



BIOLOGICKÉ  
CENTRUM  
AV ČR, v. v. i.

# **ACTION PLAN**

## **HRS4R**

**JANUARY 2021**

## 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:** JANUARY 30, 2021

### 1. ORGANISATIONAL INFORMATION

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

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	439,751
Of whom are international (i.e. foreign nationality)	184
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0
Of whom are women	171,981
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	203,256
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	104,119
Of whom are stage R1 = in most organisations corresponding with doctoral level	133,029
Total number of students (if relevant)	0
Total number of staff (including management, administrative, teaching and research staff)	785,007
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	24 405 399
Annual organisational direct government funding (designated for research)	10 322 756
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1 3246 016
Annual funding from private, non-government sources, designated for research	836 627
<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> <ul style="list-style-type: none"> <li>• At the BC, the Strategy for Research Activities 2018-2020 has been approved and implemented. This Strategy follows the previous Plan of the Research Activity of the BC 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>• In 2018 the International Advisory Board (IAB) was established. In 2019 the IAB meeting was held, and as an outcome, the IAB Report was prepared. The IAB Report provides feedback on the functioning and direction of the institution on an international scale and summarizes recommendations for further development. The next IAB meeting will take place in 2021.</li> <li>• In November 2020, the Strategic Plan for the Infrastructure of the BC Revitalization began. The reconstruction of the complex is focused on the necessary revitalization of the infrastructure.</li> <li>• At the BC, 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 R&amp;D registered designs use in the industry.</li> <li>• The Researchers Evaluation Rules have been implemented at the institution since 2018. The rules define career development and promotion prospects, as well as the procedures for the evaluation of scientific results. Currently, the institutional methodology of the researcher’s evaluation has been updated so that it takes popularization activities into consideration. Researchers Evaluation takes place at the institution every year.</li> <li>• Two international scientific journals are published at the Biology Centre CAS: The European Journal of Entomology (IF 1.051) and Folia Parasitologica (IF 1.648).</li> <li>• The BC follows 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, both Ethics Committee of the BC and the Ethics</li> </ul>

	<p>Committee of ELBP operate at the institution.</p> <ul style="list-style-type: none"> <li>• The BC abides by the following documents: The Strategy of professional development and mentoring, Open access strategy, Open access manual, On-boarding manual and the Strategy of International Cooperation. The research at the institution is subject to the Intellectual property management directive.</li> </ul> <p><b>WEAKNESSES:</b></p> <ul style="list-style-type: none"> <li>• The Strategy of communication, marketing and popularization is valid for the period 2019 - 2022, therefore it is necessary to update it for the following period.</li> </ul> <p><b>Remarks:</b></p> <p>The strategy of communication, marketing and popularization will be updated following the IAB recommendations and in accordance with the start of systematic use of communication and promotional channels - social networks such as Facebook, Instagram, Twitter, YouTube.</p>
Recruitment and selection	<p><b>STRENGTHS:</b></p> <ul style="list-style-type: none"> <li>• 4 advertising websites focused on scientific positions are used during the recruitment of the new employees at the BC. 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>• The published advertisements for scientific positions (R1 – R4) are made in accordance with the current unified template.</li> <li>• 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>• 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>• 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 BC at large).</li> <li>• The BC has the OTM-R webpage, where all the job vacancies are advertised.</li> </ul>

	<ul style="list-style-type: none"> <li>• The Recruitment Guideline is currently included in Human Resources Strategy for Researchers, which is published on the OTM-R webpage.</li> <li>• The recruitment committee consists of at least 3 members; always odd number. The committee is gender balanced, thereby ensuring a balanced attitude during the applicants’ selection process. 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 proces about every single applicant. Checklist contains applicants’ personality traits and involvement in popularisation and other specific activities.</li> <li>• The recruitment process is two-round, transparent and indiscriminating. After the second round of the tender, all the applicants are informed of the results and reasons for the final decision.</li> <li>• 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> </ul> <p><b>WEAKNESSES:</b></p> <ul style="list-style-type: none"> <li>• No weaknesses were indentified.</li> </ul>
Working conditions	<p><b>STRENGTHS:</b></p> <ul style="list-style-type: none"> <li>• The BC is an institution where the number of part-time contracts is above standard. The employees are able to have flexible working hours if their contracts allow it.</li> <li>• The Children’s Group helps young parents to return more quickly and easily to the research activities.</li> <li>• The research teams are offered the service of many shared departments, i.e. the Legal department, the Transfer Technology department, the Project department.</li> <li>• The compound of the BC is fully accessible for disabled employees (11 FTE).</li> <li>• For the strengthening of bilingualism at the institution, language classes are conducted for the employees.</li> <li>• A welcome service is fully standardized and published on BC website. It serves to foreign employees and their family members in helping with all the administration before their arrival in the Czech Republic. The HR department helps foreign employees in other situations related to their everyday life stay.</li> </ul>

