

ACTION PLAN

HRS4R 2019

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ACTION PLAN

Case number: 2019CZ391494
Name Organisation under review: Global Change Research Institute CAS – CzechGlobe
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1. ORGANISATIONAL INFORMATION

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	129,52
Of whom are international (i.e. foreign nationality)	32,71
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0
Of whom are women	69,1
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	71,03
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	40,05
Of whom are stage R1 = in most organisations corresponding with doctoral level	18,44
Total number of students (if relevant)	
Total number of staff (including management, administrative, teaching and research staff)	181,19
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	9 500 000
Annual organisational direct government funding (designated for research)	1 860 000
Annual competitive government-sourced funding (designated for research,	4 700 000

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obtained in competition with other organisations – including EU funding)	
Annual funding from private, non-government sources, designated for research	410 000

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>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.</p> <p>Research freedom is one of the basic assets that CzechGlobe was built upon. Researchers do not face any obstacles in choosing their own research topic, agenda, methodology or methods. The research agenda is limited only by the Institute’s mission, which is quite broad – socially responsible research related to sustainable development in the context of global change. Research freedom is incorporated in all regulations related to employment contracts between CzechGlobe and individual researchers. Each department is autonomous in its management.</p> <p>The advantage of the research community, in terms of professional responsibility, professional attitude, contractual and legal obligations, is that during the period 2010 – 2016 the Centre of Excellence (and later the Institute that was established in 2016) was largely financed by series of public contracts (grants). With this financial arrangement the majority of researchers (mainly those whose contracts were related to this grant funding) have experienced the direct link between research performance and funding.</p> <p>As the needs of society and sustainable growth have been at the</p>

centre of the Institute's main mission since its establishment, researchers understand the necessity for research to react to the needs of society. This has been proved by a large number of collaborative projects that were initiated and managed by CzechGlobe's research community. There have been between 60 and 85 projects successfully financed from both national and international resources in operation every year since 2016.

Researchers are highly proactive in searching for efficient opportunities and channels to disseminate and exploit the results of their research.

Despite the fact that no direct complaints related to research freedom were recorded during the gap analysis, from some facts and comments it was possible to recognize that there are specific groups of researchers (mainly at the R3 career stage) whose right to research freedom might be limited by more than the standard operational constraints related to research financing and management requirements. The large number of duties related to management and supervision prevents representatives of this segment from actively performing their own research work, and their career in some cases may stagnate or progress less intensively.

STRENGTHS

- Research freedom is guaranteed both by existing regulations and organizational practice;
- There are existing regulations related to ethical principles of both research practice and gender equality; researchers are aware of their existence and availability;
- Nondiscrimination is guaranteed in strategic documents and practice – based on EGERA project results (Effective Gender Equality in Research and the Academia, a project in the EU framework programme);
- Welldeveloped and accessible on-line system of regulations and directives related to all aspects of research work and employment;
- Long tradition of efficient dissemination of research results in single departments (excellent ranking of CzechGlobe's research performance by independent bodies);
- Regular engagement with the public through open day events, excursions to research premises, presentations at events directed to the public and the future generation of

	<p>researchers;</p> <ul style="list-style-type: none"> • Researchers may use the opportunity to work remotely; <p>WEAKNESSES</p> <ul style="list-style-type: none"> • The relationship between individual research freedom and IPR is not recognized among all researchers; • Some researchers (mainly R1R2) also lack knowledge related to SW licences and their impact on research practice – such as the publication of results; • Knowledge about the commercialization of research results is at a low level (related mainly to the fact that the majority of research activities are in the area of basic research and thus researchers do not feel the direct need for such expertise); • Members of the research community are aware of existence of ethical principles but do not feel the need to get acquainted with the legal documents; • Not all regulations and documents are available in both Czech and English (the Czech version prevails in the majority of areas); • Researchers are aware of the availability of information on all areas related to research work, but their willingness to socialize knowledge and skills related mainly to the financial and legal aspects of research work is lower.
Recruitment and selection	<p>The original group, comprising 7 members of Prof. Marek’s research group and 9 representatives of other research teams across several disciplines related to the global change studies, has grown since 2010 to a medium-sized organization with a multinational interdisciplinary research community of more than 300 employees. Significant growth in the number of employees is not expected in the next 5 years. The main objectives are the stabilization of human resources, the development of the leadership and interpersonal skills of team leaders and the support of a strong young generation of the research community that is expected to be responsible for the future growth of the Institute.</p> <p>The current structure of the Research Community</p> <p>The number of researchers had reached 207 by the end of 2018, 36% being female researchers. There is also an increasing number of foreign research fellows (31%). These 66 foreign researchers employed by the Institute come from 26 different countries, of</p>

which 14 are EU member states and the rest non-EU countries located mainly in other continents (Vietnam, Ghana, Panama, Senegal, Peru, Japan, India or Peru). The largest community of the foreign researchers' segment is located directly in the Brno premises (34), and partially works remotely from their "home" countries (20).

The distribution of career phases among the research community reflects the rapid growth of the Institute over the last few years. About 46% of the researchers are either in career phase R2 (31%) or R1 (15%), and most researchers (56.5%) are not older than 40. Foreign research fellows are mainly in career phase R1 and R2. The members of the original research group that came up with the idea of a new research centre are now mainly in the R3-R4 career phases and aged 50+. These demographic features are quite important from the long term perspective, as in the near future the Institute will be in significant demand of a new generation of motivated leaders (at the time of the gap analysis, one of the departments had already reached this phase, and the department's manager was planning the handing over of managerial responsibilities to newly appointed leaders during 2019).

Recruitment and selection challenges in the coming 5 years

The recruitment and selection process is expected to be related to two main HR situations – the **replacement of existing research positions** that become vacant for personal reasons (retirement, career and job change, maternity leave); and the **hiring of new PhD students** based on the available external funding resources.

