



# Internal Review for Interim Assessment HRS4R

**Case number:** 2020CZ480208

**Contact person:** Marie Hudečková ([Hudeckova@iapg.cas.cz](mailto:Hudeckova@iapg.cas.cz))

**Submission (max):** 3. 5. 2023 / 28. 4. 2023



## 1. Organisational Information

<b>STAFF</b>	
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	145
Of whom are international (i.e. foreign nationality) *	43
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	90
Of whom are women *	82
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	46
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	23
Of whom are stage R1 = in most organisations corresponding with doctoral level *	76
Total number of students (if relevant) *	0
Total number of staff (including management, administrative, teaching and research staff) *	221
<b>RESEARCH FUNDING (figures for fiscal year 2021)<sup>1</sup></b>	
	<b>€</b>
Total annual organisational budget	8 569 911
Annual organisational direct government funding (designated for research)	3 984 513
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	3 742 317
Annual funding from private, non-government sources, designated for research	843 081

<sup>1</sup> At the time of the evaluation, data for 2021 (the last closed financial year, 2022 has not yet been audited) was available. The exchange rate for conversion from the CNB as of 31.12.2021 was 24,86 CZK/1EUR.



## Organisational profile (max. 100 slov)

The Institute was founded in 1954 and originally was oriented to farm animals. Since that it has developed to a scientific institution utilizing the most up-to date methods for the research of important aspects of animal physiology and genetics. At present, there are two main areas of basic research covering reproductive and developmental biology on one side and the study of biodiversity and ecology at the other side. Apart from that the Institute has also a big potential in oriented research directed to biomedical applications.

## 2. Strengths and weaknesses of the current practice

### Ethical and professional aspects

#### Strengths:

- Within the assessment period, ethical issues were further addressed and embedded in the IAPG Code of Ethics, which builds upon the Code of Ethics of the Czech Academy of Sciences. Adoption of the Code of Ethics, which follows the Code of Ethics of the Czech Academy of Sciences and is fully in line with the principles laid down in the European Charter for Researchers.
- In compliance with Article VIII of the IAPG Code of Ethics, a five-member **Ethics Committee** has been appointed as an integral part of the new IAPG Code of Ethics, to which each employee may refer matters involving serious allegations of breach of research ethics principles (research misconduct).
- Appointment of a chairman of the IAPG Ethics Committee from among experienced researchers.
- Knowledge regarding intellectual property rights has been substantially improved, although certain categories of researchers (mainly junior researchers) may still seek to obtain additional information on this matter. **Specialist intellectual property training** was conducted at the workplace. A training course with this exact title took place in February 2022. Various facets of intellectual property were also discussed at other training courses, e.g. in September 2022 “Cooperation with the Application Sector and Commercialisation of Research, Development and Innovation Outputs”, in February 2023. Materials from all training courses are available on the IAPG website, where they also serve as educational materials for newcomer employees and junior researchers. The IAPG employees may use the consultancy and support services of the Technology Transfer Office of the Czech Academy of Sciences in terms of the practical application of research outcomes as well as the protection of intellectual property rights related thereto.



- Since 1 May 2021, the IAPG has **Guidelines on Recruitment of Researchers**, which are fully in line with the IAPG Code of Conduct for the Recruitment of Researchers and follow the principles laid down in the European Charter for Researchers. Thus, the so-called **OTM-R procedure has been fully implemented.**
- Launch and implementation of a software intended for evaluating researchers within the evaluations procedure. On 23 February 2023 a training course on “Qualitative and Quantitative Assessment of Research Outputs Around the World and in the Czech Republic” was also conducted.
- The certifications of occupational health and safety training courses are centralized.

#### **Weaknesses:**

- The availability of auxiliary materials intended for the development of researchers needs to be expanded in the future.
- At the same time, it is necessary to enhance the awareness of the newcomer employees within the induction process in order to prevent the employees from quitting their jobs during the probationary period.
- It is also necessary to further improve the employees’ knowledge regarding **intellectual property issues**. This applies mainly to junior researchers, who do not yet possess sufficient knowledge about this matter.



## Recruitment and selection

### Strengths:

- Fostered status of the HR Department, establishment of functional processes, stabilisation of positions within this department.
- Concentration of the HR matters in the hands of the HR Manager and the HR Manager's active participation.
- Active management of recruitment in accordance with the OTM-R policy.
- Emphasis on the transparency of the recruitment process (publishing job advertisements in English and on international servers).
- Providing feedback to job candidates applying in the internationally advertised recruitment process upon their request.
- If none of the top three candidates are selected, they are asked to keep in touch and check the IAPG website for other similar job opportunities, which are already in plan to be open for recruitment in the near future.
- Full OTM-R implementation ensured through OTM-R training of selection committee members.
- Council of IAPG review mechanism regarding the OTM-R process.

### Weaknesses:

- Continuing attempts of certain managerial researchers to undermine the requirement to recruit researchers in accordance with the OTM-R principles.

On 1 May 2021, the IAPG adopted the *"Guidelines on Recruitment of Researchers"*. These guidelines are fully in line with the Code of Conduct for the Recruitment of Researchers. Thus, the IAPG follows the principles laid down in the European Charter for Researchers. A comprehensive comparison of the merits and experiences of all candidates is performed every time and they are treated equally during the recruitment and selection procedure. IAPG recognises the importance of continuously updating and improving the recruitment process. Therefore, these guidelines as well as their annexes were all updated during the assessment period. The guidelines are published on the IAPG website under the HRS4R tab, in both the Czech and English language. The guidelines and their annexes clearly specify all the elements that a job advertisement must contain. Published job advertisements contain a link to the HRS4R tab of the IAPG website. All research job vacancies are advertised on the EURAXESS portal, the IAPG website, the website of the Czech Academy of Sciences, Twitter and, upon prior agreement, also on paid internet portals. This job advertising obligation is also included in the guidelines. During the assessment period, full OTM-R implementation was also addressed through proper training of employees eligible for appointment as members of a selection committee conducted on 22 October 2021. As far as possible in terms of capacities and personnel, gender balance in the composition of the selection committees is emphasised



in all calls. The committee consists of a representative of top management, the direct superior of the newly recruited employee and a representative of the HR Department at all times. Prior to the selection procedure itself, the HR representative always sums up the applicable rules governing the process. The selection procedure consists of two rounds. The first round entails the administrative processes associated with the application assessment and the interviews. If possible, the interview is conducted in person. The interviews are also offered online, since many foreigners apply due to the fact that IAPG prefers diversity. In the course of the selection procedures, male and female candidates are provided with information about career progression opportunities and career prospects as well as potential participation in the upcoming projects. Candidates are evaluated in a non-discriminatory manner, irrespective of their gender, nationality, ethnic or social origin, disability, age, religion, sexual orientation, political views or socio-economic background. The selection procedure records are kept in the form of evaluation forms attached to the guidelines. This ensures that candidates are evaluated in compliance with very specific predetermined criteria. In practice, this measure eliminates the possibility to evaluate any candidate in an unfair manner. The evaluation takes into account the candidate's professional mobility, which is held in high regard in the research community, as well as the lifelong learning principle. At the end of each selection procedure, a report is drawn up by the committee members intended for the Director of IAPG, who then chooses the successful candidate. Once the decision on the successful candidate is made, intensive communication with the candidate follows. The candidate receives a job offer and, upon acceptance, is expected to participate in the onboarding process.



## Working conditions

### Strengths:

- Introduction of a mediator position to attend to the process of receiving complaints regarding unequal treatment and interpersonal conflicts
- Establishment and implementation of the “Welcome Office”
- Formalising the mentoring programme
- Having created a “*Gender Equality Plan*”

### Weaknesses:

- The Induction Programme contains an exhaustive list of activities (attached to the *Human Resources Development and Employee Education Guidelines*) each newcomer employee is required to undertake. It will need to be revised into a more engaging form.
- The employees are not used to working with the IAPG website where new materials are posted – necessary to raise awareness of the website’s existence and structure + the managerial employees do not inform the newly recruited employees of the existence of support materials within the induction process.

