



# UPDATED ACTION PLAN

**HRS4R 2022-2024**

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## ACTION PLAN

Case number: **2019CZ391494**

Name Organisation under review: **Global Change Research Institute CAS – CzechGlobe**

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### ORGANISATIONAL INFORMATION

<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	173,25
Of whom are international (i.e. foreign nationality)	51,75
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0
Of whom are women	61,95
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	41,05
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	42,2
Of whom are stage R1 = in most organisations corresponding with doctoral level	31
Total number of staff (including management, administrative, teaching and research staff)	253,3

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## STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>As already stated in our action plan documentation, from a formal point of view, all principles under this chapter of the Charter are well managed by national legislation, official documents issued by the Czech Academy of Science (such as 'The Rules on Ethical Principles', for example) and internal Directives (see the gap analysis). Therefore, all the necessary formalized rules that define individual limits for the interpretation of this set of principles applicable to researchers are clear and available on-line. This formal and also the real implementation of these was part of the ISO certification in the areas of quality management ISO 9001:2015 and environmental management ISO 14001:2015 that CzechGlobe successfully passed during spring 2021 (as the first institute of the Czech Academy of Sciences successfully applying for these ISO certifications).</p> <p>These ethical aspects were also successfully evaluated within the part of five years' periodic international evaluation of all Institutes of the Czech Academy of Sciences carried on 2020 - mid 2021.</p> <p>During the implementation of the initial phase the ethical issues have been consulted with the Scientific Advisory and Ethical Board (SAEB). These issues dealt mainly with the ethical compliance of the social studies carried on by CzechGlobe researchers.</p> <p>Summary review of major strengths and weaknesses</p> <p>All identified strengths items were kept and proved to be viable even in the circumstances of COVID-19. Especially home office work was adopted very quickly and smoothly without causing any hard issues. The possibility to work remotely had been appreciated by CzechGlobe staff before pandemic and praised by the CzechGlobe colleagues during post-pandemic reflection during summer 2021.</p> <p>The identified weaknesses of the initial plan were addressed. The awareness issues dealing with e.g. insufficient information flow were tackled in the trainings and courses related to work safety, the labour code, project management, and publication writing provided and organised either by CzechGlobe or its partners (e.g. universities, research organisations or central facilities of the Czech Academy of Sciences).</p> <p>Relevant regulations and documents were translated to English and published in the same place with Czech language versions.</p> <p>CzechGlobe researchers are informed about the availability of information on all areas of research agenda and also related to financial and legal aspects of research. It is especially provided during the welcome phase, working trainings and workshops related with the</p>

	<p>projects they participate in. Trainings and workshops dealing with other issues (e.g. taxation, visa administration, pensions...) are provided also by CzechGlobe partners (e. g. EURAXESS and Brno Expat Centre – organisation established by Brno municipality that is dedicated to help skilled foreign professionals and their families living or planning to live in Brno to get settled in the area).</p> <p>For upcoming period, the main strategic priority will be inclusion of Responsible Research Principles, especially new Gender Equality Plan reflecting all Horizon Europe building blocks and recommendations.</p>
<p>Recruitment and selection</p>	<p>As for this area, we (Steering committee and relevant CzechGlobe colleagues) have carefully assessed and discussed the procedure of recruitment performed and selection procedures running at several levels, including a direct discussion with the newcomers after their embedding, managerial bodies on all levels of the hierarchy and cooperating institutions (e.g. Mendel university in Brno) of the similar or same level. We took part in the group of institutions (about 10 research organisations from) formed to support mobility in research and to ensure that the positive nature of the relationship between researchers and employers and to recognize mobility as a means for enhancing the professional development of researchers. Based on the gaps (e.g. challenges with visa applications for international colleagues, childcare provision for non-Czech speakers) realised, we tried to identify the weaknesses and support particular procedures. Better pre-selection procedure management was set and evidence of applicants has been improved. Also, the cooperation with the EURAXESS organisation has been strengthened to open the institution more for mobility in research. Advertising procedures has been mapped and the positive outcome helped us to convince researchers in our institution that this kind of cooperation is beneficial and an experience-based procedure has been spread around the Institute. Considering the fact that no significant growth in the number of employees in the last two years, the main objective of stabilisation of the recruitment procedures has been met.</p> <p>The CzechGlobe recruitment and selection and HR related issues were also part of the ISO certification in the areas of quality management ISO 9001:2015 that CzechGlobe successfully passed during spring 2021 It was further successfully evaluated within the HR part of five years periodic international evaluation of all institutes of the Czech Academy of Sciences carried on 2020 - mid 2021.</p> <p>As for the strengths, they will be deepened and developed by</p>