STRENGTHS

- Anchoring the recruitment process and procedures concerning the composition of selection committees in the legislation of CzechGlobe and the Academy of Sciences of the Czech Republic as the founding organisation.
- A Recruitment strategy compatible with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers is part of the overall CzechGlobe strategy, which aims to build an international network of researchers, guarantee equal opportunities for all candidates and provide research careers in CzechGlobe.
- An individual approach to candidates with the main

	<p>emphasis on equal and fair opportunities and a gender-balanced environment.</p> <ul style="list-style-type: none"> • The group of people appointed to selection committees is diverse and adapted to a particular position. • Searching among current employees as the first choice when opening a new position is a good practice of CzechGlobe before posting the position on its webpages and the webpages of the Academy of Sciences. • Protocol supporting recruitment procedure with a clear description of how applications and CVs will be processed. <p>WEAKNESSES</p> <ul style="list-style-type: none"> • Cooperation with EURAXESS supporting the improvement of the international portfolio and openness of the recruitment process to external applicants with the aim of attracting more scientists from abroad. • Insufficient information flow, especially in the case of newly hired employees at the very beginning of their career in CzechGlobe. • Some strategic and important documents are not available in the English language. • Keeping the E-tool up to date according to needs that are changing with the times and the development of the Institute. • Keeping the administrative burden to a minimum for candidates as well as for employees. • Support in the process of transferring competencies • Publication of important documents.
Working conditions	<p>The Global Change Research Institute, or CzechGlobe, has its headquarters and main research premises in Brno, South Moravia. This location is utilized by the majority of researchers (122) and accommodates the main administrative and managerial infrastructures of the Institute. Apart from Brno, there are 3 other research groups, located in Prague, Ceske Budejovice and Drasov.</p> <p>The institute also operates a spatially distributed research infrastructure of more than 20 research sites spread across the Czech Republic. Geographical distances between research locations vary from 20 km (Drasov, near Brno) to 280 (Kopisty, West Bohemia) which means that mobility and the necessity to overcome communication barriers resulting from the wide geographical distribution of premises are an inseparable part of</p>

daily work organization.

The majority of research premises were built between 2010 and 2014. All labs (including special planning and technical equipment) were developed with the active involvement of the research community, which participated in the process of defining the requirements for the technical equipment and any other facilities required for their research activities.

Single experimental sites (owned by CzechGlobe) are managed by the relevant research departments, which are organized into six research domains. For specific experimental needs the Institute also operates a Flying Laboratory of Imaging Systems. The majority of research facilities of CzechGlobe are subject to open access: www.czechglobe.cz/en/open-access-en/czechglobe-open-access-call/.

STRENGTHS

- Researchers at all career stages are recognized as professionals; this is particularly significant in the context of the early stage researchers' social situation. The majority of R1 researchers who are enrolled in doctoral programmes have employment contracts guaranteeing their research freedom, performed in the context of their doctoral education and collaboration with respective universities providing Ph.D. training.
- Nondiscrimination is guaranteed not only in the context of the organization's HR policy but also in practice – disabled representatives of the research community are encouraged to work remotely (if they prefer to).
- Harmonization of work and family life is a priority, and researchers with families can adjust their working hours according to their needs (this opportunity is also guaranteed by all major directives that regulate the performance of the Institute).
- The research environment (including laboratory equipment) has been developed entirely according to the needs of the research community, with their active involvement in both planning and acquisition (financed by the Operation Programmes with the financial support of Structural Funds).
- Specialized organizational and administrative support for foreign scientists.

	<ul style="list-style-type: none"> • Involving scientists in the Institute’s managerial structures; • Longterm cooperation with universities in the form of involving CzechGlobe scientists in teaching and the preparation of the next generation of scientists in a university environment (e.g. cooperation agreement with Mendeley University). <p>WEAKNESSES</p> <ul style="list-style-type: none"> • Geographical separation of some workplaces and related problems in coordinating virtual teams; • Higher demands on travelling among CzechGlobe workplaces; • Low interest of (mainly) starting scientists in the issue of IPR; • Limited stability and period of employment contracts, stemming from the way the institute is funded, as the majority of the institute's income comes from project financing and hence it not possible to conclude contracts for an indefinite period, but it is necessary to maintain the conditions of a particular project and its sources. • Nonexistent premises delimited for informal networking and the support of communication across departments; • Unsuitable conditions for the library and scientific services (located across several premises and departments); • Lower awareness of the issue of coauthorship; • A lack of systematic work with scientists with an open approach to knowledge, work with databases and sources of knowledge; • Unused outdoor spaces of CzechGlobe, which are part of an enclosed complex and may provide scientists with alternative spaces for working and meeting informally.
Training and development	<p>As mentioned before, the Institute performs multidisciplinary research and merges quite a large variety of disciplines. These individual scientific areas have been organized into six clusters (domains) that are managed by representatives of the research teams within each domain. Each domain/cluster consists of research teams from 2 to 3 departments.</p> <p>Collaboration between departments and domains is widely supported. This interdisciplinary collaboration is realized either in common research projects that are presented in research articles or collaborative projects financed by external authorities. About</p>

20% of externally funded projects are interdisciplinary, and they receive about 80% of the overall project funding. This approach shows the close connection between scientific knowledge and accountability principles. Researchers simultaneously improve both their knowledge base and their transferrable skills through hands-on activities that are widely supported from public funds.

Currently, the responsibility for career and knowledge development is primarily the responsibility of the individual scientist. The Institute's career code defines the framework requirements of the individual positions and a scientist is acquainted with them not only when starting work, but also during the ongoing annual evaluation which is conducted in relation to these requirements and their fulfilment.

With regard to HOW these requirements are fulfilled, scientists are given the freedom of decision. If necessary, the issue of career development is discussed with the head of the department that the scientist is employed in, the scientific secretary and the personnel department. Information on the career service is also given on the intranet and in several guidelines dealing with career development. This means that currently career development is supported by a number of sources. However, there is no central unit that would provide a link between knowledge and services across the earlier mentioned sources and allow scientists to offer a one-stop service; a place where they could get information in a personal consultation about all existing support in the areas of education, career development and HR consulting.