IAPG is committed to improving the quality of employee care, raising the attractiveness of a career in science and research for all, without any discrimination, and adopting measures for a smoother work-life balance and a transparent recruitment process. According to the survey conducted during the preparation of the Gender Equality Plan, 64% of women and 67% of men responded “probably yes” and equally 19% of both women and men responded “definitely yes” to the question “*Does IAPG meet the needs of its female and male employees in terms of work-life balance?*”. The majority of both male and female respondents agreed that IAPG is an employer that allows them to achieve a good work-life balance. Employees appreciate the flexible working arrangement options, both in terms of working hours and place of work. Part-time work is also relatively common. So far, we have seen it being used mainly by women and especially at the various stages of caring for young children, and it often involves a gradual increase of working hours when returning to work after having taken a maternity or parental leave. Another positively regarded area are the flexible working arrangements available to employees holding technical/economic positions, which were more restricted prior to the COVID-19 pandemic, mainly in terms of the option to work remotely from home. This option is now available, in principle, to all employees, but the way it is being used varies. This way, and in compliance with the European Charter for Researchers, IAPG strives to provide a supportive working environment for all researchers. At the same time, career stimulation, engagement with the public and science popularisation are being emphasised as well. IAPG seeks to facilitate the working and living conditions of its researchers from abroad by improving the welcome services and the on-site integration process. As soon as a foreign candidate succeeds in the selection procedure, he gets to be in touch with the Czech EURAXESS Office. The entire process is centrally and transparently coordinated by the



cooperation of the IAPG HR Manager, the EURAXESS Office and the given candidate. The candidate's future direct superior and the HR Manager are in daily contact and, thanks to their close cooperation, resolve all necessary matters required, for example, for the candidate's visa application process. For these purposes, the Welcome Office has been implemented during the assessment period in the form of an information package available on the IAPG website. The next assessment period will see the expansion of the Induction Programme. It currently involves the information that a newly recruited employee receives from the HR Manager and the head of the respective department. These issues are also included in the new Human Resources Development Guidelines. It is an exhaustive list of activities that a newly recruited employee is expected to undertake. The upcoming assessment period will focus on the creation of a *"Newcomer's Guide"*. One of the actions regarded as positive in the past assessment period was the introduction of a mediator position, to whom the employees may refer matters regarding unequal treatment and interpersonal work conflicts. IAPG recognises the importance of these topics and will therefore focus on actions promoting the mediator's role and training in the upcoming assessment period. During the current assessment period, the IAPG adopted a *"Gender Equality Plan"*, which commits it to complete certain tasks included also in the action plan. For clarity purposes, the Gender Equality Plan has also been prepared as a separate document and is now freely available on the website: <https://www.iapg.cas.cz/cs/hr-award/index.html>. Another issue that was perceived as highly positive by the employees surveyed during the preparation of the Gender Equality Plan is the work of the IAPG HR Department, which was established two years ago. It is the respondents' opinion that the activities of the HR Department contributed to the professionalisation of the HR processes both in terms of recruitment as well as the paperwork connected with the IAPG's HR management.



## Training and development

### Strengths:

- Implementation of the mentoring programme.
- Adoption of the key IAPG strategies, including the Human Resources Development Strategy for 2022-2027.
- Adoption of the IAPG Human Resources Development and Employee Education Guidelines introducing the obligation to conduct an annual employee interest training survey.
- Training offers are published on the website in the HRS4R section.
- “Scientific Coffees”
- Internal grant competitions
- IAPG’s active involvement in science popularisation activities tailored, among others, to children, youth and high school students.

### Weaknesses:

- There is no primary demand for soft skills training amongst the managerial employees engaged in research

The assessment period targeted mainly the continuous improvement of the potential, knowledge and skills of a wide range of IAPG employees. As for the managerial employees, the primary purpose was to increase their professional and managerial competencies in their leadership roles. The aim was to strengthen the potential for strategic R&D management and to develop competitive conditions on an international level as well as a favourable environment for achieving excellence in R&D, all in line with the terms of the European Charter for Researchers. Training courses on “Balanced Career Development of Researchers and Gender Equality” intended for managerial employees were conducted. In addition, a “Management Skills” training course was also organised. A meeting of the managerial employees was held to discuss career guidance, with a special emphasis on their role in the career progression of aspiring researchers, and to offer them support in this area. Training sessions are offered to researchers as well as other staff at all career stages both in person and online. Training materials are available to the employees on the IAPG’s intranet site. Furthermore, key IAPG strategies were created and implemented <https://www.iapg.cas.cz/en/intranet/Strategies/>, including the **Human Resources Development Strategy for 2022-2027** and the Sustainable Development Strategy for 2022-2027. IAPG constantly strives to build a supportive environment oriented towards the younger generation and these efforts have materialised into the **mentoring programme**. This programme is also embedded in the Human Resources Development Strategy for the years to come. An annual **internal grant competition** has been introduced. This competition is open to junior researchers up to 35 years of age who are not currently working on an externally funded project. Exceptions to the age limit apply to those with a long-term illness or caring for children on a maternity and/or parental leave. IAPG strongly supports the informal way of knowledge sharing in the form of **Scientific Coffee meetings**. These meetings are held to gather the junior



researchers in order to discuss a specific science topic and provide for peer-to-peer consultations, science project comments and, especially, informal networking.

IAPG is actively involved in science popularisation activities specifically tailored, among others, to children, youth and high school students. Every year, IAPG participates in Open Days organised within the Academy of Science Week and opens its doors on the occasion of the Night of Scientists. Other activities the IAPG organised in the course of the assessment period include day camps for children. Diverse popularisation activities take place all across the IAPG. These activities aim to raise the attractiveness of science-related careers. Further information: <https://www.iapg.cas.cz/en/public-and-media/>.

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

The key priorities set out in the action plan have not changed by this stage, and their setting was evaluated as both satisfactory as well as necessary to be addressed also in the next implementation phase of the action plan.

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

At the time of the implementation of the action plan in the second half of 2021, the IAPG was still facing restrictions and measures related to COVID-19. It was very challenging to juggle certain activities directed towards the implementation of the action plan. Furthermore, the HR AWARD business was crippled by the HR Manager quitting its job in early 2022, while she had been absent from work already throughout 2021 due to a long-term sick leave. The HR AWARD business was taken over by the Deputy Director for Economy, who managed to take care of her demanding day-to-day workload in addition to taking control of the management of the entire HR Department. Nevertheless, she remained fully committed to accomplishing the HR AWARD objectives. In the meantime, the IAPG management continued to search for a suitable candidate to make a competent HR Manager, who could join the *“Quality Improvement of Human Resources Strategy Management in Science and Research at the Institute of Animal Physiology and Genetics CAS”* project. However, before the new manager even managed to become familiar with the relevant matters, the implementation of the action plan picked up a slight delay, which is nowadays still under intensive efforts towards being sorted out.

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

During the assessment period, the IAPG did not participate in the survey conducted by the Czech Ministry of Labour and Social Affairs as set out in item 18 of the action plan. The survey aimed at monitoring the gender pay gap. The reason behind this non-participation was that although the IAPG had planned to participate in the survey, it was not able to arrange for sufficient staff for data selection purposes at the time of the survey. At around the same time, having a separate Gender Equality Plan in place became quite apparent, as it is now both



required and mandatory for participation in a number of grant applications. The actual gender inequality analysis, being the subject-matter of the survey conducted by the Ministry of Labour and Social Affairs, was replaced by the creation of a Gender Equality Plan, as a separate higher-ranking document, which covers the following areas:

1. Work-life balance and organisational culture;
2. Gender balance in leadership and decision-making;
3. Gender equality in recruitment and career progression;
4. Integration of the gender dimension into research and teaching content;
5. Measures against gender-based violence including sexual harassment.

Since 2022, the implementation of a Gender Equality Plan has become an essential eligibility criterion for all higher education institutions, research organisations and public bodies wishing to participate in the operational programmes and projects co-funded by the European Union. Developing a Gender Equality Plan was preceded by an analytical phase executed in cooperation with the company Gender Studies, o.p.s. The role of this non-governmental, non-profit organisation in the Czech Republic is primarily that of an information, consultation and education centre on issues surrounding gender equality and the position of men and women in the society. In view of the fact that the Gender Equality Plan together with the measures outlined therein for May 2023 – 2026 will continue to be implemented, this item of the action plan will be attached the EXTENDED status. The Gender Equality Plan has been prepared as a separate document and is now published on the website <https://www.iapg.cas.cz/en/hr-award/>. The individual measures outlined in the Gender Equality Plan are now listed as NEW ACTIONS in the action plan for the following 36 months with the intention to retain the HR AWARD. Presentation of the progress on the action plan will form a part of the HR AWARD business.