	<p>various activities, such as trainings related to HR recruitment policy and legislation development (e.g. working visa administration) or trainings related to new CzechGlobe Gender Equality Plan (e.g. unconscious bias recruitment, incentives for higher numbers of female candidates), that will be provided to CzechGlobe colleagues involved in the recruitment.</p> <p>Insufficient information flow for newcomers has been tackled by preparation and regular update of the welcome package information and provision of regular meetings and trainings addressing all CzechGlobe staff. Relevant regulations and documents were translated to English and published in the same place with Czech language versions. E-tools easing administrative burden including publication of the important documents were upgraded and are bilingual (Czech and English).</p> <p>In order to assure the better processing of HR legislation and make it more comfortable for the employees, a new HR specialist focused on the foreign employees was hired by CzechGlobe.</p>
Working conditions	<p>All recent crucial institutional evaluations and certifications such are the ISO certification in the areas of quality management ISO 9001:2015 that CzechGlobe successfully passed during spring 2021, five years periodic international evaluation of all institutes of the Czech Academy of Sciences carried on 2020 - mid 2021, international peer review of the CzechGlobe research infrastructure (almost whole CzechGlobe research infrastructure is part of Czech research infrastructure roadmap) organised by managing authority - the Ministry of Education, Youth and Sports of the Czech Republic (MEYS) in the 2020 – mid 2021 and by final assessment of whole five-year integrative CzechGlobe project CzechGlobe 2020 assessed by MEYS and an external expert review committee after the end of the project implementation in spring 2020 they praised excellent working conditions for CzechGlobe staff.</p> <p>The identified strengths of working conditions were developed and will be continuedly improved in the future with help of the new projects (e.g. the highest assessment ranking of CzechGlobe research infrastructure secures crucial financial support for working conditions till end of 2029).</p> <p>Due to COVID-19 situation, combining the career and personal life has been extremely demanding since all of us have had to cope with the pandemic. So, our main aim changed to support our employees as much as possible the way they currently need to cope with the new unknown situation.</p> <p>Planned actions as sabbatical leaves, Open Access and others</p>

	<p>were strongly limited. On the other hand, the HR strategy had to adapt to mitigate the impact of the occurrence of the unexpected event. Training and personal and professional development became crucial but had to change the planned form for the online version, which seems to be less effective and should be more personalised. The role of the IT department has raised up and the IT technique and support had to change completely.</p> <p>Overall, the weaknesses were tackled successfully and surprisingly well (e.g. geographical separation of some workplaces by better coordination of virtual teams became necessity due to COVID-19 measures). The planned outdoor spaces development (garden office premises that were created) also met the new pandemic demand for outdoor meeting area providing safer working place. Higher demands on travelling among CzechGlobe workplaces was tackled by improved virtual remote access. The growth of virtual remote work caused need of related CzechGlobe staff for development of clearer data management plan. The issue of data management plan (including data handling, data security and IPR) in the context of Responsible Research Principles will be the main strategic priority for the upcoming period. To ease new demands, library staff was extended by recruitment of a new colleague. Further, based on the internal survey, individual meetings with physiotherapeutic for CzechGlobe employees are organised to consult health working issues and health prevention.</p>
<p>Training and development</p>	<p>Even though there have been challenges caused by the COVID-19 circumstances all strengths continued and/or changed for virtual or hybrid forms. Therefore, the established career centre, hand in hand with IT department, focused on collecting requirements, mapping the new situation and providing the technical support needed for the new form of education. Some of our strengths have partly lost their significance because they were based on personal meetings and the transmission of information orally. With the changing situation, we had to switch to online education, we created an Edu-portal on the intranet where on-line trainings are provided and this is well appreciated by CzechGlobe staff. External trainings (including on-line trainings) are shared among CzechGlobe staff.</p> <p><b>The following further strengths of current training and development at CzechGlobe were identified within internal review:</b></p> <ul style="list-style-type: none"> <li>• Flexibility in choosing educational activities according to the career focus.</li> </ul>

- A culture of mutual learning and knowledge and experience exchange.
- Internal directives supporting professional development especially for PhD students.
- Starting scientists involved in dissemination and communication activities under the supervision of experienced colleagues.
- International networks that focus on scientific categories from all career levels providing exchange of knowledge and experience in the area of CzechGlobe mission.