Financing of Training and HR development activities in the context of Institute's working environment

Between 2010 and 2018 the working culture of the institute was greatly affected by the fact that the majority of the Institute's costs had been financed by means of projects financed by external authorities (mainly the Czech Ministry of Education, Youth and Sports, the main body responsible for the Structural Funds' Operational Programmes related to the support and development of research and innovation). This means that all Institute's employees, from the very start of their career at Czechglobe, have experienced the close relationship between the financing of research and its results and outputs (the C&C principles related to researchers).

Even though this performance-oriented management approach has generated positive effects – the number of high-impact publications continues to grow every year as researchers gain up-to-date equipment and budgets reflecting their research needs - the huge administrative agenda related to the implementation of large projects funded by public money have created a feeling of ambivalence towards additional administrative burdens related to external project funding.

Between 2010 and 2018 the Institute underwent a period of designing a system for the organization as a whole, during which the working culture was constantly affected by efforts related to finding a reasonable balance between external administrative demands and the real needs of researchers. This was the reason why the research community decided to finance all activities related to the implementation of the principles of the Charter and the Code and the improvement of its own working environment solely from internal financial resources.

Since the beginning of 2019, the former system of prevailing external funding has been replaced by an increased share of direct institutional financing from the Academy of Sciences based on scientific performance. This structural change in financing will provide the Institute with sufficient resources of its own to be able to develop and implement HRS4R in a way that reflects the needs of the Community without any additional administrative burdens. In this way, the HRS4R award and the HR strategy relating to it will support the stabilization phase which the newly established research centre will enter after the first period of rapid growth.

In 2019, educational activities are being financed primarily from external sources (within project funding). The measures of the Action Plan bring a new model – the current system of educational funding is to be supplemented by the introduction of an internal grant scheme. Within this scheme, the plan is to use some of the funds for individual projects for educational activities. Further expenses are planned in connection with educational activities of the Career Support Centre, which will be realized in cooperation with other partners (e.g. RKO Liberec, RKO Jizni Cechy, Mendeleev University).

STRENGTHS

- The issue of education and personal development has been

	<p>part of HR management since the Institute's foundation in 2010;</p> <ul style="list-style-type: none"> • Clearly defined relationships and duties of supervisors and managers; • Education and professional development is anchored in internal directives; • Scientists have flexibility in choosing educational activities according to their career focus; • A strong culture of mutual learning and knowledge and experience exchange across fields; • Traditions in the area of dissemination and communication activities, in which starting scientists are involved. Under the supervision of experienced colleagues, they acquire practical experience in the area of communication with the professional and general public, including children and young people (open days, scientists' night, active participation in exhibitions, including their share in the creation of exhibition concepts); • Involvement in international networks that focus on strengthening the knowledge base and exchanging experience in the area of global change (e.g. Climate KIC); • Multicultural environment with a high ratio of scientists from abroad (ca 15%). <p>WEAKNESSES</p> <ul style="list-style-type: none"> • Fragmentation of services in the area of education and career development among several sources with the associated, possibly confusing, system for new employees; • Nonexistence of a career consultancy centre; • Limited offer of educational products in English; • Missing online support for career development and online education; • Low level of transferable knowledge connected with the funding of research through project funding at the level of starting R&D staff (in particular the R1 career stage).
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3. ACTIONS

<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>
1. STRATEGY OF THE INSTITUTE AND ORGANIZATIONAL UPDATE IN THE CONTEXT OF HRS4R				
<i>1. 1. Introduction of the HR-strategy-updated version of CzechGlobe's Long Term Development Strategy</i>	23 24 28 30	Person responsible: Director of the Institute Deadline: 10/2019 Deliverable: Final version of the Long Term Development Strategy (document)		
<i>1. 2. General meeting of the research Community - discussion event.</i>		Person(s) responsible: Scientific Secretary, Director of the Institute and Career Support Specialist Deadline: 10/2019 Deliverable: Event - general assembly of CzechGlobe's research Community		
<i>1.3. The formal establishment of the HRS4R Support Centre</i>		Person(s) responsible: Scientific Secretary, Director of the Institute Deadline: 9/2019 Deliverable: 2 specialists working full-time for the HRS4R Support Centre		
<i>1. 4. Resource allocation and operational management of funds for HRS4R Support Centre activities (2019, 2020, 2021)</i>		Person responsible: Executive Director Deadline: 10/2019 Deliverable: Process and finances related to Career Support Centre performance are set		
2. CAREER SUPPORT CENTRE AND CZECHGLOBE COMMUNICATION HUB DEVELOPMENT				

2. 1. Provision of office premises	23 24 28 30 34 36	Person responsible: Executive Director: Deadline: 10/2019 Deliverable: Shared office hosting Career Support Specialist and Communication and Information Specialist
2. 2. External networking and knowledge base development		Person(s) responsible: Career Support Centre, CzechGlobe Communication HUB Deadline: 8/2021 Deliverable: List of events attended by HRS4R Centre specialists (approximately 1 event / month); a list of HRS4R Networking partners with a profile of possible collaboration
2. 3. Preparation of the Plan for the CzechGlobe Communication Hub		Person(s) responsible: CzechGlobe Communication HUB Deadline: 12/2019 Deliverable: Detailed action plan for development of the CzechGlobe Communication HUB (including budget, timing and allocation of tasks and responsibilities)
2.4. Creation of the CzechGlobe Communication Hub (CCH)		Person(s) responsible: CzechGlobe Communication HUB Deadline: 6/2020 Deliverable: New premises for the CzechGlobe Communication Hub
3. GARDEN OFFICE (GO CzechGlobe)		
3. 1. Garden Office Kick Off	23 24	Person(s) responsible: General Director, Career Support Centre Deadline: 10/2019 Deliverable: Final action plan for the Garden Office project+ Garden Office Coordinator is nominated
3. 2. Preparation and realization of the Garden Office project (GO CzechGlobe)		Person(s) responsible: Garden Office project coordinator Deadline: 4/2020 Deliverable: Garden office is finished and ready to be used by the scientific community
3. 3. Garden		Person(s) responsible: Garden Office project coordinator