## Current Action plan

Status:

NEW

IN PROGRESS

COMPLETED

EXTENDED

Číslo akce	Status	Assessment of the current practice								
<p><b>1.</b> <b>OTM-R Policy implementation</b> Open Transparent merit-based Policy is issued and published on IAPG's HRS4R website in Czech and English.</p> <table border="1"><thead><tr><th data-bbox="524 691 815 999">GAP Principles (+/-)</th><th data-bbox="815 691 1059 999">Timing</th></tr></thead><tbody><tr><td data-bbox="524 711 815 999">12. Recruitment (+/-) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code) (+/-) 16. Judging merit (Code) (+/-) 17. Variations in the chronological order of CVs (Code) (+/-) 18. Recognition of mobility experience (Code) (+/-) 19. Recognition of qualifications (Code) (+/-) 20. Seniority (Code) (+/-)</td><td data-bbox="815 711 1059 999">2Q/2021 start, end is not presumed</td></tr><tr><th data-bbox="524 999 815 1096">Responsible Unit</th><th data-bbox="815 999 1059 1096">Indicator (s) /Target(s)</th></tr><tr><td data-bbox="524 1023 815 1096">IT Team HR Department</td><td data-bbox="815 1023 1059 1096">OTM-R Policy issued and published on HRS4R page 4Q Annual evaluation of recruitment</td></tr></tbody></table>	GAP Principles (+/-)	Timing	12. Recruitment (+/-) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code) (+/-) 16. Judging merit (Code) (+/-) 17. Variations in the chronological order of CVs (Code) (+/-) 18. Recognition of mobility experience (Code) (+/-) 19. Recognition of qualifications (Code) (+/-) 20. Seniority (Code) (+/-)	2Q/2021 start, end is not presumed	Responsible Unit	Indicator (s) /Target(s)	IT Team HR Department	OTM-R Policy issued and published on HRS4R page 4Q Annual evaluation of recruitment	COMPLETED	<p>The guidelines were implemented on 1 May 2021. There has been one update since the effective date and implementation of the guidelines. This update concerns Article 10 covering the recruitment quality control mechanisms. The updated version of the guidelines is published in both Czech and English language on the IAPG website under the HRS4R tab. <a href="https://www.iapg.cas.cz/en/hr-award/HRS4R/">https://www.iapg.cas.cz/en/hr-award/HRS4R/</a></p>
GAP Principles (+/-)	Timing									
12. Recruitment (+/-) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code) (+/-) 16. Judging merit (Code) (+/-) 17. Variations in the chronological order of CVs (Code) (+/-) 18. Recognition of mobility experience (Code) (+/-) 19. Recognition of qualifications (Code) (+/-) 20. Seniority (Code) (+/-)	2Q/2021 start, end is not presumed									
Responsible Unit	Indicator (s) /Target(s)									
IT Team HR Department	OTM-R Policy issued and published on HRS4R page 4Q Annual evaluation of recruitment									



<p><b>2.</b> <b>OTM-R Policy evaluation forms</b></p> <p>Evaluation forms ensure evaluation criteria. These evaluation forms take into account the wider range of the evaluation criteria in order to ensure that the bibliometric indicators be properly balanced and ensure that the candidates will not be treated unfavourably.</p>	<p><b>GAP Principles (+/-)</b></p> <p>12. Recruitment (+/-) 15. Transparency (Code) (+/-) 16. Judging merit (Code) (+/-) 17. Variations in the chronological order of CVs (Code) (+/-) 18. Recognition of mobility experience (Code) (+/-) 19. Recognition of qualifications (Code) (+/-) 20. Seniority (Code) (+/-)</p>	<p><b>Timing</b></p> <p>2Q/2021 start, end is not presumed</p>	<p>COMPLETED</p>	<p>Since the effective date of the guidelines defined in item 1, the evaluation forms are used as part of each selection procedure. Prior to the selection procedure itself, the appointed members of the selection committee are instructed by the representative of the HR Department to complete these forms and offered support in doing so. <a href="https://www.iapg.cas.cz/en/hr-award/HRS4R/">https://www.iapg.cas.cz/en/hr-award/HRS4R/</a></p>
<p><b>3.</b> <b>Advertising vacancies on Twitter</b></p> <p>Open positions will be advertised on Institute's Twitter to encourage external candidates to apply. Twitter was chosen as the most attractive social media for researcher's advertising.</p>	<p><b>GAP Principles (+/-)</b></p> <p>12. Recruitment (+/-)</p>	<p><b>Timing</b></p> <p>2Q/2021 start, end is not presumed</p>		<p>COMPLETED</p>
<p><b>Responsible Unit</b></p> <p>HR Department</p>	<p><b>Indicator (s) /Target(s)</b></p> <p>Recruitment evaluation based on the Evaluation forms mandatory</p>	<p><b>Responsible Unit</b></p> <p>Centre of Scientific Information (PR Department) HR Department</p>	<p><b>Indicator (s) /Target(s)</b></p> <p>Most of open positions advertised on Twitter</p>	



<p><b>4.</b> <b>All advertisements link to HRS4R page</b>  All advertisements containing links for HRS4R page (action n. 7) to provide information about the recruitment process in IAPG.</p>	<p><b>GAP Principles (+/-)</b> 12. Recruitment (+/-) 13. Recruitment (Code) (+/-) 15. Transparency (Code) (+/-)</p>	<p><b>Timing</b> 2Q/2021 start, end is not presumed</p>	<p>COMPLETED</p>	<p>All published vacancies contain a click-through link to the HRS4R section of the IAPG website. This information is included in the benefits section of a job advertisement.</p> <p><b>Additional Information</b></p> <p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>• Employment contract with a trial period of 3 months</li> <li>• Weekly working hours: 40 hours (full time)</li> <li>• Gross salary: 35.000 – 45.000 CZK per month</li> <li>• Five weeks of vacations, five sick-days, and a wide range of benefits (subsidized lunches, language courses, contribution to pension insurance, MultiPass/Card-Unišecky).</li> <li>• Small international research environment</li> <li>• Institute holds HR Award <a href="https://www.iapg.cas.cz/en/hr-award/">https://www.iapg.cas.cz/en/hr-award/</a></li> </ul> <p>The HR AWARD raises the attractiveness of the IAPG for both Czech job applicants as well as those from abroad. Information regarding the rules governing the recruitment process is also provided to all applicants who respond to the advertised vacancy.</p>
<p><b>5.</b> <b>Recruitment Manual prepared</b> Recruitment Manual laying down recommended recruitment procedure, questions the recruiters should avoid etc. This Recruitment Manual should underpin OTM-R Training provided by HR Manager (action 6).</p>	<p><b>GAP Principles (+/-)</b> 12. Recruitment (+/-) 14. Selection (Code) (+/-)</p>	<p><b>Timing</b> 1Q/2022</p>		<p>COMPLETED</p>
<p><b>Responsible Unit</b> HR Department</p>	<p><b>Indicator (s) /Target(s)</b> Recruitment Manual available on HRS4R page Everyone involved in the process familiar with the Manual for recruitment. Acknowledgment of the document confirmed by involved employees' signatures collected at HR Department.</p>			



<p><b>6.</b></p> <p><b>OTM-R Training</b> Full implementation of the principles and practice of OTM - R will be assured by the training of members of the Recruitment Committee provided on request by HR Department.</p>	<p><b>GAP Principles (+/-)</b> 12. Recruitment (+/-) 14. Selection (Code) (+/-)</p>	<p><b>Timing</b> 2Q/2021</p>	<p>COMPLETED</p>	<p>A mass training regarding this matter took place on 22 October 2021. This training resulted in the issuance of an IAPG Director's Decision containing a list of employees eligible for appointment as members of a selection committee for recruitment of researchers. The employees listed therein are eligible for appointment as members of selection committees. Each selection committee must consist of at least three appointed members. A committee must at all times comprise of (1) a representative of the IAPG's management, or a person authorised by the Director, (2) the direct superior of the prospective employee being selected for the given vacancy, and (3) a representative of the HR Department. As the list of properly-trained employees expands, the Director's Decision is also updated from time to time to include the newly trained employees. The training, which may also take the form of individual consultations, is conducted by the HR Manager and properly recorded, and the attendance sheets are kept with the HR Department.</p>
<p><b>7.</b></p> <p><b>HRS4R page designed</b></p> <p>Institute's internet web page providing links for:</p> <ol style="list-style-type: none"> <li>1) OTM-R Policy including all documents concerning to open positions and selection procedures, which will be available in English and Czech both.</li> <li>2) Recruitment Manual (recommendations which will not be mandatory)</li> <li>3) Welcome Office Programme (Adaptation Programme included).</li> <li>4) IAPG CODE of Ethics</li> <li>5) IAPG Career Code</li> <li>6) Union contract</li> <li>7) And other important documents which are relevant to Human Resources and which will be continuously noticed.</li> <li>8) All trainings organized at the workplace will be offered on HRS4R page in advance</li> </ol>	<p><b>GAP Principles (+/-)</b> 12. Recruitment (+/-) 15. Transparency (Code) (+/-)</p>	<p><b>Timing</b> 1Q/2021 start, end is not presumed</p>		<p>COMPLETED</p>