- All new employees undergo a standardized on-boarding procedure. For foreign employees, all steps and related documents are provided in English in accordance with bilingual institution standards. During the on-boarding process, employees are acquainted with basic processes and policies of the institution, and are trained in new necessary skills.
- The BC cooperates closely with the University of South Bohemia, mainly in the field of securing tertiary education and educational programmes.

**WEAKNESSES:**

- 60 per cent of the budgets of the BC 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.
- The standardized on-boarding process is in the implementation phase.
- The environment at the BC compound is not completely bilingual. Despite the courses of English for Czech employees, staff turnover at some departments (Financial, HR, Legal) might cause language inadequacy in communication with foreign employees.
- New documents are prepared in the Czech language and are translated according to their priority.
- Proper plagiarism guidelines are not systematically set up at the BC. There is a need to prepare a guideline for BC researchers, in extension of internal IP protection guidelines. Guidelines shall describe how to avoid plagiarism, what steps to take when BC employees find out that plagiarism of their work occurred due to copying or collusion and how the BC employees should properly credit BC in their publications and papers.
- Contract research is currently handled individually and not systematically at the BC. There is a need to prepare a guideline for BC researchers how to properly process companies requests for the provision of highly professional scientific services with due diligence.
- In November 2020, an extensive reconstruction of the entire BC compound was launched as part of the Strategic Plan for the Infrastructure of the BC Revitalization. Therefore, the bilingual orientation system of the compound will be implemented partially during the reconstruction and subsequently revised and completed after the reconstruction is finished.

	<p><b>Remarks:</b></p> <p>The original action plan did not take into account the time horizon and restrictions associated with the BC complex overhaul starting in 2020. With regard to the reconstruction, the activity related to the creation of a bilingual orientation system of the entire BC compound was limited. The bilingual orientation system has been fully implemented in the main building. The outer orientation system will be implemented after the reconstruction is finished.</p> <p>Following the Intellectual Property Management Directive, the Technology Transfer Department identified the need to create:</p> <ol style="list-style-type: none"> <li>1. rules of protection against plagiarism;</li> <li>2. rules of the implementation and conditions of contract research.</li> </ol>
<p>Training and development</p>	<p><b>STRENGTHS:</b></p> <ul style="list-style-type: none"> <li>• The Grant Programme for commencing scientist mobility (internships, conferences) has been in effect since 2018. Each year new call is announced for both internships and conferences. The Grant Programme also serves as a training and practise of grant application for early career researchers and Ph.D. students.</li> <li>• The Czech and English language classes are conducted in a blanket manner for all interested employees. There are 7 Czech classes and 13 English classes running since 2018. The number of employees attending the classes is increasing consistently.</li> <li>• 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 BC.</li> <li>• The education specialist is also responsible for annual education plan, organising trainings and workshops. The conception of the education involves researchers and administrative staff. The education is divided into professional education. Another part of education is the improvement of language skills – English classes and Czech classes.</li> <li>• Annual education plan was neither suspended nor curtailed in 2020. Planned trainings and language courses have been running in an online format.</li> <li>• The BC is an associated member of EUMENT-NET.</li> <li>• The scientific employees are evaluated annually in accordance with the Researchers Evaluation Rules. The administrative staff is evaluated</li> </ul>

	<p>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.</p> <p><b>WEAKNESSES:</b></p> <ul style="list-style-type: none"> <li>• The mentoring program is at the beginning, which is caused by the covid situation and restricted direct social contact.</li> <li>• Early career researchers and Ph.D. students have limited opportunities to practice their presentation skills in popularization of science. The communication to the public requires higher intelligibility during the presentation of the results.</li> </ul> <p><b>Remarks:</b></p> <p>The limited possibility of public events and social contacts due to covid situation slowed down the planned events - mentoring programme, development of presentation and popularization skills at Ph.D. students.</p>
--	--

**2.1 Have any of the priorities for the short- and medium term changed?**

In 2019, the IAB met to define recommendations for the further direction of the institution in the broader context of European research institutions. These recommendations will be incorporated into the Research Strategy, which will be updated in 2022.