<i>Office Launch Event</i>		Deadline: 5/2020 Deliverable: Event Garden Office Launch Event
<i>3.4. GO CzechGlobe action plan 2020</i>		Person(s) responsible: Garden Office project coordinator Deadline: 10/2020 Deliverable: Overview of actions realized in the Garden Office by the end of 2020
<i>3.5. GO CzechGlobe action plan 2021</i>		Person(s) responsible: Garden Office project coordinator Deadline: 10/2021 Deliverable: Overview of actions realized in the Garden Office by the end of 2021
4. Career Support Centre actions		
<i>4.1. Specific Career Development support for the researcher community of CzechGlobe</i>	23 24 28 31 32 36 37 38 39	Person(s) responsible: Career Support Centre, Scientific Secretary Deadline: 6/2021 with three-monthly periods for which the analysis of provided services will be conducted (input for task 6.6) Deliverable: List of supported researchers, Final profile of specialized Career Support Services in the context of Career Development Support guaranteed by other departments
<i>4.2. Organizational and communication backing for educational events</i>		Person(s) responsible: Career Support, CzechGlobe Communication HUB and RKO project Deadline: 8/2021 Deliverable: List of events organized in the context of the CzechGlobe Week of Communication concept and List of training events
<i>4.3. Preparation of educational materials in the area of HR and career development for</i>		Person(s) responsible: Career Support Centre Deadline: 8/2021 Deliverable: At least monthly update of the content of the educational portal (in connection with CzechGlobe Week of

<i>the internal online educational platform.</i>	Communication), in total 24 updates of the portal's content
4.4. Mentoring actions	<p>Person(s) responsible: Miss Radka Pittnerova and the Career Support Centre, RKO České Budějovice, PR department</p> <p>Deadline 1 (D 4.4.1): 5/2020</p> <p>Deadline 2 (D 4.4.2): 6/2021</p> <p>Deliverable 4.4.1: List of researchers supported by the mentoring scheme and drafts of international project proposals they were working on (period 9/2019 – 5/2020)</p> <p>Deliverable 4.4.2: List of researchers supported by the mentoring scheme and drafts of project proposals they were working on (period 6/2020 – 8/2021)</p>
4.5. Organizing excursions to selected measuring stations 1	<p>Person(s) responsible: Career Support Centre, Excursion team</p> <p>Deadline: 10/2020</p> <p>Deliverable 4.5. 5 excursions to the CzechGlobe measuring stations from April to October 2020</p>
4.6. Development of specialized guides	<p>Person(s) responsible: Career Support Centre in collaboration with representatives of other departments</p> <p>Deadline 1 (D4.6.1) : 3/2020</p> <p>Deadline 2 (D4:6:2): 12/2020</p> <p>Deadline 3 (D4.6.3): 3/2021</p> <p>Deadline 4 (D 4.6.4): 8/2021</p> <p>Deliverable 4.6.1: The outline for two guides to life situations of the science staff of CzechGlobe will be prepared and approved (New recruits, Foreign staff)</p> <p>Deliverable 4.6.2.: Guide to life situations of a scientist in CzechGlobe (2 topics) is finished and submitted for translation and graphic design</p> <p>Deliverable 4.6.3.: The English version of the guides is finished and published online; topics for other guides to life situations of a scientist in CzechGlobe have been identified (safety at</p>

		work) Deliverable 4.6.4.: Draft of the text of the guide to safety at work is finished and handed over for consultation with responsible authorities.
<i>4.7. Organizing excursions to selected measuring stations 2</i>		Person(s) responsible: Career Support Centre, Excursion team Deadline: 8/2021 Deliverable: 4 excursions to the CzechGlobe measuring stations from April to October 2021
5. CzechGlobe Communication Hub Actions		
<i>5.1. Development of CzechGlobe Week of Communication (CWC) concept</i>	7 8 9 10 24 28 31 38 39	Person(s) responsible: CzechGlobe Communication HUB, Career Support Centre Deadline: 12/2019 Deliverable: Workshop introducing the CzechGlobe Week of Communication concept and Fb web page presenting the concept
<i>5.2. Social media management</i>		Person(s) responsible: CzechGlobe Communication HUB Deadline: 8/2021 Deliverable: Facebook group of active followers using the social network to enhance internal collaboration and networking within CzechGlobe
<i>5.3. Online education platform</i>		Person(s) responsible: CzechGlobe Communication HUB, Support Centre, IT department Deadline 1 (D5.3.1.): 12/2019 Deadline 2 (D5.3.2.): 4/2020 Deliverable: Concept of the online educational portal, including an update plan (identification of sources and appointment of a person responsible for the linking of information on the

		CzechGlobe portal with an External Source in accordance with IPR) Deliverable 5.3.2. Functioning website of the online educational portal
<i>5.4. Modernization of internal library and its transformation into the CzechGlobe Communication HUB</i>		Person(s) responsible: CzechGlobe Communication HUB Deadline: 3/2020 Deliverable: Design of CzechGlobe Communication Hub services
<i>5.5. Organization of the CzechGlobe Week of Communication</i>		Person(s) responsible: CzechGlobe Communication HUB, Career Support Centre Deadline: 8/2021 with 6 planning periods (excluding the Summer periods which are usually dedicated to field work) Deliverable: 6 x List of CzechGlobe Week of Communication implementation (general overview of activities realized each Week, including list of researchers actively participating in the Week's realization team
<i>6. Internal Grant Schemes development and pilot call for proposals</i>		
<i>6. 1. Allocation of resources and development of rules and formal procedures for the Career Development Scheme</i>	1 3 4 5 6 28 37 38 39	Person(s) responsible: Executive Director Deadline: 12/2019 Deliverable: Agreement on financial resources to be allocated on both granting schemes for 2020 period + Rules for application for the Career Development Scheme
<i>6. 2 Creation of rules for the My CzechGlobe programme</i>		Person(s) responsible: Project Management Department Deadline: 12/2019 Deliverable: My CzechGlobe programme's rules for participation
<i>6.3. Career Development Scheme 2020</i>		Person(s) responsible: Executive manager