<p><b>8.</b> <b>Document audit</b> Audit of national, sectoral or institutional regulations governing training and working conditions will be done. HR dept. members in cooperation with secretariat will identify whether there are any other documents (apart the ones stored at secretariat) which are obligated or suitable ones to be known by IAPG's employees.</p>	<p><b>GAP Principles (+/-)</b> 4. Professional attitude (+/-) 5. Contractual and legal obligations (+/-) 7. Good practice in research (+/-)</p>	<p><b>Timing</b> 3Q/2022</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">EXTENDED</p>	<p>The guidelines currently in force were already audited and the audit reports for the preceding period finalised. The IAPG Director's Office drew up a list of applicable regulations currently in force. At present, the Director's Office notifies ALL employees of all newly issued or updated regulations. Each regulation is also published on the intranet to bring it to the attention of all employees. However, no mechanism has been set up so far to demonstrate that all employees have actually read the regulation, so this needs to be addressed in the upcoming period.</p>
<p><b>Responsible Unit</b> Secretariat HR Department</p>	<p><b>Indicator (s) /Target(s)</b>  Acknowledgment of all those documents will be confirmed by signatures.</p>			
<p><b>9.</b> <b>Document audit - Translations</b> Translations of all internal regulations and documents identified as essential by document audit (action 8) will be provided.</p>	<p><b>GAP Principles (+/-)</b> 4. Professional attitude (+/-) 5. Contractual and legal obligations (+/-) 7. Good practice in research (+/-)</p>	<p><b>Timing</b> 3Q/2022</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">COMPLETED</p>	<p>Following the audit of the applicable guidelines, all documents were translated into the English language. The original language versions are kept at the Director's Office as well as published on the intranet.</p>
<p><b>Responsible Unit</b> Grant Team HR department</p>	<p><b>Indicator (s) /Target(s)</b> All important documents translated to English and available in search engine (Action 10).</p>			
<p><b>10.</b> <b>Documents audit - Search Engine</b> The IT section of the IAPG will introduce a new search engine to all institutional documents and regulations, which will be available in Czech and English in one unique network location on the IAPG intranet.</p>	<p><b>GAP Principles (+/-)</b> 4. Professional attitude (+/-) 5. Contractual and legal obligations (+/-) 7. Good practice in research (+/-)</p>	<p><b>Timing</b> 3Q/2022</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">COMPLETED</p>	<p>A search engine that allows all employees to search for applicable guidelines and documents currently in force has been implemented and is now available on the intranet.</p>
<p><b>Responsible Unit</b> IT Team</p>	<p><b>Indicator (s) /Target(s)</b> The search engine services</p>			



<p><b>11.</b> <b>Welcome Office Programme established</b> Welcome Office is planned as a large programme containing comprehensive information for foreigners interested in co-operation. The programme will also provide Adaptation programme (on boarding programme) for newcomers, which is common in commercial sector.</p>	<p><b>GAP Principles (+/-)</b> 2. Ethical principles 13. Recruitment (Code) 30. Access to career advice</p>	<p><b>Timing</b> 3Q/2021</p>	<p>COMPLETED</p>	<p>The “Welcome Office” programme has been fully implemented and is now visible in the HRS4R section of the IAPG website <a href="https://www.iapg.cas.cz/en/hr-award/HRS4R/">https://www.iapg.cas.cz/en/hr-award/HRS4R/</a>. At the same time, the information about the existence of the programme now forms an integral part of the “IAPG Human Resources Development Strategy for 2022-2027” and “IAPG Human Resources Development and Employee Education Guidelines”.</p> <p>IAPG considers the Welcome Office as a helpful tool kit for all newly arriving employees, as it assembles all standard practices that serve mainly the foreign employees in dealing with matters accompanying their move to the Czech Republic. The Welcome Office is coordinated by the HR Manager with the assistance of the head of the department/laboratory the new employee is joining. Beyond our designated “Welcome Office” information package published on the IAPG website, a link to which is provided to the selected/elected candidates, the newly recruited foreign candidates get also connected with the Czech EURAXESS Office <a href="https://www.euraxess.cz/czech-republic/euraxess-czech-republic">https://www.euraxess.cz/czech-republic/euraxess-czech-republic</a>.</p>
<p><b>12.</b> <b>IAPG CODE of Ethics + Ethics Committee</b> Board of IAPG approved the renewed IAPG CODE of Ethics with respect to specifics of IAPG extending the Code of Ethics of the Czech Academy of Science. Based on the Code of Ethics sets up an Ethics Committee to which any IAPG employee (researcher or technician) can submit complaint of suspected scientific misconduct or plagiarism.</p>	<p><b>GAP Principles (+/-)</b> 2. Ethical principles (+/-) 3. Professional responsibility (+/-) 34. Complaints/ appeals (+/-)</p>	<p><b>Timing</b> 2Q/2021</p>		<p>COMPLETED</p>
<p><b>Responsible Unit:</b> HR Department IT Team</p>	<p><b>Indicator (s) /Target(s)</b> Welcome Office programme published on HRS4R page</p>	<p><b>Responsible Unit</b> Project Team – The Project Guarantor Head of Laboratories</p>	<p><b>Indicator (s) /Target(s)</b> Director’s directive issued Acknowledgment of the document confirmed by all employee’s signatures</p>	



<p><b>13.</b></p> <p><b>Grant support meeting</b> Originally, a need for stronger support from the grant team was identified. After thorough analysis, SC and WG identified that apart from increasing team FTE (already increased), the researchers are not entirely familiar with current system possibilities Based on the above mentioned findings, a meeting of the grant team representatives with researchers will be organized to inform them about available administrative support.</p>	<p><b>GAP Principles (+/-)</b> 1. Research freedom (+/-)</p>	<p><b>Timing</b> 2Q/2021</p>	<b>COMPLETED</b>	<p>On 1 June 2021, an online meeting of researchers with the grant support staff and the fundraiser took place. A total of 24 employees attended the meeting, including the Director of IAPG and members of the top management. The meeting provided its attendees with information on the types of research funding available in the Czech Republic, impact of the COVID-19 pandemic on science and research and allocation of budget funds (from the state budget of the Czech Republic). Further, the meeting also introduced several EU Funding Programmes financed directly from the EU budget and, occasionally, co-financed from the state budget of the Czech Republic. In addition, latest funding news were also presented at the meeting covering the impacts of the COVID-19 pandemic in relation to economic and social growth-promoting activities, supporting high-quality job creation, etc. It was concluded that attention needs to focus on international cooperation and early grant proposal preparation. Procedures were developed to be put to use when working with the fundraiser. The meeting records are accompanied with attendance sheets. However, as of 1 November 2022, there is no stand-alone fundraiser position within the IAPG and it is the Grant Support Office that provides information on open and forthcoming calls for application.</p>
<p><b>Responsible Unit</b> Grant Team The Project Guarantor</p>	<p><b>Indicator (s) /Target(s)</b> Meeting's attendance sheets. Meeting's record of the researchers expectations from the Grant Team.</p>			



14.

**Internal Grant competition**

In the frame of present HR Award project, the lectures dealing with project management will be organized for researchers. The IAPG organizes the Internal Grant Competition. The aim is to train junior researchers to deal with all administration associated with project preparation and administration.

<b>GAP Principles (+/-)</b> 1. Research freedom (+/-)	<b>Timing</b> 2Q/2021, end is not presumed
<b>Responsible Unit</b> Grant Team	<b>Indicator (s) /Target(s)</b> Internal Grant Competition existence proven with documentation.

COMPLETED

The following conditions apply to participation in the internal grant competition:  
a) upper age limit of 35 years (except for maternity/parental leave and long-term illness), b) applicant may not participate in any other grant application.

The competition is held annually and is always launched by an official call for applications coming from the Director of IAPG. Pursuant to the rules, a call is usually launched at the beginning of November with an application submission deadline of 30 November. The results are announced in January of the following year and the supported projects may start in early February. The project implementation period is 11 months, i.e. until the end of December of the respective year. There is a person assigned to provide the employees with detailed information regarding this matter and a separate section on the IAPG's intranet site intended for the employees. The internal grant competition process has already been implemented in the assessment period via a new software tool. Each competition has its own timeline, which sets out the specific actions and timescales involved: The following timescales apply:

- Deadline for application submission and approval by the head of laboratory;
- Announcement of call results;
- Launch of approved projects;
- Deadline for availability of funds (spending closeout), unspent funds will be returned;
- Deadline for project completion;
- Deadline for submission of the final report by the grantee.

The first call for applications in the 2022 grant competition was announced by the IAPG Director on 27 October 2021, 11 proposals were received from eligible male and female applicants. In agreement with the recommendation of the external members of the Council of IAPG and after consulting the members of the Director's Advisory Board, the Director has decided on 27 January 2022 to award grant support to three projects with the highest score. The second call for applications in the 2023 grant competition was announced by the IAPG Director on 27 October 2022, 7 proposals were received from eligible male and female applicants. In agreement with the recommendation of the external members of the Council of IAPG and after consulting the members of the Director's Advisory Board, the Director has decided on 18 January 2022 to award grant support to three projects with the highest score.