With regard to the initiated reconstruction of the BC complex, the financing related to the creation of a bilingual orientation system of the entire complex was re-evaluated. The bilingual orientation system was fully implemented in the main building. The implementation of the external orientation system will be economical only after the reconstruction is complete.

**2.2 Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?**

The recruitment of researchers from around the world has been standardized, thanks to the commitment to the principles and adherence to the C&C rules. Standardized recruitment process includes: public announcement of the terms of tenders, providing feedback to all candidates and online application form of candidates.

Another very important part has been added to BC's advisory bodies, the International Advisory Board (IAB). IAB assesses the development of the institution from an international point of view. The IAB provides recommendations and feedback to the statutory representative and to the Board of Directors, comments on and makes suggestions for further development.

An important event with an impact on BC HR policy is the resignation of Professor F. Sehnal, a former BC director, who significantly helped to promote CNC principles within the institution. Instead, Professor I. Šauman was appointed as the HR Award mentor, who has committed to conduct the HR policy at BC in accordance with CNC principles.

### 2.3 Are any strategic decisions under way that may influence the action plan?

There are not.

### 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:

<i>Proposed ACTIONS</i>	<i>GAP Principle(s)</i>	<i>Timing (at least by year's quarter/semester)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>
<b>1_Bilingual institution</b>				
<b>1. Translation of documents:</b> <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
		COMPLETED		
<b>2. Language courses:</b> <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/Q4 2022	HR Department, Working team IBERA	Running courses, attendance lists
		EXTENDED		
<b>3. Creation of a bilingual orientation system:</b> <i>The orientation system shall serve to orient all visitors or new employees at the Biology Centre CAS.</i>	10, 24	Q4 2019/Q4 2024	Operating Department, Working team IBERA	Outdoor and indoor orientation system
		EXTENDED		
<b>4. Revision of websites of the Biology Centre CAS:</b> <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
		COMPLETED		
<b>2_OTM-R policy at the institution</b>				
<b>5. Creation of OTM-R</b>	12, 15, 16	Q1 2019	HR & IT	OTM-R

<p><b>webpage:</b> To enhance the recruitment process, a webpage with all relevant information related to OTM-R Toolkit elements shall be created. There shall be an application for online login to a tender and for sending questions to published results of the tender.</p>			Department, Working team IBERA	webpage, app for online login and question sender
		COMPLETED		
<p><b>6. Standardization of rules of recruitment:</b> 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.</p>	12, 15, 16	Q1 2020	HR Department, Working team IBERA	A document
		COMPLETED		
<p><b>7. Revision of checklists for 1st and 2nd round of a tender:</b> 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.</p>	12, 15, 16	Q4 2019	HR Department, Working team IBERA	Checklists
		COMPLETED		
<b>3_ On-boarding and welcome service</b>				
<p><b>8. Standardization of welcome service:</b> Current support provided to new coming scientists shall be standardized, formalized and published on the OTM-R webpage.</p>	10	Q3 2019	HR Department, Working team IBERA	A manual
		COMPLETED		
<p><b>9. Setting of on-boarding system:</b> The current individual training for new employees shall be replaced by a new standardized system.</p>	5, 10, 30	Q3 2019	Service Unit	A manual
		COMPLETED		
<p><b>10. Implementation of on-boarding system:</b> Tuition of new employees shall be done on a regular basis and its content standardized.</p>	5, 10, 30	Q3 2020/Q1 2022	Service Unit	An implementation
		EXTENDED		
<b>4_ Education and mentoring at the institution</b>				
<p><b>11. Involvement of the BC in a mentoring programme EUMENT-NET:</b> The BC shall be registered as a member of a mentoring programme and start to gain information about experience with mentoring from other European institutions.</p>	38, 39	Q1 2020	HR Department, Working team IBERA	Registration, attendance at EUMENT-NET meetings
		COMPLETED		