<i>pilot call for proposals</i>		Deadline: 12/2020 Deliverable: Individual career development research projects of early stage researchers
<i>6. 4. My CzechGlobe 2020 pilot call for proposals</i>		Task 6. 4. Person(s) responsible: Career Support Centre Deadline: 12/2020 Deliverable: Projects targeted at development of internal work culture and networking implemented by groups of researchers
<i>6.5. Evaluation of 2020 call results and update of rules for the next period</i>		Person(s) responsible: Executive, Career Support Centre Deadline: 12/2020 Deliverable: Updated rules of internal funding schemes
<i>6.6. Internal Grant Scheme 2021 call for proposals</i>		Person(s) responsible:..... Deadline: 9/2021 Deliverable: List projects
7. CzechGlobe scientific database		
<i>7.1. Mapping the workflow of scientific teams</i>	8 23 24 32	Person responsible: IT department Deadline: 11/2019 Deliverable: Processes and flow of information related to the work of research teams are identified
<i>7. 2.Design of the data repository</i>		Person responsible: IT department Deadline: 3/2020 Deliverable: Internal Big data repository design
<i>7.3. Systemic realization of the database</i>		Person responsible: IT department Deadline: 10/2020 Deliverable: Tested IT solution for internal big data processing

7.4. <i>Creation of user interface (months 13 – 14)</i>		Person responsible: IT department Deadline: 11/2020 Deliverable: User interface for the data repository
7.5. <i>Pilot test of the database</i>		Person responsible: IT department Deadline: 3/2021 Deliverable: User interface for the data repository
7.6. <i>Import of data from the scientific teams</i>		Person responsible: IT department Deadline: 6/2021 Deliverable: Real data flow tested
7.7. <i>Advanced data analysis</i>		Person responsible: IT department Deadline: 9/2021 Deliverable: On-line tool for advanced data analysis using data from all research teams
8. <i>CzechGlobe Modern intranet</i>		
8.1. <i>Analysis of current options in the field of internal information systems</i>	3 5 7 8 15 24	Person(s) responsible: IT department Deadline: 12/2019 Deliverable: Suitable tools for the optimization of the intranet are selected and the cost of their acquisition assessed
8.2. <i>Review of the current state of the intranet</i>		Person(s) responsible: IT department Deadline: 3/2020 Deliverable: Plan for the optimization of the intranet in the context of its current state, including the allocation of responsibilities
8.3. <i>Analysis of requirements for structural clarity</i>		Task 8.3. Person(s) responsible: IT department Deadline: 8/2020 Deliverable: Results on internal survey on intranet optimization

8.4: Transfer to paperless agenda		Person(s) responsible: IT department Deadline: 12/2020 Deliverable: E-administration module of the intranet
8.5: Implementation of new tools of the intranet in CzechGlobe's e-environment		Person(s) responsible: IT department Deadline: 8/2021 Deliverable: Project of intranet optimization is finished and tested in real environment
9. Ph.D. education for CzechGlobe's future		
9.1. Administrative and technical preparation of cooperation with United Nations University in educating PhD students.	7 8 33 39	Person(s) responsible: Scientific Secretary, Career Support Centre Deadline: 12/2019 Deliverable: Conditions are negotiated for admission of Ph.D. students acceptable to UNU and CzechGlobe in accordance with Czech legislation, and the first call for tender for Ph.D. student admission is announced
9.2. Admission of new students to UNU		Person(s) responsible: Scientific Secretary Deadline: 3/2020 Deliverable: Ph.D. students newly admitted to Unu in the position of starting researcher of CzechGlobe (employment contracts); it is anticipated that 3-4 Ph.D. candidates will be accepted
9.3. Welcome services and HR support		Person(s) responsible: Career Support Centre Deadline: 12/2021 Deliverable: UNU Ph.D. students fulfil all their legal obligations in compliance with Czech legislation
9.4. Manual for UNU Ph.D. students at CzechGlobe		Person(s) responsible: Scientific Secretary, Career Support Centre Deadline: 8/2022 Deliverable: Guidelines for UNU Ph.D: Candidates at

		CzechGlobe (UNU-CzechGlobe guidelines) in English
10. External Networking speed up		
<i>10.1. Mapping of international connections of CzechGlobe – projects, contractual relationships</i>	1 3 4 7 8 24 38	Person(s) responsible: Scientific Secretary, IT department Deadline: 3/2020 Deliverable: Published overview of contractual and project cooperation on CzechGlobe’s web
<i>10.2. Mapping of international connections of the individual workplaces</i>		Person(s) responsible: Scientific Secretary, IT department Deadline: 9/2020 Deliverable: Regularly updated overview published on CzechGlobe's web
<i>10.3. Creation of an online contact platform and utilization of information sources in the field of international cooperation</i>		Person(s) responsible: Scientific Secretary, CzechGlobe Communication HUB, PR Department Deadline: 12/2020 Deliverable: Updated version of the overview of partner contacts published on the CzechGlobe website
<i>10.4. Creation of CzechGlobe ALUMNI contact and communication platform for staff on a career break (e.g. parental leave, care leave) and sabbaticals</i>		Person(s) responsible: Scientific Secretary, Czechglobe Communication Hub Deadline: 3/2021 Deliverable: Creation of an internal overview of contacts, the creation of group e-mail addresses and the regular updating of contacts and group e-mail addresses.
11. Open Science for better scientific performance		
<i>11.1. Determining the current state of the application</i>	1 2 3 5	Person(s) responsible: Scientific Secretary, Institute’s lawyer Deadline: 3/2020