The weaknesses were faced mainly by Career Support Center, project department, Communication Hub and IT unit. Relevant training documents were put on CzechGlobe websites and are provided in English as well. The CzechGlobe CzeGGA Internal Grant Agency was established. The internal grant program, that is well appreciated by CzechGlobe staff, is designed for PhD students and postdoctoral employees to fund their research projects in order to develop the knowledge and strengthen the competencies that are expected of researchers in their career growth. Thus, beginning researchers can obtain funding for their research and gain the experience needed to formulate a proposal for solving a scientific problem to obtain funding for research from public programs to support R & D and for professional and financial management of the project. The operation of CzeGGA is in the competence of the CzechGlobe Career Centre. It is financially provided by the Executive Director of the CzechGlobe, who submits a draft budget (allocation for the call) for approval to the Director of the institution. The expert side is provided by the CzeGGA Board appointed by the Director of the institution. The realization and financing of projects always takes place during one calendar year.

The identified weaknesses are to be specifically addressed in the upcoming period in a wide range of specialisation of CzechGlobe staff and thus a wide range of interest - individual needs for training and overall demotivation to undergo the online training (online fatigue).

## UPDATED ACTIONS

<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. HRS4R CENTRE</b>				
<b>1.1. Provision of office premises</b>	23 24 28 30 34 36		Person responsible: Executive Director  Deadline: 10/2025  Deliverable: Shared office hosting Career Support Specialist and Communication HUB - HRS4R Centre.	
<b>1.2. Knowledge based development</b>			Person(s) responsible: Career Support Centre, CzechGlobe Communication HUB  Deadline: 1/2022, 4/2022, 7/2022,  10/2023, 1/2023, 4/2023, 7/2023,  10/2024, 1/2024, 4/2024, 7/2024.  Deliverable: List of events attended by HRS4R Centre specialists (approximately 1 event / 3 months).	
<b>1.3. External networking development</b>			Person(s) responsible: Career Support Centre, CzechGlobe Communication HUB  Deadline: 1/2022, 4/2022, 7/2022,  10/2023, 1/2023, 4/2023, 7/2023,  10/2024, 1/2024, 4/2024, 7/2024.  Deliverable: List of HRS4R Networking partners (updated every 3 months).	
<b>2. GARDEN OFFICE</b>				
<b>2.1. GO CzechGlobe action plan 2022-2024</b>	23 24		Person(s) responsible: Garden Office project coordinator  Deadline: 10/2022  Deadline: 10/2023	



		<p>Deadline: 10/2024</p> <p>Deliverable: Overview of actions realized in the Garden Office by the end of the year.</p>
<b>3. CAREER SUPPORT CENTRE ACTIONS</b>		
<p><i>3.1. Annual plan for the Career Support Centre</i></p>	<p>23 24 28 31 32 36 37 38 39</p>	<p>Person(s) responsible: Career Support Centre</p> <p>Deadline: 12/2021</p> <p>Deadline: 12/2022</p> <p>Deadline: 12/2023</p> <p>Deliverable: Detailed plan of operations of the Support Centre (approximately 1 event / month).</p>
<p><i>3.2. Specific Career support for the researcher community of CzechGlobe</i></p>		<p>Person(s) responsible: Career Support Centre, Scientific Secretary</p> <p>Deadline: 1/2022, 4/2022, 7/2022, 10/2023, 1/2023, 4/2023, 7/2023, 10/2024, 1/2024, 4/2024, 7/2024.</p> <p>Deliverable: List of supported researchers and subjects of support provided (analysis and evaluation approximately every 3 months).</p>
<p><i>3.3. Organizational and communication backing for educational events</i></p>		<p>Person(s) responsible: Career Support Centre, CzechGlobe Communication HUB</p> <p>Deadline: 10/2022</p> <p>Deadline: 10/2023</p> <p>Deadline: 10/2024</p> <p>Deliverable: List of events organized and list of training events</p>
<p><i>3.4. Educational materials for the internal online educational platform</i></p>		<p>Person(s) responsible: Career Support Centre, CzechGlobe Communication HUB</p> <p>Deadline: last day of every month</p> <p>Deliverable: Monthly update of the content of the internal</p>