<p><b>15.</b> <b>Heads of laboratories meeting - Contact point</b> There was a gap identified that an announced contact point is missing. Based on Steering Committee discussion, there was pointed that Heads of laboratories should be the right contact point. However, part of them do not have enough information. We suppose that actions 9-11 will help them a lot. However, this topic will be communicated and emphasized on one of the Heads of laboratories meeting.</p>	<p><b>GAP Principles (+/-)</b> 4. Professional attitude (+/-)</p>	<p><b>Timing</b> 3Q/2022 start, end is not presumed</p>	COMPLETED	<p>A meeting of the heads of laboratories was held on 26 November 2021 and attended by 11 employees. All participants signed the attendance sheet. The meeting dealt with matters related to the “Welcome Office” and updates to the intranet site in terms of creating individual sections for all organisational units. The intranet site will help the newcomer employees with a quick integration. Another item on the meeting agenda was career guidance.</p>
<p><b>16.</b> <b>Work safety and IT security protocols</b> The individual specialized work safety-training and IT security protocols issued by the Heads of laboratories will be recorded in HR Department.</p>	<p><b>GAP Principles (+/-)</b> 4. Professional attitude (+/-) 5. Contractual and legal obligations (+/-) 7. Good practice in research (+/-)</p>	<p><b>Timing</b> 3Q/2021, end is not presumed</p>		
<p><b>17.</b> <b>The position of “mediator” established</b> The IAPG Code of Ethics will include the position of mediator (with specific-mail address) for complains of unequal treatment, interpersonal conflicts, discrimination, sexual harassment or other such events.</p>	<p><b>GAP Principles (+/-)</b> 34. Complaints/ appeals (+/-)</p>	<p><b>Timing</b> 2Q/2021, end is not presumed</p>	COMPLETED	<p>A mediator position has been newly established at the IAPG. The competencies and role of the mediator are specified in the internal <i>Employment Rules</i>. The employees were notified of the existence of a mediator via email sent on 15 October 2021. The mediator dealt with one matter during the entire assessment period, records of which are kept by the HR Department at the Director’s Office.</p>
<p><b>18.</b> <b>Gender</b> We will monitor the potential wage gap between men and women by introducing and implementing analysis of male / female wages based on multi-territorial inputs and calculating further progress needed to be made - Project 22% of Equality (Logib, MLSA).</p>	<p><b>GAP Principles (+/-)</b> 27. Gender balance (+/-)</p>	<p><b>Timing</b> 2Q/2022</p>		
	<p><b>Responsible Unit</b> HR Department</p>	<p><b>Indicator (s) /Target(s)</b> Attendance Sheet Record</p>		



<p><b>19.</b> <b>Evaluation of attestation protocol extended</b> Recommendation dealing with next professional career progress of employees will be newly part of the Attestations Evaluating Protocol.</p>	<p><b>GAP Principles (+/-)</b> 28. Career development (+/-)</p>	<p><b>Timing</b> 4Q/2021, end is not presumed</p>	<p>COMPLETED</p>	<p>The evaluation form was supplemented with a new paragraph “Additional comments and recommendations of the Evaluations Committee in terms of the career development of the employee being evaluated”. This information is included in the new software tool as well.</p>
	<p><b>Responsible Unit</b> The Project Guarantor</p>	<p><b>Indicator (s) /Target(s)</b> Extension of attestation protocol about a career development recommendation.</p>		
<p><b>20.</b> <b>Software implementation</b> We are introducing a new software that will be used for evaluation of the work performance, behaviour and attitudes and that will give a background for structured feedback for those interested in this opportunity.</p>	<p><b>GAP Principles (+/-)</b> 36. Relation with supervisors (+/-) 40. Supervision (+/-)</p>	<p><b>Timing</b> 4Q/2021</p>	<p>COMPLETED</p>	<p>The software was accepted on 11 July 2022, yet some modules are still being tested for functionality and subsequent updates. The new software is used in the digital process of employee evaluations. One portion of the module and its features is intended also for the evaluation of non-academic workers. The use of this module is voluntary.</p>
	<p><b>Responsible Unit</b> The Project Guarantor Head of Laboratories</p>	<p><b>Indicator (s) /Target(s)</b> SW system implementation</p>		
<p><b>21.</b> <b>Human Resources Developmental Strategy</b> Strategy covering human resources development will be prepared. Value of transparency, the whole range of experience, mobility, non – formal qualification ext. as positive criteria will be emphasized there.</p>	<p><b>GAP Principles (+/-)</b> 4. Professional attitude (+/-) 5. Contractual and legal obligations (+/-) 29. Value of mobility (+/-)</p>	<p><b>Timing</b> 1Q/2022</p>	<p>COMPLETED</p>	<p>The Human Resources Development Strategy was prepared and approved by the Council of IAPG on 12 October 2022. This strategy identifies the 2022-2027 objectives and covers the following areas:</p> <p>Základní priority rozvoje lidských zdrojů</p> <ul style="list-style-type: none"> <li>3.1. Nábor nových zaměstnanců</li> <li>3.2. Adaptace nových zaměstnanců</li> <li>3.3. Kariérní postup</li> <li>3.4. Systém hodnocení zaměstnanců</li> <li>3.5. Systém vzdělávání a profesní rozvoj</li> <li>3.6. Mentoring</li> <li>3.7. Gender Equality and Diversity</li> <li>3.8. Work - life balance</li> </ul> <p><a href="https://www.iapg.cas.cz/en/intranet/Strategies/">https://www.iapg.cas.cz/en/intranet/Strategies/</a></p>
	<p><b>Responsible Unit</b> HR Department Working Group</p>	<p><b>Indicator (s) /Target(s)</b> Human Resources Development Strategy presence</p>		



<p><b>22.</b> <b>Intellectual Property Rights Training</b> Within HR Award project, the education courses about the intellectual property rights will be financed and relevant seminars organized at the workplace. Links to the recommendations from these seminars will be added as a part of documentation for new coming employees.</p> <table border="1" data-bbox="510 236 1070 422"> <tr> <td data-bbox="510 236 797 320"> <b>GAP Principles (+/-)</b> 31. Intellectual Property Rights (+/-)         </td> <td data-bbox="797 236 1070 320"> <b>Timing</b> 3Q/2022         </td> </tr> <tr> <td data-bbox="510 320 797 422"> <b>Responsible Unit</b> HR Department Working Group         </td> <td data-bbox="797 320 1070 422"> <b>Indicator (s) /Target(s)</b> Training feedback reports Attendance list Training Scripts         </td> </tr> </table>	<b>GAP Principles (+/-)</b> 31. Intellectual Property Rights (+/-)	<b>Timing</b> 3Q/2022	<b>Responsible Unit</b> HR Department Working Group	<b>Indicator (s) /Target(s)</b> Training feedback reports Attendance list Training Scripts	<p>COMPLETED</p>	<p>A specialist intellectual property training course was held on 24 February 2022. All of the determined indicators were fulfilled. The training course covered the following areas:</p> <ul style="list-style-type: none"> <li>• Copyright</li> <li>• Work made for hire</li> <li>• Fair use of copyright-protected works</li> <li>• Open access</li> <li>• Open source</li> <li>• Industrial design</li> <li>• Trademark</li> <li>• Trade secret</li> <li>• Know-how</li> <li>• Trade secret and know-how protection</li> <li>• Patents and utility models</li> <li>• Patenting process</li> <li>• International patent-filing system (PCT), European patent application</li> <li>• Industrial Property Offices and industrial property rights</li> <li>• International cooperation</li> </ul> <p>Certain aspects of intellectual property were also discussed in other training courses, e.g. "Cooperation with the Application Sector and Commercialisation of Research, Development and Innovation Outputs" held on 15 September 2022, and another held on 16 February 2023 and 23 February 2023 on "Qualitative and Quantitative Assessment of Research Outputs Around the World and in the Czech Republic".</p> <p>Based on attendee feedback, the training was helpful and the majority of the attendees will make use of the acquired knowledge in practice.</p>
<b>GAP Principles (+/-)</b> 31. Intellectual Property Rights (+/-)	<b>Timing</b> 3Q/2022					
<b>Responsible Unit</b> HR Department Working Group	<b>Indicator (s) /Target(s)</b> Training feedback reports Attendance list Training Scripts					
<p><b>23.</b> <b>List of Supervisors</b> The list of supervisors for individual researchers and students will be provided on IAPG intranet page to formalize this aspect.</p> <table border="1" data-bbox="510 1204 1070 1423"> <tr> <td data-bbox="510 1204 797 1348"> <b>GAP Principles (+/-)</b> 21. Postdoctoral appointments (Code) (+/-) 36. Relation with supervisors (+/-) 40. Supervision (+/-)         </td> <td data-bbox="797 1204 1070 1348"> <b>Timing</b> 3Q/2021, end is not presumed         </td> </tr> <tr> <td data-bbox="510 1348 797 1423"> <b>Responsible Unit</b> HR Department Working Group (WG) IT Team         </td> <td data-bbox="797 1348 1070 1423"> <b>Indicator (s) /Target(s)</b> The list of supervisors available on intranet. Regular up dated.         </td> </tr> </table>	<b>GAP Principles (+/-)</b> 21. Postdoctoral appointments (Code) (+/-) 36. Relation with supervisors (+/-) 40. Supervision (+/-)	<b>Timing</b> 3Q/2021, end is not presumed	<b>Responsible Unit</b> HR Department Working Group (WG) IT Team	<b>Indicator (s) /Target(s)</b> The list of supervisors available on intranet. Regular up dated.	<p>COMPLETED</p>	<p>The list of supervisors is published on the IAPG's intranet site.</p>
<b>GAP Principles (+/-)</b> 21. Postdoctoral appointments (Code) (+/-) 36. Relation with supervisors (+/-) 40. Supervision (+/-)	<b>Timing</b> 3Q/2021, end is not presumed					
<b>Responsible Unit</b> HR Department Working Group (WG) IT Team	<b>Indicator (s) /Target(s)</b> The list of supervisors available on intranet. Regular up dated.					