<i>of FAIR principles (Findable, Accessible, Interoperable and Reusable) in the institute</i>	6 7 8	Deliverable: Report on the current state of the application of FAIR principles in the institute
<i>11.2. Mapping of awareness, FAIR culture and the needs of CzechGlobe'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: 6/2020 Deliverable: Analysis mapping the needs of staff relating to the Open Science agenda and subsequent updates of relevant internal documents.
<i>11.3. 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: 8/2021 Deliverable: Regular half-yearly training focused on the Open Science agenda
12. Challenges of project financing – Part 1 Development and internalization of grant management and administration skills		
<i>12. 1. Elaboration of the Guide through Project Administration</i>	3 5 37 39	Person(s) responsible: Project Department Deadline: 12/2019 Deliverable: A Guide containing 4 presentations in Czech and 4 presentations in English
<i>12. 2. Publishing of the Guide to Project Administration on the Intranet.</i>		Person(s) responsible: IT Department, Project Department Deadline: 12/2019 Deliverable: online version of the Guide to Project Administration
<i>12.3. First evaluation of the Guide to Project Administration.</i>		Person(s) responsible: Project Department Deadline: 3/2020

		Deliverable: Survey
<i>12.4. Processing of findings from the first evaluation of the Guide to Project Administration.</i>		Person(s) responsible: Project Department Deadline: 6/2020 Deliverable: Completed presentations
<i>12.5. Publishing of the Guide to Project Administration, amended after the first evaluation.</i>		Person(s) responsible: IT Department, Project Department Deadline: 9/2020 Deliverable: Publishing of the completed presentations
<i>TASK 12.6. Second evaluation of the Guide to Project Administration.</i>		Person(s) responsible: Project Department Deadline: 12/2020 Deliverable: Survey
<i>12.7. Processing of findings from the first evaluation of the Guide to Project Administration.</i>		Person(s) responsible: Project Department Deadline: 3/2021 Deliverable: Completed presentations
<i>12. 8. Realization of workshops for candidates in calls by the Czech Science Foundation and the National Agency for Agricultural Research.</i>		Person(s) responsible: Project Department Deadline: 8/2021 Deliverable: Number of realized events

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

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 five 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, taking into account 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 taken into account in the structure of the proposed activities; the hands-on experience system is frequently used, in which scientists 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. Janous, 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 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 (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 (continuous high level of administrative burden from external funders between 2010 and 2018). 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.

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	<p>The Institute is a medium-sized organization. The research community has strong personal relations and intensive social contact. Members of the Steering Committee as well as the implementation group are representatives of the research community and are in daily contact with Working Group members. For this reason, the monitoring and controlling activities were merged so as not to create additional administrative restraints (see the chapter 'Monitoring' for details).</p> <p>At the operational level, the implementation process is overseen by the Working Group with monthly supervision by the Director and representatives of the highest management. Every six months, the output related to the implementation of the Action Plan are presented to the Board of the Institution.</p> <p>Direct feedback on the Action Plan's implementation from the side of the research community will be obtained by personal meetings and presentations of HRS4R achievements during monthly events called 'A Week of Communication' (section Director's cafes).</p>
How do you intend to involve the	To involve the research community in the proposed actions are going to combine

<p>research community, your main stakeholders, in the implementation process?</p>	<p>external and internal motivation.</p> <p>Every Action introduced in the context of the 24 months action plan was designed to solve specific needs of the Institute’s research community identified during the Initial Phase. Actions were proposed considering specific segments of the research community</p> <p>of the complete research community or some specific segments (as seen in the detailed description of the action plan). The actual involvement of the research community</p> <p>There is a large literature examining how social influence shapes entrepreneurial career decisions</p> <p>Scholars have particularly examined how social relationships may serve not only as a pipe to channel the flow of information and resources, but also as a vector to diffuse social norms . As a result, social influence can change a person’s intentions, beliefs and behaviors , such as risk-taking in groups</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation’s research strategy, as the overarching HR policy.</p>	<p>To be able to align the HRS4R into the organizational policies, we have decided to build the action plan upon two specific groups of actions - one group is targeted at actions implemented at the organizational level, the other relates to actions directly involving people. Both groups are closely interrelated. The logic of this interrelation is such - the planned adjustment at the first group actions creates favourable conditions for the implementation of the actions of the second type.</p> <p>The first group of actions (smaller one) is directed at the adjustment of the organizational system, its procedures, structures and regulations (Actions X, X, X) in accordance with the Institute’s HRS4R. The core action directed at the alignment of</p>

	<p>organizational policies with HRS4R is the Action nr. 1.</p> <p>The second, major group of actions is directed on activities directly implementing selected C&C principles at the level of individuals. The fact that both groups of actions are based on mutual interactions means that HRS4R is not only recognized at the strategic level but is also planned to be understood and socialized at the level of individuals.</p> <p>Specific milestones related to the alignment of HRS4R at the organisational level in the frame of the Action 1</p> <p>M1 Final version of the Institute’s long term development strategy is agreed on (about 9/2019)</p> <p>M2 HRS4R Career Centre is established in the organizational structure and its staff is appointed (7/2019)</p> <p>M3 Update of all internal regulations related to HR (12/2019)</p> <p>Further measures to ensure the viability of HRS4R at the strategic level</p> <p>1. Regular communication of HRS4R issues at the strategic events</p> <p>To make the HRS4R inseparable part of the strategic management and thinking, the HRS4R actions will be regularly reported to annual meetings of the Board of Institution and annual general assemblies of the scientific community.</p> <p>2. Continuous education of leaders (including organizational management and formal team managers) in strategic HR agenda</p> <p>The HRS4R Career Centre will be responsible</p>
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	<p>for regular communication of new trends in HR agenda (mainly) towards the community of managers and group leaders. This will be done in three lines, all of them based on voluntary involvement of individuals and continuous accessibility of information. Line one follows the up-to-date results of research related to sociology and management of work - topics like leadership, agile working, global changes in HR management. It will be implemented by means of text analysis using the access the Institute has to international databases of scientific articles (person responsible is the HRS4R main supervisor). Line two represents available on-line resources related to HR management and career planning (such as Career Planning tools, interesting quizzes related to the career path, on-line lectures on the career or HR specific topics (responsible person - Career Support Specialist). Line Three includes workshops and lectures on topics related to work culture and HR management (both workshops organized at the local level or attending externally organized events related to HR in research issues - such as. Vitae Researcher Development International Conference or trainings related to research management organized by Yeallowresearch (Dutch training centre specialized on international research collaboration).</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>Direct Support from the Institute’s main managerial authority and financial support</p> <p>The Implementation Phase (including the Action Plan that has been developed in collaboration with representatives of the research community) is supported directly by the Director of the Institute, who is the highest executive management authority of the Institute.</p> <p>In collaboration with other departments responsible for the financial and administrative management of the Institute, the Director has</p>

already established the internal financing mechanism that will guarantee the implementation of HRS4R actions. To avoid possible additional administrative burdens related to the Implementation Phase of the HRS4R, it was decided that the Institute will finance the HRS4R from its own financial resources. From the administrative point of view, the HRS4R actions will be treated as an internal project.