		educational portal.
<i>3.5. Mentoring actions</i>		<p>Person(s) responsible: Career Support Centre, PR department</p> <p>Deadline: 10/2022</p> <p>Deadline: 10/2023</p> <p>Deadline: 10/2024</p> <p>Deliverable: Drafts of mentoring scheme + list of researchers supported and drafts of international project proposals they were working on.</p>
<b>4. CZECHGLOBE COMMUNICATION HUB ACTION</b>		
<i>4.1. Annual plan for the CzechGlobe Communication Hub</i>	7 8 9 10 24 28 31 38 39	<p>Person(s) responsible: CzechGlobe Communication HUB</p> <p>Deadline: 12/2021</p> <p>Deadline: 12/2022</p> <p>Deadline: 12/2023</p> <p>Deliverable: Detailed list of operations of the CzechGlobe Communication HUB.</p>
<i>4.2. Social media management</i>		<p>Person(s) responsible: CzechGlobe Communication HUB</p> <p>Deadline: 1/2022, 4/2022, 7/2022, 10/2023, 1/2023, 4/2023, 7/2023, 10/2024, 1/2024, 4/2024, 7/2024.</p> <p>Deliverable: Update on the Facebook group.</p>
<i>4.3. Online education platform</i>		<p>Person(s) responsible: CzechGlobe Communication HUB, Career Support Centre, IT department</p> <p>Deadline: last day of every month</p> <p>Deliverable: Monthly update of the functioning of the online educational portal.</p>
<i>4.4. Organization of the CzechGlobe Week of</i>		<p>Person(s) responsible: CzechGlobe Communication HUB, Career Support Centre</p>

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<i>Communication</i>		<p>Deadline: 1/2022, 4/2022, 7/2022, 10/2023, 1/2023, 4/2023, 7/2023, 10/2024, 1/2024, 4/2024, 7/2024.</p> <p>Deliverable: List of CzechGlobe Week of Communication implementation (general overview of activities realized including list of researchers actively participating in the Week's realization team).</p>
<i>4.5. Homeoffice support</i>		<p>Person(s) responsible: CzechGlobe Communication HUB, Career Support Centre, IT department</p> <p>Deadline: 1/2022, 4/2022, 7/2022, 10/2023, 1/2023, 4/2023, 7/2023, 10/2024, 1/2024, 4/2024, 7/2024.</p> <p>Deliverable: Deliverable: List of home office support subjects + guideline for successful home office</p>
<b>5. INTERNAL GRANT AGENCY</b>		
<i>5.1. Allocation of resources and update of rules and formal procedures for the Career Development Scheme</i>	<p>1 3 4 5 6 28 37 38 39</p>	<p>Person(s) responsible: Executive Director</p> <p>Deadline: 12/2021 12/2022 12/2023</p> <p>Deliverable: Agreement on financial resources to be allocated on both granting schemes for 2022, 2023, 2024 period + Update on rules for application for the Career Development Scheme</p>
<i>5.2. Internal Grant Scheme evaluation</i>		<p>Person(s) responsible: Executive Director</p> <p>Deadline: 12/2022 12/2023 12/2024</p> <p>Deliverable: List of supported projects</p>

<b>6. CZECHGLOBE SCIENTIFIC DATABASE</b>		
<i>6.1. Continual mapping the workflow of scientific teams</i>	8 23 24 32	<p>Person responsible: IT department</p> <p>Deadline: 12/2022</p> <p>12/2023</p> <p>12/2024</p> <p>Deliverable: Processes and flow of information related to the work of research teams are updated annually.</p>
<i>6.2. Systemic realization of the database</i>		<p>Person responsible: IT department</p> <p>Deadline: 12/2022</p> <p>12/2023</p> <p>12/2024</p> <p>Deliverable: Real data flow tested and designed data repository updated according to the deliverables of 6.1.</p>
<i>6.3. Advanced data analysis</i>		<p>Person responsible: IT department</p> <p>Deadline: 12/2022</p> <p>12/2023</p> <p>12/2024</p> <p>Deliverable: On-line tool for advanced data analysis using data from all research teams updated annually.</p>
<b>7. CZECHGLOBE MODERN INTRANET</b>		
<i>7.1. Review of the current state of the intranet</i>	3 5 7 8 15 24	<p>Person(s) responsible: IT department</p> <p>Deadline: 12/2021</p> <p>12/2022</p> <p>12/2023</p> <p>Deliverable: Plan for the optimization of the intranet in the context of its current state, including the allocation of responsibilities for the next period.</p>