<p><b>24.</b> <b>Education Guideline - Training feedback</b></p> <p>Education guideline will be formulated within HR project. The guideline will ensure that all participants of seminars and other education courses organized by IAPG departments will provide their feedbacks in standardized form. Other employees will submit the standardized travel reports concerning the profit from education events for their next professional development.</p>	<p><b>GAP Principles (+/-)</b> 28. Career development (+/-) 39. Access to research training and continuous development (+/-)</p>	<p><b>Timing</b> 2Q/2021</p>	<p>COMPLETED</p>	<p>Rather than being prepared as a separate document, the training policy was incorporated into the <i>“Human Resources Development and Employee Education Guidelines of the Institute of Animal Physiology and Genetics”</i>. Thus, the IAPG now has a single document covering both areas. The document was approved by the Council of IAPG on 29 November 2022 and is available to the employees on the intranet.</p>
<p><b>25.</b> <b>Regular survey on training topics of interest</b></p> <p>HR department will monitor interest in training topics among researchers. Based on the financial possibilities identified trainings will be provided.</p>	<p><b>GAP Principles (+/-)</b> 37. Supervision and managerial duties (+/-)</p>	<p><b>Timing</b> 4Q/2021, end is not presumed</p>		<p>COMPLETED</p>



<p><b>26.</b> <b>Trainings available published on HRS4R page</b></p> <p>All trainings organized at the workplace will be accessible on HRS4R page in advance.</p>	<p><b>GAP Principles (+/-)</b> 39. Access to research training and continuous development (+/-)</p> <p><b>Responsible Unit</b> HR Department</p>	<p><b>Timing</b> 4Q/2021</p> <p><b>Indicator (s) /Target(s)</b> Opportunities for trainings published on HRS4R page</p>	<p>COMPLETED</p>	<p>Recent educational activities offer is published from time to time in the HRS4R section of the website.</p>
<p><b>27.</b> <b>Mentoring Programme</b></p> <p>The recently introduced IAPG Mentoring programme will serve newly incoming researchers, students, and employees at the beginning of their careers. In addition, Heads of Laboratories or other persons (mentors) will be supported in their team leadership skills and familiarized with the possibility of providing career advice and support by the Mentoring Guarantee.</p>	<p><b>GAP Principles (+/-)</b> 28. Career development (+/-) 30. Access to career advice (+/-) 36. Relation with supervisors (+/-) 37. Supervision and managerial duties (+/-)</p> <p><b>Responsible Unit</b> HR Department Mentoring Guarantor</p>	<p><b>Timing</b> 1Q/2021</p> <p><b>Indicator (s) /Target(s)</b> IAPG Mentoring Guideline existence; 10 mentors trained by professional expert to improve their skills. 20 mentees trained by mentors. Sessions provided within documents.</p>	<p>EXTENDED</p>	<p>The mentoring programme is currently ongoing, the indicators will be fulfilled by 30 June 2023. The Mentoring Handbook intended for both the mentors and the mentees has already been prepared. To retain the HR AWARD, the IAPG is committed to pursue the mentoring programme even after the completion of the OP RDE HR grant project "Quality Improvement of Human Resources Strategy Management in Science and Research at the Institute of Animal Physiology and Genetics CAS" (reg. No. CZ.02.2.69/0.0/0.0/18_054/0014650). The mentoring programme is also included in the IAPG Human Resources Development Strategy for 2022-2027.</p>
<p><b>28.</b> <b>Heads of laboratories meeting – Access to career advice topic</b></p> <p>Heads of laboratories or other persons will be informed of the relevance of the career advice. This topic will be addressed at one of the meetings of the heads of laboratories whose competencies in the career counselling will be underpinned by having the opportunity to consult a Mentoring Coordinator.</p>	<p><b>GAP Principles (+/-)</b> 30. Access to career advice (+/-)</p> <p><b>Responsible Unit</b> The Project Guarantor Head of Laboratories HR Department</p>	<p><b>Timing</b> 1Q/2022</p> <p><b>Indicator (s) /Target(s)</b> Attendance sheets Record</p>	<p>COMPLETED</p>	<p>Meeting of the managerial employees was held on 26 November 2021 in the attendance of 11 employees. This was the same meeting as the one mentioned in action 15 of the action plan, where multiple agenda items were addressed.</p>
<p><b>29.</b> <b>Science Coffees</b></p> <p>HR Department will help to renew PhD students meeting, organized each month to present and discuss their research. Meetings stopped due to the Covid pandemic restrictions. Sessions will be provided by one of the researchers.</p>	<p><b>GAP Principles (+/-)</b> 28. Career development (+/-)</p> <p><b>Responsible Unit</b> Informal activity of researchers HR Department</p>	<p><b>Timing</b> 2Q/2021 restart, end is not presumed</p> <p><b>Indicator (s) /Target(s)</b> Monthly meeting's program via e-mail</p>	<p>EXTENDED</p>	<p>Regular Scientific Cafés were resumed and are ongoing. This action will be assigned the EXTENDED status due to indicator adjustments. Scientific Cafés are not held precisely once a month, but rather as required and depending on the current situation. Notices of meetings are published on the IAPG website. <a href="https://www.iapg.cas.cz/cs/Verejnost-a-media/">https://www.iapg.cas.cz/cs/Verejnost-a-media/</a></p>

10.3. Každé září příslušného roku provádí personální úsek průzkum zájmu o témata vzdělávacích akcí. Průzkum monitoruje zájem o témata pro vzdělávání mezi vědeckými i technicko-hospodářskými pracovníky. Seznam témat je známý nejpozději k 30. listopadu příslušného roku. V závislosti na finančních možnostech instituce jsou požadovaná školení v dalším kalendářním roce zajišťována a realizována.



<p><b>30.</b> <b>All advertisements published on Euraxess</b> Open positions will be advertised on Euraxess.</p>	<p><b>GAP Principles (+/-)</b> 30. Access to career advice (+/-)</p> <hr/> <p><b>Responsible Unit</b> HR Department</p>	<p><b>Timing</b> 2Q/2021 start, end is not presumed</p> <hr/> <p><b>Indicator (s) /Target(s)</b> Open positions will be advertised on Euraxess</p>	<p>COMPLETED</p>	<p>This action is being properly executed as evidenced in the advertised job vacancies section of the EURAXESS website.</p>
--------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------	-----------------------------------------------------------------------------------------------------------------------------



### 3. Actions

#### New Action Plan 2023 – 2026

Number	Action	GAP Principle(s)	Timing	Responsible Unit	Indicator(s)
1	<b>Preparation of a Newcomer's Guide</b> Newly recruited IAPG employees need to be provided with induction assistance to help them get acquainted with the internal processes as quickly as possible. Each newcomer employee will receive this guide upon commencement of employment + it will also be published on the intranet.	2. Ethical principles 4. Professional attitude 12. Recruitment 13. Selection 24. Working conditions 30. Access to career advice	2Q/2024	HR Manager, managerial employees	Publication of the guide on the intranet.
2 (extended 8)	<b>Becoming familiar with the new and updated internal regulations</b> Applicable internal regulations currently in force are published on the intranet. However, there is currently no mechanism in place to prove that all employees have actually read them.	4. Professional attitude 5. Contractual and legal obligations 6. Accountability 7. Good practice in research 12. Recruitment 23. Research environment 24. Working conditions 37. Supervision and managerial duties	4Q/2024, open-end	HR Manager, managerial employees	Existence of an internal document stipulating the rules of becoming familiar with the regulations.
3	<b>Translation tool on the IAPG intranet</b> Taking into account the need to maintain continuity in the translation of documents, the situation will be addressed by placing a translator link on the intranet.	4. Professional attitude 23. Research environment 24. Working conditions	1Q/2024, open-end	Deputy Director for Organization and Operations + IT Specialist	Existence of the translator on the intranet