<p><b>12. Creation of mentoring programme:</b> Based on the received experience from EUMENT-NET, a new guide for the mentoring programme shall be prepared at the Biology Centre CAS.</p>	38, 39	Q2 2019	HR Department, Working team IBERA	A manual
		COMPLETED		
<p><b>13. Implementation of mentoring programme of the BC into the programme of EUMENT-NET.</b></p>	38, 39	Q3 2020	HR Department, Working team IBERA	Active involvement in mentoring programme
		EXTENDED		
<p><b>14. Creation of a plan of professional development:</b> A plan shall define an annual cycle of educational courses for scientific and administrative staff in the field of soft- skills and professional development.</p>	38, 39	Q1 2019	HR Department, Working team IBERA	Document, plan
		COMPLETED		
<p><b>15. Commencement of a system of education:</b> 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.</p>	38, 39	Q2 2019/Q4 2022	HR Department, Working team IBERA	Implementation
		EXTENDED		
<p><b>16. Preparation of a strategy of professional development and mentoring:</b> 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.</p>	38, 39	Q1 2020	HR Department, Working team IBERA	A strategy document
		COMPLETED		
<b>5_Popularization</b>				
<p><b>17. Allow popularization activities for an assessment of researchers:</b> 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.</p>	9, 12, 25	Q2 2020	HR & PR Department, Working team IBERA	A document
		COMPLETED		

<p><b>18. Involvement of graduate students and postdoctoral fellows in popularization activities:</b></p> <p><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 current research. Upon the presenters’ request, feedback with recommendations shall be provided.</i></p>	9, 16, 25, 38, 39	Q3 2020	Working team IBERA	List of presentations conducted
		EXTENDED		
<p><b>19. Creation of strategy of communication, marketing and science popularization:</b></p> <p><i>In respect of popularization activities, a conception of communication was introduced. The conception briefly and generally describes methods the BCuses 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></p>	9	Q4 2022	PR Department, Working team IBERA	A strategy document
		IN PROGRESS		
<p><b>6_ Intellectual property rights protection, know-how and open access</b></p>				
<p><b>20. Update of intellectual property rights protection regulation:</b></p> <p><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></p>	3, 31	Q3 2019	Transfer Technology Department	A regulation document
		COMPLETED		
<p><b>21. Creation of conception of know-how sharing and guide for open access:</b></p> <p><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</i></p>	7	Q1 2019	Transfer Technology Department, Working team IBERA	A document of conception, a manual, an application

<i>community at the BC 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>				
		COMPLETED		
<b>22. Intellectual property rights protection, know-how and open access / Plagiarism guidelines:</b> <i>A proper plagiarism guidelines are not systematically set up at the Biology Centre CAS. New guideline will describe how to avoid plagiarism, what steps to take when BC employees find out that plagiarism of their work occurred due to copying or collusion and how the BC employees should properly credit BC in their publications and papers.</i>	31	Q4 2022	Transfer Technology Department, Working team IBERA	Guideline
		NEW		
<b>23. Intellectual property rights protection, know-how and open access / Contract research guidelines:</b> <i>Contract research is currently handled individually and not systematically at the Biology Centre CAS. New guideline shall describe how to properly process companies requests for the provision of highly professional scientific services with due diligence..</i>	31	Q2 2022	Transfer Technology Department, Working team IBERA	Guideline
		NEW		

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site \*:

URL \*:

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

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment):

### **3.1 OTMR principles**

The OTM-R policy is published online and it is implemented on BC website <https://www.bc.cas.cz/en/employees/candidates/otm-r/#anchor>. The OTM-R webpage is available from the main website of the BC. Apart from the Recruitment Guideline, it contains all the information required to attract researchers from abroad. It also contains all the information necessary for BC employees (OTM-R principles 1, 2, 7, 9, 12, 14, 22).

The Recruitment Guideline has been prepared, approved and published. The guideline contains how the recruitment committee is appointed and trained, as well as the comprehensive system of checks, the description of the recruitment process, how the position is advertised, the way feedback is provided and the procedure of filing a complaint.

The current checklists were extended with applicants' personal traits and popularizing activities (OTM-R principle 10). The checklist serves to check the transparency and objectivity of the tender.

The current templates of the advertisements are adjusted for all types of positions at the institution (OTM-R principle 12, 14).

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

URL:

<https://www.bc.cas.cz/en/employees/candidates/otm-r/#anchor>

#### **4. IMPLEMENTATION**

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.

#### ***4.1 How have you prepared the internal review?***

12 October 2020 – revision and evaluation of the Action Plan and OTMR policy within the Working Team of the IBERA project and proposal of new steps and measures, definition of new needs.