<p><i>7.2. Analysis of requirements for structural clarity</i></p>		<p>Person(s) responsible: IT department</p> <p>Deadline: 6/2022, 12/2022, 6/2023, 12/2023, 6/2024, 12/2024.</p> <p>Deliverable: Results on internal survey on intranet optimisation.</p>
<p><i>7.3. Update on the intranet in Czech Globe's e-environment</i></p>		<p>Person(s) responsible: IT department</p> <p>Deadline: 12/2022 12/2023 12/2024</p> <p>Deliverable: Project of intranet optimization is annually updated.</p>
<p><b>8. PhD EDUCATION FOR CZECHGLOBE 'S FUTURE</b></p>		
<p><i>8.1. Administrative and technical preparation of cooperation with United Nations University in educating PhD students</i></p>	<p>7 8 33 39</p>	<p>Person(s) responsible: Scientific Secretary, Career Support Centre</p> <p>Deadline: 12/2021</p> <p>Deliverable: Conditions are negotiated for admission of PhD students acceptable to UNU and CzechGlobe in accordance with Czech legislation, and the call for tender for PhD student admission is announced</p>
<p><i>8.2. Admission of new students to UNU</i></p>		<p>Person(s) responsible: Scientific Secretary</p> <p>Deadline: 3/2022</p> <p>Deliverable: PhD students newly admitted to Unu in the position of starting researcher of CzechGlobe (employment contracts); it is anticipated that 3-4 PhD candidates will be accepted</p>
<p><i>8.3. Welcome services and HR support</i></p>		<p>Person(s) responsible: Career Support Centre</p> <p>Deadline: 12/2023</p>

		Deliverable: UNU PhD students fulfil all their legal obligations in compliance with Czech legislation
<i>8.4. Manual for UNU PhD students at CzechGlobe</i>		Person(s) responsible: Scientific Secretary, Career Support Centre  Deadline: 8/2024  Deliverable: Guidelines for UNU PhD: Candidates at CzechGlobe (UNU-CzechGlobe guidelines) in English
<i>8.5. Financial support for doctoral positions</i>		Person(s) responsible: CzechGlobe Management  Deadline: 10/2024  Deliverable: Financial support for doctoral positions
<b>9. EXTERNAL NETWORKING SPEED UP</b>		
<i>9.1. Mapping of international connections of CzechGlobe – projects, contractual relationships and the individual workplaces</i>	1 3 4 7 8 24 38	Person(s) responsible: Scientific Secretary, IT department  Deadline: 10/2024  Deliverable: Continuous update of published overview of contractual and project cooperation and regularly updated overview
<i>9.2. Platform and utilization of information sources in the field of international cooperation</i>		Person(s) responsible: Scientific Secretary, CzechGlobe Communication HUB, PR Department  Deadline: 10/2024  Deliverable: Continuous updated version of the overview of partner contacts published on the CzechGlobe website
<i>9.3. CzechGlobe ALUMNI contact and communication platform for staff on a career break (e.g. parental leave, care leave)</i>		Person(s) responsible: Scientific Secretary, CzechGlobe Communication Hub  Deadline: 10/2024  Deliverable: Continual update of an internal overview of ALUMNI contacts and group e-mail addresses