<p><b>4</b> (extended 16)</p>	<p><b>Safety recommendations</b> The IT team will prepare a list of safety recommendations on responsible use of digital technologies. These recommendations will be communicated to all employees.</p>	<p>4. Professional attitude 5. Contractual and legal obligations 7. Good practice in research 23. Research environment</p>	<p>2Q/2024</p>	<p>Deputy Director for Organization and Operations + IT Specialist</p>	<p>Existence of the document and its publication on the intranet.</p>
<p><b>5</b></p>	<p><b>Keeping the employee list up-to-date</b> in the Outlook system. Update the list and employees involved in the individual departments and teams in the Outlook system based on the periodic personnel data reports. Sort the names by “last name” for better orientation.</p>	<p>4. Professional attitude 23. Research environment</p>	<p>1Q/2024, open-end</p>	<p>Deputy Director for Organization and Operations + IT Specialist + HR Department</p>	<p>Updated list in the Outlook application.</p>
<p><b>6</b></p>	<p><b>Employee use of the official IAPG address</b> If it is necessary to redirect the official IAPG address to another address provided by the employee, the IT Specialist will be the responsible person available for assistance with the process.</p>	<p>4. Professional attitude 23. Research environment</p>	<p>3Q/2024, open-end</p>	<p>Deputy Director for Organization and Operations + IT Specialist + HR Department</p>	<p>Updated employee and contact list published on the intranet.</p>
<p><b>7</b> (extended 27)</p>	<p><b>Update the Mentoring Handbook</b> and include the option to evaluate the mentors/supervisors. <b>Annual PhD students meeting.</b></p>	<p>4. Professional attitude 11. Evaluation/appraisal system 21. Appointment of postdoctoral fellows 22. Recognition of the profession 28. Career development 30. Access to career advice 31. Intellectual property rights 32. Co-authorship 33. Teaching</p>	<p>2Q/2024, open-end</p>	<p>Deputy Director for Science + Mentoring Guarantor</p>	<p>Updated Mentoring Handbook Training attendance sheet</p>



		36. Relations with managerial employees 38. Continuing professional development 39. Access to research training and continuous development 40. Management			
<b>8</b> (extended 29)	Regular “ <b>Scientific Coffee</b> ” meetings	3. Professional responsibility 4. Professional attitude 8. Dissemination and exploitation of results 9. Public engagement 23. Research environment 28. Career development 33. Teaching 38. Continuing professional development 39. Access to research training and continuous development	Already in place, open-end	Researchers	Notice of meeting to be either sent via email or published on the intranet.
<b>9</b> (extended 18)	Implement statistical monitoring and evaluation of personnel data, interpretation of staff data in terms of gender and other variables	12. Recruitment 13. Selection (Code) 14. Recruitment (Code)	4Q/2023, Continuous fulfilment: at 31 December of the given year, submitted together with the Annual Report	HR Manager / HR Department	Gender-disaggregated statistical outputs + evaluation and comparison with the preceding periods at least once a year
<b>10</b> (extended 18)	Training selected female employees in management skills and leadership.	10. Non-discrimination 20. Seniority 22. Recognition of the profession 25. Stability and permanence of employment 27. Gender balance	4Q/2024, open-end	Deputy Director for Science / heads of laboratories / HR Manager	An assembled group of women with a potential for career advancement that meets regularly in order to strengthen their own leadership skills.



		28. Career development 30. Access to career advice 33. Teaching 35. Participation in decision-making bodies 36. Relations with managerial employees (supervisors) 38. Continuing professional development 39. Access to research training and continuous development 40. Management (supervision)			
<b>11</b> (extended 18)	Mentoring among the current and potential heads of laboratories	27. Gender balance 28. Career development 30. Access to career advice 33. Teaching 35. Participation in decision-making bodies 36. Relations with managerial employees 38. Continuing professional development 39. Access to research training and continuous development 40. Management (supervision)	4Q/2024, open-end	Deputy Director for Science / authorised mentors	Periodic mentoring sessions.



12 (extended 18)	Insert the following wording into all job advertisements: „IAPG promotes gender equality and diversity. Thus, we welcome all male and female applicants from different groups of population.”	10. Non-discrimination 12. Recruitment 14. Recruitment (Code) 15. Transparency (Code)	3Q/2023, open-end	HR Manager / HR Department	Statistical data on the advertised vacancies.
13 (extended 18)	Training of the entire staff on gender stereotypes and their internalisation and thus, strengthening the ability to reflect on the unjustified horizontal and vertical gender segregation of jobs.	10. Non-discrimination 27. Gender equality 28. Career development 30. Access to career advice 33. Teaching 38. Continuing professional development 39. Access to research training and continuous development	2Q/2025	HR Manager / HR Department	E-learning training offer on the IAPG's intranet site.
14 (extended 18)	Record the number of male and female applicants for vacant positions at the IAPG from a gender perspective and monitor their reasons for leaving a job.	12. Recruitment 13. Selection (Code) 14. Recruitment (Code)	3Q/2023, open-end	HR Manager / HR Department	Gender-disaggregated statistical outcomes accompanied at least once a year by evaluation and comparison with the preceding periods.
15 (extended 18)	Meetings of the management with the heads of laboratories to present the strategic goals of the individual laboratories set for the given year and to review the previous year	4. Professional attitude 8. Dissemination and exploitation of results 9. Public engagement	1Q/2024, open-end	Director of IAPG / Deputy Director for Science	Annual meetings of the management with the heads of laboratories.
16 (extended 18)	Prepare a document/leaflet for the employees taking a maternity/parental leave outlining possible forms of communication and cooperation opportunities during their absence from work	10. Non-discrimination 24. Working conditions 25. Stability and permanence of employment 26. Funding and salaries 27. Gender equality 28. Career development	2Q/2024	HR Manager / HR Department	Prepared document



<b>17</b> (extended 18)	Training on the integration of the gender dimension into research (in cooperation with external parties). The seminar will be intended for male and female managerial employees as well as employees working on research projects.	2. Ethical principles 10. Non-discrimination 23. Research environment 27. Gender balance 28. Career development 30. Access to career advice 33. Teaching 38. Continuing professional development 39. Access to research training and continuous development	1Q/2025 (with an earliest possible start date)	Deputy Director for Science / heads of laboratories / scientists and researchers / HR Manager	Training courses on integration of the gender dimension into research - educational activities for team leaders (subsequently offered to other members of staff as well) in terms of gender issues in science and research (a combination of e-learning and other courses).
<b>18</b> (extended 18)	Consider the gender dimension in research including the topic itself as well as the selected research methods.	1. Research freedom 2. Ethical principles 3. Professional responsibility	1Q/2024, open-end	Researchers / research grant applicants / heads of laboratories	Gender dimension incorporated into the research content at the proposal submission stage.
<b>19</b> (extended 18)	Elaborate a complex procedure covering the entire process from filing a complaint to its resolution, including the responsible persons, deadlines, etc. Focus on setting up straightforward rules at all levels (superiors - subordinates, amongst colleagues).	2. Ethical principles 10. Non-discrimination 23. Research environment 27. Gender balance	3Q/2024	Mediator / HR Manager	A prepared and approved procedural document for dealing with negative phenomena.

<https://www.iapg.cas.cz/en/hr-award/>



## Comments on the implementation of the OTM-R principles

This chapter expands upon the information provided in the *Recruitment and selection* section.

Implementation of the OTM-R principles affected all IAPG employees. To establish the basic unit as grounds for these principles it was necessary to set up a decent HR Department, introduce properly functioning processes and stabilise the positions within this department. Already in the course of preparation of materials promoting the OTM-R principles – “*Guidelines on Recruitment of Researchers*” and “*Open and Transparent Recruitment Handbook*”, information was spread widely among the heads of individual departments. The heads of research departments as well as those of the technical sections were presented with the latest news in plan. As soon as the respective internal regulations were issued, a mass training was organised covering the OTM-R process. The mass training course regarding this matter was held on 22 October 2021. This training resulted in the issuance of an IAPG Director’s Decision containing a list of employees eligible for appointment as members of a selection committee for recruitment of researchers. The employees listed therein are eligible for appointment as members of selection committees. Each selection committee must consist of at least three appointed members. A committee must at all times comprise of (1) a representative of the IAPG’s management, or a person authorised by the Director, (2) the direct superior of the prospective employee being selected for the given vacancy, and (3) a representative of the HR Department. As the list of properly-trained employees expands, the *Director’s Decision* is also updated over time to include the newly trained employees. Training, which may also take the form of individual consultations, is conducted by the HR Manager and properly recorded, and the attendance sheets are kept with the HR Department in the employee files. At the same time, those interested to attend the training on recruitment of researchers in compliance with the rules laid down in the Code of Conduct for the Recruitment of Researchers (European Commission) are welcome to contact the HR Manager and request to be registered for the training. The fact that this training is available to the employees is posted in the HRS4R section of the website.