Training and mentoring activities relating to the proposed actions will be implemented in collaboration with two Regional Contact Points for International Collaboration. These two centres are financed by the Ministry of Education, youth and sports. Two representatives of the Working group (Ms. Sprtova and Ms. Pittnerova) are also coordinators of the individual Regional Contact Point project. An agreement will be signed with the representatives of these Contact Points to guarantee their active involvement in activities directed towards transferrable skills development, networking and international project collaboration.

Personalized responsibility for implementation of tasks

All members of the working group, as well as individual experts responsible for the implementation of individual tasks, were involved in the design of the Action Plan. Personnel responsible for individual tasks were selected in order to combine the relevant responsibility and authority for the implementation of the task and the delivery of the expected results. These experts defined the planned activities within their task based on the available resources. The advantage of this approach (individual responsibility at the task level) will be both personal motivation and accountability to the Activity leader (or the

	<p>Working Group).</p> <p>Demand-driven implementation</p> <p>The research community of CzechGlobe has been actively participating in the gap analysis process and the development of the Action Plan. The overall set of HRS4R Application documents was introduced to the researchers both on-line and during the final HRS4R Application workshop. Researchers will be continuously informed about Action Plan achievements in order to support their active involvement in the implementation process and to give them quality feedback. Regular meetings engaging Working Group members with the research community will be part of the Communications Weeks that will be implemented once a month. The platform for feedback and improvement will be developed within the Director's cafe meetings, organized once a month (see the Action Plan for details).</p>
<p>How will you monitor progress (timeline)?</p>	<p>The Action Plan was designed as a two-year project following the principles of project planning and control. For the purpose of measuring progress, two tools are set out in the Action Plan – a detailed schedule containing the assignment of responsibilities for the fulfilment of individual tasks, and the specification of individual deliverables, which will document the progress of the project's implementation. For each particular task, a member of staff is assigned (the task coordinator) who is answerable to the activity coordinator. The monitoring of the performance of all activities in the course of the entire realization period is the responsibility of the Working Group. Its members also take part in the realization of the selected measures (see the Action Plan).</p> <p>The Action Plan includes two groups of</p>

indicators – tangible and intangible ones. Each action contains in its description the specification of deliverables that will document its fulfilment.

The activity plan is designed in a way that allows the progress of each activity to be monitored at the level of individual tasks. The monitoring of progress is planned at two levels – the internal and the external level.

Internal monitoring at the operational level will be done by the Working Group as the main body responsible for the implementation of the Action Plan. The Working Group will monitor progress in the fulfilment of individual tasks at weekly meetings. At the meetings, the quality of task fulfilment will be assessed, possible problems will be identified and actions will be taken to achieve the planned results (in connection with the current situation and the needs of the target group). When the actual course of the implementation of the Action Plan calls for adjustments in the realization of individual tasks and subsequent adjustments in the deadlines for meeting the targets, the working group will be responsible for updating of the schedule. Adjustments to the Action Plan and the schedule are subject to approval by the Institute's supreme executive body - the Institute's Director.

Internal monitoring of the development of the project at a strategic level will take place monthly at regular meetings with the Institute's General Director (or their representatives). Any changes in the Action Plan that might occur in connection with the current course of development will be subject to approval by the Institute's Director (as the authority guaranteeing the quality of implementation). The proposed changes must lead to the fulfilment of the main targets (major deliverables) of the project within the

	<p>period of the duration of the project.</p> <p>External monitoring of the project's implementation and the fulfilment of the set targets will be carried out by the Board of the Institute, in which renowned scientific authorities from other science institutions will cooperate with CzechGlobe. The revision of the fulfilment of targets will take place every six months a total of four times. The Working Group will submit to the Board a summary of the progress in fulfilling tasks, with an updated activity plan for the following period, if need be. If approval is required due to major changes in the plan, the Board will be informed via on-line communication tools and the approval of the proposed changes will be done by voting in writing.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>The proposed two-year action plan is part of the medium-term human resources development plan (5 years). The purpose of the medium-term plan is to introduce internal measures leading to the systematic support of career development for the new generation of scientists and the strengthening of the internal communication culture, achieving greater sharing of knowledge and experience among scientific sections and scientists in various stages of their career and in different age groups (mutual learning and the internalization of knowledge and skills).</p> <p>This first implementation period aims mainly to create the technical, organizational and administrative conditions for long-term measures for the improvement of the quality of work with human resources. The two-year action plan was created in conjunction with the outlined strategic objectives, creating preconditions for the activities planned for the stage 2 implementation period (36 months), which will follow the interim assessments after the first 24 months of the first implementation period. In the context of the targets of the</p>

medium-term plan, major indicators are divided into four groups for the purposes of midterm assessment:

- financial measures;
- organizational changes;
- administrative and technical measures;
- opening-up to the scientific community and knowledge sharing

Financial Measures include activities and processes associated with the design of the internal grant programmes and their pilot testing. The results, which will be part of the midterm assessment, include the final description of processes associated with the rules of project selection, responsibilities for implementation and quality control, which will be verified by a pilot call for proposals. This stage will concern two grant schemes - the programme for starting scientists and the MyCzechGlobe programme, the target of which is greater inclusion of the scientific community in the creation of the organization's culture.

Organizational Changes means tangible changes made in the organizational environment. These include three measurable indicators – the creation of the Garden office, the creation of a new Career Development Centre and the building of the CzechGlobe Communications Hub, which will combine the functions of a scientific information centre and a place for meeting and networking (both internally and outside the organization).