<i>and sabbaticals</i>		
<b>10. OPEN SCIENCE FOR BETTER SCIENTIFIC PERFORMANCE</b>		
<b>10.1.</b> <i>Determining the current state of the application of FAIR principles</i>	1 2 3 5 6 7 8	Person(s) responsible: Scientific Secretary, Institute's lawyer  Deadline: 12/2022, 10/2024  Deliverable: Review of the current state of the application of FAIR principles in the institute
<b>10.2.</b> <i>Mapping of awareness, FAIR culture and the needs of Czech Globe's research staff relating to the application of the Open Science agenda</i>		Person(s) responsible: Scientific Secretary, Project Department and the IT department  Deadline: 12/2022, 10/2024  Deliverable: Review of the needs of staff relating to the Open Science agenda and subsequent updates of relevant internal documents.
<b>10.3.</b> <i>Regular sharing of experiences with the Open Science agenda among CzechGlobe staff</i>		Person(s) responsible: Scientific Secretary, Communication Hub, IT Department and Project Department  Deadline: 10/2024  Deliverable: Regular training focused on the Open Science agenda
<b>10.4.</b> <i>CzechGlobe data management plan creation</i>		Person(s) responsible: Scientific Secretary, Communication Hub, IT Department  Deadline: 12/2021  Deliverable: CzechGlobe data management plan
<b>11. PROJECT CALLS</b>		
<b>11.1.</b> <i>Information flow for candidates in project calls</i>	3 5 37 39	Person(s) responsible: Project Department  Deadline: 12/2022  12/2023  12/2024  Deliverable: List of announcements and actions in order to

		keep the research community informed about the project calls.
<b>12. CZECHGLOBE GENDER EQUALITY PLAN</b>		
<i>12.1. Gender equality plan (GEP) adoption of Horizon Europe GEP building blocks</i>	1 2 7 10 27	<p>Person(s) responsible: CzechGlobe Management, Scientific Secretary, Communication Hub, Career Support Center, IT Department and Project Department</p> <p>Deadline: 12/2021</p> <p>Deliverable: Gender equality plan adoption</p>
<i>12.2. Gender equality plan (GEP) update</i>		<p>Person(s) responsible: CzechGlobe Management, Scientific Secretary, Communication Hub, Career Support Center, IT Department and Project Department</p> <p>Deadline: 12/2022, 12/2023, 10/2024</p> <p>Deliverable: Gender equality plan update</p>

**The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Although there may be some overlap with a range of actions listed above.**

Based on our OTM-R checklist and the overall action plan and aiming to achieve goals of “Open, Transparent and Merit-based Recruitment of Researchers” as the top action priority various optimisations and improvements are planned to be implemented to increase the system’s ease of use and accessibility including the e-tool, concise guide reflecting specifics of all research positions and continuation of already existing trainings.

All existing procedures and related documents will be regularly screened on the basis of the OTM-R criteria, adapted, translated to English language and published on institutional websites aiming to assure promotion of the uptake and effective implementation of the principles of OTM-R by our Institute as articulated in the Charter and Code.

Advertisement on the EURAXESS websites will be systematically used as the tool to recruit researchers from outside the Institute and to promote the Institute abroad. Templates for internal reporting and assessment are going to be created to assure the improvement of openness and transparency of all carried processes and minimising the administrative burden for the applicants. The improvement of the current recruitment policy should help us to reach the right talents for the job vacancies as effectively as possible, to encourage international applications, to improve optimal share of the scientific knowledge and boosting the international cooperation and mobility.

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## 4. IMPLEMENTATION

The basic tool for the implementation of the Action Plan is a detailed elaborated schedule, with clear definitions of the responsibilities of individual people in the implementation of each task. Responsible individuals were chosen who have the relevant competencies and powers that reflect the demands of a task/activity. Adequate resources were allocated to each activity and sub-task, such provision being granted by the executive management of the Institute.

As previously described, the main targets of the Action Plan for the next three years are to stabilize the personnel base and to strengthen the common values in CzechGlobe's working environment (for details see the chapters 'Strengths and Weaknesses' and 'Comments').

### **Strategy for the implementation of the Action Plan**

The strategy for the first implementation period was created based on a thorough analysis of the existing situation, considering the history of the institute's creation. It is closely linked to funding activities from subsidies and therefore a high degree of associated administrative burden. As described in the analysis of strengths and weaknesses, although this historical experience has contributed to a high level of know-how in the "General Principles and Requirements applicable to Researchers" category (mainly Professional Responsibility, Professional Attitude, Contractual and Legal Obligations, Accountability, etc.), it has also contributed to a certain generally-perceived "tiredness", caused by the high administrative burden and some degree of mistrust related to external interference in the organization's environment.