7 December 2020 – The conclusion of the meeting was discussed by the Steering Committee and, after minor recommendations (for example, the incorporation of contract research issues), it was approved and recommended for submission to the Supervisory Board of BC.

18 December 2020 – discussed and approved by the Board of Directors. The Board of Directors became acquainted with the evaluation of the Action Plan and the OTMR policy, discussed the results and approved the new Action Plan.

December 2020 – The Institute Board became acquainted with the new Action Plan for 2021-2023 and took note of it without comments.

December 2020 – Supervisory Board of BC discussed the new Action Plan and took note of it.

#### ***4.2 How have you involved the research community, your main stakeholders, in the implementation process?***

The research community is involved in the implementation through project and institution bodies, that is, it is an integral and active part of the IBERA Working Team (scientific representation V1 - V6), with a total of 8 members. The Steering Committee is composed of scientists only (a total of 3 members V5 - V6). The Board of Directors consists of 6 institute directors and the statutory representative (a scientist). The conclusions of the Board of Directors are presented to the employees of the relevant institutes. All bodies are involved in the proposal of individual steps and their implementation. The Supervisory Board is composed of other CAS research institutions stakeholders.

#### ***4.3 Do you have an implementation committee and/or steering group regularly overseeing progress?***

The Steering Committee operates at the institution. The meetings are regularly convened by HR Award PI at least once a year. The progress is also overseen by the Board of Directors during its monthly meetings. All partial outputs are presented at the Board of Directors.

#### ***4.4 Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy.***

*HR Policy of the Biology Centre CAS is reflected in the HR Strategy.*

The HR strategy of the Biology Centre is one of the fundamental pillars and sticks to the general strategy of the BC in order to ensure an accordance with aims and mission of the research institution. It defines a target composition of human resources and optimal personnel structure, way of selection of suitable candidates for employment and their adaptation to the employer's conditions. It also defines plan and manner of employees' education and development, plan of work performance evaluation and career advancement options. The strategy includes creation of proper conditions for all employees, manner that the employees are informed in, manner of their remuneration and care of them. Part of the HR strategy focuses on researchers from abroad as well, so they may integrate in the Czech Republic as easy as possible.

#### ***4.5 How has your organisation ensured that the proposed actions would be also implemented?***

The HR Award Steering Committee monitors if the implementation goes according to the Action Plan. All the documents presented are, after being discussed by the Board of Directors, binding for the entire institution.

#### **4.6 How are you monitoring progress (timeline)?**

A timeline and a Gantt chart were prepared for the entire Action Plan in, and the consistency of the timeline and the goals achieved are monitored.

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

A timeline and a Gantt chart have been prepared for the new Action Plan. The IBERA Working Group and the Steering Committee assess the achievement of set goals at regular meetings. Progress in implementing the Action Plan as well as deviations are presented to the institution's management. The statutory representative, together with the Board of Directors, decide on the appropriate corrective measures and assign tasks to the specific directors as necessary.

#### **4.8 How do you expect to prepare for the external review?**

We keep working on and fulfilling the goals set in the Action Plan, all the important documents are kept separately in a special folder and we prepare for external control by organizing an ad hoc inspection - mystery shopping.

#### **Additional remarks/comments about the proposed implementation process:**

IBERA project websites: <a href="https://www.bc.cas.cz/en/about-us/hrs4r-ibera/#anchor">https://www.bc.cas.cz/en/about-us/hrs4r-ibera/#anchor</a> Websites of the Biology Centre CAS: <a href="https://www.bc.cas.cz/en/homepage">https://www.bc.cas.cz/en/homepage</a> OTMR <a href="https://www.bc.cas.cz/en/employees/candidates/otm-r/#anchor">https://www.bc.cas.cz/en/employees/candidates/otm-r/#anchor</a> Education <a href="https://www.bc.cas.cz/en/employees/employees/education/#anchor">https://www.bc.cas.cz/en/employees/employees/education/#anchor</a> Mentoring <a href="https://www.bc.cas.cz/en/employees/employees/education/mentoring/#anchor">https://www.bc.cas.cz/en/employees/employees/education/mentoring/#anchor</a> Grant Programme <a href="https://www.bc.cas.cz/en/about-us/grant-program-bc/#anchor">https://www.bc.cas.cz/en/about-us/grant-program-bc/#anchor</a>
---