will you monitor progress (timeline)?                                  | Members of the working team are responsible for the fulfilment of the Action Plan, its effectuation and keeping to its schedule. Besides the regular monthly meetings, the working team shall analyse risks on a quarterly basis, and suggest steps for their elimination. The work of the working team is supervised by the Steering Committee.  |
| How will you measure progress (indicators) in view of the next assessment? | A Gantt Diagram shall be created. In accordance with this diagram, activities and important milestones shall be defined and planned. Keeping to the Gantt Diagram shall be supervised by the working group as well as by the Steering Committee.  |

Additional remarks/comments about the proposed implementation process:

IBERA project websites: <https://www.bc.cas.cz/vyzkum/projektovy-usek/strukturalni-fondy/ibera/>  
Websites of the Biology Centre CAS: <https://www.bc.cas.cz/cz/>