For these reasons, the Action Plan implementation strategy has been based initially on two pillars: minimization of the administrative burden associated with the implementation of HRS4R on the side of the scientific community, and the transformation of the content of C&C into the institute's environment with a positive perception of the benefits of HRS4R for individuals. Concerning the latter, the strategy of involving the scientific community in HRS4R activities is based primarily on the personal networks of those responsible for performing the tasks that best reflect the individual scientists' needs for career development in the context of the given action.

In the Czech Republic, systematic career planning is connected primarily to the development of a scientific "knowledge base", publication activities and applications for science grants; thus, the HRS4R Award focuses on transforming the perception of the importance of transferable skills in careers. This is considered in the structure of the proposed activities; the hands-on experience system is frequently used, in which scientists

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involved in carrying out activities within a particular task acquire transferable skills in a non-formal way. The person responsible for the implementation of tasks – in connection with the scientific community – thus functions primarily as a coach and mentor. They motivate scientists to engage and provide support in realizing actions that will be conducted by the scientists themselves.

Besides the above-described experiential approach to the development of competences, the Action Plan also includes a series of formal tools that offer scientists a direct opportunity to acquire knowledge by getting funding for their own individual research projects (internal grant competitions) and participating in educational events, often realized in cooperation with other entities.

Cooperation, networking and the openness of the research environment of CzechGlobe are other topics that HRS4R will focus on within CzechGlobe. That is why this general theme is part of the majority of proposed activities.

### **Implementation of quality control and management**

As mentioned previously, control mechanisms for the implementation of the Action Plan are set in a way that allows the use of the existing organizational elements of CzechGlobe while respecting their powers and responsibilities. CzechGlobe is a medium-sized organization with strong personnel ties throughout the organization and a high-quality culture of mutual communication in the workplace. Utilization of the existing management components and the internal processes of control and management in the organization has proven to be effective in the management of quality project implementation in a number of other projects financed by public sources. For this reason, based on a good practice, it has been integrated in the strategy of the HRS4R Award project's control and management.

### **Funding of HRS4R activities**

All activities in the Action Plan will be funded from the organization's own resources. The guarantor of the project is the institution's Director General, Prof. Marek, who has approved all the proposed measures of the Action Plan and, together with Executive Director Mr. Janouš, will be responsible for the allocation of funds for the realization of the Action Plan in each year of its implementation (following the institution's annual budget).

### **Action plan in connection with the Interim Assessment and Revised Action Plan**

All the above-mentioned actions of the two-year Action Plan have been planned in the context of the medium-term (five-year) strategy for the development of human resources in CzechGlobe. The implementation of this Action Plan is the first step in the fulfilment of the target of this medium-term strategy, which is the stabilization of the organization's personnel base and the strengthening of shared values within CzechGlobe's working

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environment (team development and interactions management).

## **Risk Management**

### Financial risks

The funding of the Action Plan from external sources and the associated high administrative burden were evaluated as a major risk in the creation of HRS4R. It would lead to an increase in the perception of HRS4R as an administrative procedure. Since HRS4R is supposed to contribute to strengthening of the internally-managed HR culture in the institution, the potential administrative pressure of the fulfilment of externally set indicators (the Czech Ministry of Education, Youth and Sport) was assessed as too high a risk for the effective implementation of C&C in the institution under current conditions. This is why the Action Plan is funded purely from the organization's own sources.

### Implementation risks

Two tools were set up to eliminate the risks associated with the realization of the individual activities and the fulfilment of the set indicators. Firstly, there must be a clear definition of the planned results in the form of measurable monitored indicators. The task performers know the purpose of their activities and so they can adapt the course of the realization of the task to the changing conditions of the environment (from personnel, through administration to natural conditions that significantly affect the organization of scientists' work in the natural sciences - many experiments depend on the weather, and during such work scientists spend most of their time at experimental workplaces). Therefore, the Action Plan must be sufficiently flexible). Another measure for the elimination of implementation risks is the system of monitoring by, and interaction with, the organization's top management. This is important when there are risks that require a higher level of authority for their management than that possessed by the person responsible for the fulfilment of the given task. In such a case, the support of Director General is guaranteed. In his position as top management, he is responsible for proposals for alternative solutions to tasks that are outside the authority of the responsible person.

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