Administrative and technical measures include a set of outputs that is related to the improved management and sharing of knowledge related to both scientific knowledge and transferrable skills. This group of indicators includes partial outputs related to the optimization and processing of data on-line

	<p>(internal web and data processing based on the needs of the scientific community); the collection and processing of data and knowledge related to specific HR situations and the subsequent development of new processes based on the optimization of knowledge and information processing (including guidelines and instructions for newly appointed researchers, guides on career development and portfolios of knowledge and skills related to single career stages and the researcher's role within CzechGlobe's scientific community, project management and administration toolbox, etc., which will enable less duplication of similar processes).</p> <p>The purpose of this group of indicators is to create conditions for the improvement of the adoption and socialization of existing knowledge and skills at the minimum standard level.</p> <p>Opening-up to the scientific community and knowledge sharing indicators include a group of results focused on the sharing of knowledge, whether in the form of direct involvement in education and cooperation with educational institutions or using online tools and the support of intensive cooperation within networks.</p>
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Additional remarks/comments about the proposed implementation process:

<p>Research Institute built by the research community</p> <p>The Institute (short name CzechGlobe) was officially established in 2016, but its history dates back to ecosystem research carried out by a previous institute. The existence of the Institute can be seen as a direct result of the creative efforts, shared values and mutual trust of the research community.</p> <p>The institute led by prof. Marek, in collaboration with representatives of other research groups working on topics related to global change research, applied for and won financial support from the European Structural Funds. Their common objective</p>
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was to build a new interdisciplinary European Centre of Excellence that would perform interdisciplinary research helping society to understand global change better. This newly established research centre (2010 – 2016) located in Brno (South Moravia) was a predecessor of the current Institute.

In terms of the research community, the Institute has grown since 2010 from prof. Marek's research team of seven with nine representatives of other research teams to a medium-sized organization with about 300 employees.

The Institute is now a recognized member of the Czech Academy of Sciences and was rated among the best five institutes of the Czech Academy of Sciences by the **Research, Development and Innovation Council** of the Government of the Czech Republic in 2018. Based on the currently valid methodology for measuring the quality of research performance it has been rated as an A- (excellent) research centre.

Since the very start the Centre of Excellence has focused its research agenda on global change effects, i.e. on the atmosphere, on ecosystems and socio-economic systems, and the search for new opportunities to use research results for innovation. This concept of interdisciplinary research related to ongoing global change and its impact on the atmosphere, the biosphere and human society, through the use of the latest techniques and instrumentation, has proven successful in the past nine years.

The viability of the interdisciplinary research concept in the area of global change has also been confirmed by its financial success. Out of the 80 projects currently funded by external authorities, the 19 interdisciplinary projects generate 56% of the income gained from these external sources.

Current Challenges in HR

Between 2010 and 2018, the working culture of the Institute was greatly affected by the fact that the majority of the Institute's costs had been financed from projects financed by external authorities (mainly the Czech Ministry of Education, Youth and Sports, the main body responsible for the Structural Funds' Operational Programmes related to the support and development of research and innovation). This means that all the Institute's employees, from the very start of their careers at CzechGlobe, have experienced the close relationship between the financing of research and its results and outputs.

Even though this performance-oriented management approach has generated positive effects – the number of high-impact publications continues to grow every year as researchers gain up-to-date equipment and budgets reflecting their research needs - the huge administrative agenda related to the implementation of large projects funded by public money have created a feeling of ambivalence towards

additional administrative burdens related to external project funding.

Between 2010 and 2018, the Institute underwent a period of designing a system for the organization as a whole, during which the working culture was constantly affected by efforts related to finding a reasonable balance between external administrative demands and the real needs of researchers. This was the reason why the research community decided to finance all activities related to the implementation of the principles of the Charter and the Code and the improvement of its own working environment solely from internal financial resources.

From the beginning of 2020 the former system of prevailing external funding will be replaced by an increased share of direct institutional financing from the Academy of Sciences based on scientific performance. This structural change in funding will provide the Institute with sufficient resources of its own to be able to develop and implement HRS4R in a way that reflects the needs of the Community without any additional administrative burdens. In this way, the HRS4R award and the HR strategy relating to it will support the stabilization phase which the newly established research centre will enter after the first period of rapid growth.

Overall management approach

As has been mentioned before, the Institute performs multidisciplinary research and merges quite a large variety of disciplines. These single scientific areas have been organized into six clusters (domains) that are managed by representatives of the research teams joined within each domain. Each domain/cluster is created by several research teams. The top management has given all research teams the maximum autonomy in their approach to the management (incl. financial) and organization of the work. Each team has its own development strategy and objectives (incl. deliverables) and has autonomy regarding activities related to international collaboration and networking as well as the development of project proposals. The overall quality of research activities is overseen by the Scientific Advisory and Ethical Board (and on a daily basis by the Scientific Director of the Institute). Issues related to management and financial agendas are monitored and controlled both by the top management and by the Board of the Institute.

Collaboration between research teams and domains is widely supported. This interdisciplinary collaboration materializes either in common research projects, presented in research articles and other outputs, or in collaborative projects financed by external authorities. About 20% of the externally funded projects are interdisciplinary, and they generate about 80% of the overall income from project funding.

As the heads of teams are being given a lot of autonomy in their managerial approach and decision-making processes, the group of team managers was taken as a specific

segment to be consulted during the gap analysis. Among the managerial and leadership approaches which they use to lead their teams, two significantly different managerial styles were identified. While almost every team manager is overloaded with administrative and managerial tasks, one significant group sees this situation as “standard”, while the second group uses a more delegatory style of management. Managers representing the first group usually neglect the development of their own scientific career as a kind of sacrifice for the development of the department and the well-being of their team. On the contrary, representatives of the second group mentioned during the interviews that they used to think in a similar way, but had changed their approach to management in order to achieve sustainable growth in both aspects of their work – their individual scientific careers and the success of their teams.