## 4. Implementation

### General overview of the implementation process:

IAPG has an established Working Group and Steering Committee. The Working Group and its members also address the HR AWARD business and the project implementation, as the preparation for the HR Excellence in Research Award is financially supported by the European Union within the OP RDE call announced by the Czech Ministry of Education, Youth and Sports „Capacity-Building in Research and Development II“. Project „Quality Improvement of Human Resources Strategy Management in Science and Research at the Institute of Animal Physiology and Genetics CAS“ (reg. No. CZ.02.2.69/0.0/0.0/18\_054/0014650). The implementation process runs smoothly, each of the members performs the assigned tasks. Individual actions included in the action plan are, with some exceptions, executed according to the set timelines. Members of the implementation team are in touch with both the HR Manager and the Project Manager as well as with the IAPG management. Thanks to the coordinators of the key activities, the following IAPG strategies were prepared: International Cooperation Strategy, Popularisation Strategy, Human Resources Development Strategy, Sustainable Development Strategy and Internal Assessment Strategy. Before drafting the individual strategies, an analysis of the current situation was made by the coordinators. All draft strategies were commented first by the researchers, then at the level of the IAPG management and by the Director’s Advisory Body and finally by the Council of IAPG. One of the key activities was the development of a software evaluation tool, which is now used in the evaluations procedure of the researchers and in the processes associated with the internal grant competition.

### Engaged stakeholders:

Stakeholder group	Consultation format	Contributions
Council of the Institute	Council session, record protocol	The action plan outputs were submitted to the members of the Council of IAPG for approval.
The institute management	Regular meetings, comments on HR AWARD documents given by e-mail and shared with the rest of members	Comments to the submitted materials and suggestions based on practical experience
Heads of Laboratories	Meetings (when necessary)	Communication within the teams based on the information obtained on the meetings of managerial employees



All researchers	Meetings, questionnaire surveys among researchers	Commenting on the key documents – creation of IAPG strategies and guidelines + participation in questionnaire surveys and focus groups
-----------------	---------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------

### Members of working group – Realizační tým

Name	Position
Michal Kubelka	Director of Institute
Ilona Zejdová	Deputy Director for Economy
Petr Vodicka	Council of the Institute
Marcela Buchtová	Deputy director for Science
Radek Snasel	Project manager
Iveta Köhlerová	Financial Manager
Eva Štruplová	Project Administrator
Jiri Helcl	IT Specialist
Jan Kopečný	HR AWARD Project Guarantor
Marie Hudeckova	HR Manager
Jana Zasmětova	PR department – key activity 08 coordinator
Radek Snasel	key activity 02, 03 coordinator
Jakub Mrazek	key activity 04 coordinator (till 31.12.2022)
Michal Horak	key activity 04 coordinator (till 31.11.2022)
Eva Štruplova	key activity 05 coordinator

### Members of the Steering Committee (Řídící výbor):

Name	Position	Management line/ Department
Michal Kubelka	Director of Institute	researcher R4
Jan Kopečný	Researcher	Researcher – R4 – HR Award project Guarantor
Petr Rab	Emeritus scientist	Researcher – R4
Petr Vodicka	Council of the Institute	Researcher – R4, 1 st line (reporting directly to Director)
Marcela Buchtová	Council of the Institute Deputy Director for Science	Researcher – R3, 1st line (reporting directly to Director)
Marie Hudeckova	HR Manager	HR Dept., 1st line (reporting to Deputy director for Economy)
Ilona Zejdová	Deputy director for Economy	1 st line (reporting directly to Director)
Denisa Jansova	Postdoctorial researcher	Researcher R2, 2nd reporting line



Veronika Labajova	PhD student	Researcher R1, 2nd reporting line
Radek Snasel	Project Manager	Economy Dept., 2nd reporting line

**Members of Steering Committee from 1<sup>st</sup> July 2023 (on the intranet)**

[https://www.iapg.cas.cz/export/sites/uzfg/cs/intranet/.content/files/dokumenty/rozhodnuti/2022/9c\\_RR-13-2023\\_ridici-vybor\\_HR-AWARD\\_Cj\\_1921\\_2023\\_p.pdf](https://www.iapg.cas.cz/export/sites/uzfg/cs/intranet/.content/files/dokumenty/rozhodnuti/2022/9c_RR-13-2023_ridici-vybor_HR-AWARD_Cj_1921_2023_p.pdf)

### How have you prepared the internal review?

We relied on the materials that we collected during the implementation of the action plan. First, we evaluated the current implementation status of the action plan and collected ideas for devising a new action plan. While doing this, we were provided with the assistance of the Project Manager and the IAPG management. These topics were based on the interviews with members of the Steering Committee and Working Group. Due to the need for a separate "Gender Equality Plan", this is also included in the internal review. It was the HR Manager who prepared the first draft of the internal review. The draft was first commented on by the other members of the Working Group, then at the level of the IAPG management and the Director's Advisory Board and finally by the Council of IAPG. In addition, we focused on cooperating with other research organisations and universities and exchange of experience. Some members of the Steering Committee and Working Group participated in a couple of seminars conducted by experts from other institutions. We also met with a close colleague implementing the HRS4R strategy at another institute of the Czech Academy of Sciences, who was willing to share her experience. This practice has proven to be very successful due to the fact that the situation at other institutes of the Czech Academy of Sciences is quite similar.

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

Meetings with the heads of laboratories, the IAPG management and the project team were held. The aim of these meetings was to present the changes and new processes to be introduced within the laboratory. Training courses covering the OTM-R process were conducted among the IAPG staff. This resulted in the issuance of a list of employees properly trained to participate in the selection procedure. Information regarding all new measures and processes was published on the intranet. As already mentioned above, a new software intended for the research staff was implemented. The researchers were included in the testing process and trained to use the new software. In addition to the project activities, there were three major information events closely linked to the HR AWARD. These events introduced the benefits as well as the negatives for the research population (mainly the OTM-R process) in relation to the HR AWARD. Strategic directions were pointed out. Each participant was able to ask questions. When adopting the outlined strategies, all staff members were consulted in a comment procedure. Employees were thus able to comment on the draft versions.



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

The appointed Steering Committee has been meeting on a regular basis to discuss the outcomes from the meetings of the Working Group and to approve the materials provided by the Project Manager. Both the Steering Committee and the Working Group meet physically as well as online. The team was in touch via e-mail communication. The individual items of the action plan were prioritised to reflect the current situation, so that the plan may be put to action according to the established timeline, if possible. Communication takes place across the entire organisational structure of the IAPG.

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

The implementation of the action plan itself has already resulted in the modification of several internal regulations governing, for example, the recruitment of researchers. Thus, the implementation of the OTM-R principles forms a key component of our human resources policy. The IAPG also has a website dedicated to the HRS4R strategy and even mentions its existence and the IAPG's involvement in the career section of its website.

International Cooperation Strategy, Popularisation Strategy, Human Resources Development Strategy, Sustainable Development Strategy and Internal Assessment Strategy. These are the strategies issued by the IAPG during the current assessment period. All of these strategies include policy elements. Each strategy is accompanied with guidelines specifying the individual processes, responsibilities as well as further details.

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

The Steering Committee will continue doing its work. However, the committee membership will be supplemented by the Deputy Director for Organisation and Operations and the Deputy Director for Science. Regular meetings will be held. The HR Manager will track the progress of the action plan and its revisions in order to maintain the HR AWARD and refer to the Steering Committee. Any delay in or other problems with the implementation will need to be addressed as soon as possible.

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

Progress of the action plan will be monitored by the HR Manager who is responsible for the implementation of the strategy. Once every six months, the HR Manager will report on the progress of the action plan to the Director of IAPG as well as to the management bodies. Steering Committee meetings will be held to discuss the current status. Minutes of these meetings will be taken.



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

The indicators will be used to measure the performance of the revised action plan objectives.

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

We will regularly monitor the implementation of the action plan at the Steering Committee meetings held once every six months. Over the course of the next three years, we wish to continue doing what has worked for us so far. If the situation allows it, we want to continue cooperating with other research institutions for the sake of sharing best practices.



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

IAPG does not consider the HR AWARD simply as a formality, but rather as a procedural incentive for continuous improvement. IAPG was able to be awarded the HR AWARD thanks to its involvement in the project financially supported by the European Union within the OP RDE call announced by the Czech Ministry of Education, Youth and Sports „Capacity-Building in Research and Development II“. By being involved in the project „Quality Improvement of Human Resources Strategy Management in Science and Research at the Institute of Animal Physiology and Genetics CAS“ (reg. No. CZ.02.2.69/0.0/0.0/18\_054/0014650), the IAPG has recognised the need to address gender equality. The above efforts resulted in the creation of a separate “Gender Equality Plan”. We will keep expanding this plan over the course of the upcoming years by applying to the next call for proposals (planned for 10/2023). The call and the project target the researchers as well as the technical and administrative employees of research organisations. This is a project aimed at the development of institutional research environment, promotion of receiving and maintaining the HR AWARD, creation and development of administrative capacities, advancement of HR management and career progression tools, creation of conditions favourable for raising, acquiring, developing and retaining high-quality R&D&I workforce, promotion of methods intended to balance research work with parenting or caring for a family member and endorsement of the R&D results of research organisations.