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# Institute of Animal Physiology and Genetics CAS

## **ACTION PLAN HR EXCELLENCE IN RESEARCH**





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1) PROPOSED ACTION		
<p><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>	<p><b>GAP Principles (+/-)</b> 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) (+/-)</p>	<p><b>Timing</b> 2Q/2021 start, end is not presumed</p>
	<p><b>Responsible Unit</b> IT Team HR Department</p>	<p><b>Indicator (s) /Target(s)</b> OTM-R Policy issued and published on HRS4R page 4Q Annual evaluation of recruitment</p>





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2) PROPOSED ACTION		
<p><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><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>





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3) PROPOSED ACTION		
<b>Advertising vacancies on Twitter</b>  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.	<b>GAP Principles (+/-)</b> 12. Recruitment (+/-)	<b>Timing</b> 2Q/2021 start, end is not presumed
	<b>Responsible Unit</b> Centre of Scientific Information (PR Department) HR Department	<b>Indicator (s) /Target(s)</b> Most of open positions advertised on Twitter

4) PROPOSED ACTION		
<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.	<b>GAP Principles (+/-)</b> 12. Recruitment (+/-) 13. Recruitment (Code) (+/-) 15. Transparency (Code) (+/-)	<b>Timing</b> 2Q/2021 start, end is not presumed
	<b>Responsible Unit</b> HR Department	<b>Indicator (s) /Target(s)</b> All advertisements containing link to HRS4R page





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5) PROPOSED ACTION		
<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).	<b>GAP Principles (+/-)</b> 12. Recruitment (+/-) 14. Selection (Code) (+/-)	<b>Timing</b> 1Q/2022
	<b>Responsible Unit</b> HR Department	<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.





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6) PROPOSED ACTION		
<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.	<b>GAP Principles (+/-)</b> 12. Recruitment (+/-) 14. Selection (Code) (+/-)	<b>Timing</b> 2Q/2021
	<b>Responsible Unit</b> HR Department	<b>Indicator (s) /Target(s)</b> Training proposal published on HRS4R page. Recruitment Committee members trained.





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7) PROPOSED ACTION		
<b>HRS4R page designed</b>	<b>GAP Principles (+/-)</b>	<b>Timing</b>
<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>12. Recruitment (+/-) 15. Transparency (Code) (+/-)</p>	<p>1Q/2021 start, end is not presumed</p>
	<b>Responsible Unit</b> HR Department IT Team	<b>Indicator (s) /Target(s)</b> HRS4R website page existence





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8) PROPOSED ACTION		
<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.	<b>GAP Principles (+/-)</b> 4. Professional attitude (+/-) 5. Contractual and legal obligations (+/-) 7. Good practice in research (+/-)	<b>Timing</b> 3Q/2022
	<b>Responsible Unit</b> Secretariat HR Department	<b>Indicator (s) /Target(s)</b> Acknowledgment of all those documents will be confirmed by signatures.







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9) PROPOSED ACTION		
<b>Document audit - Translations</b> Translations of all internal regulations and documents identified as essential by document audit (action 8) will be provided.	<b>GAP Principles (+/-)</b> 4. Professional attitude (+/-) 5. Contractual and legal obligations (+/-) 7. Good practice in research (+/-)	<b>Timing</b> 3Q/2022
	<b>Responsible Unit</b> Grant Team HR department	<b>Indicator (s) /Target(s)</b> All important documents translated to English and available in search engine (Action 10).

10) PROPOSED ACTION		
<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.	<b>GAP Principles (+/-)</b> 4. Professional attitude (+/-) 5. Contractual and legal obligations (+/-) 7. Good practice in research (+/-)	<b>Timing</b> 3Q/2022
	<b>Responsible Unit</b> IT Team	<b>Indicator (s) /Target(s)</b> The search engine services





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11) PROPOSED ACTION		
<p><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><b>Responsible Unit:</b> HR Department IT Team</p>	<p><b>Indicator (s) /Target(s)</b> Welcome Office programme published on HRS4R page</p>

12) PROPOSED ACTION		
<p><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><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>





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13) PROPOSED ACTION		
<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>
	<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>





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14) PROPOSED ACTION		
<b>Internal Grant competition</b> In the frame of present HR Award project, the lectures dealing with project management will be organized for researches. 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.

15) PROPOSED ACTION		
<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.	<b>GAP Principles (+/-)</b> 4. Professional attitude (+/-)	<b>Timing</b> 3Q/2022 start, end is not presumed
	<b>Responsible Unit</b> HR Department (+/-)	<b>Indicator (s) /Target(s)</b> Attendance Sheet Record





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16) PROPOSED ACTION		
<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.	<b>GAP Principles (+/-)</b> 4. Professional attitude (+/-) 5. Contractual and legal obligations (+/-) 7. Good practice in research (+/-)	<b>Timing</b> 3Q/2021, end is not presumed
	<b>Responsible Unit</b> Head of laboratories Technical department responsible for the operation. HR department records the specialized work-safety evidence files.	<b>Indicator (s) /Target(s)</b> Protocols available at HR Department.

17) PROPOSED ACTION		
<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.	<b>GAP Principles (+/-)</b> 34. Complaints/ appeals (+/-)	<b>Timing</b> 2Q/2021, end is not presumed
	<b>Responsible Unit</b> HR Department IT Team	<b>Indicator (s) /Target(s)</b> All employees informed about the existence of this new office via e-mail. Information is provided to new employees in frame of the Adaptation programme.





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18) PROPOSED ACTION		
<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).	<b>GAP Principles (+/-)</b> 27. Gender balance (+/-)	<b>Timing</b> 2Q/2022
	<b>Responsible Unit</b> HR Department	<b>Indicator (s) /Target(s)</b> The Project report

19) PROPOSED ACTION		
<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.	<b>GAP Principles (+/-)</b> 28. Career development (+/-)	<b>Timing</b> 4Q/2021, end is not presumed
	<b>Responsible Unit</b> The Project Guarantor	<b>Indicator (s) /Target(s)</b> Extension of attestation protocol about a career development recommendation.





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20) PROPOSED ACTION		
<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.	<b>GAP Principles (+/-)</b> 36. Relation with supervisors (+/-) 40. Supervision (+/-)	<b>Timing</b> 4Q/2021
	<b>Responsible Unit</b> The Project Guarantor Head of Laboratories	<b>Indicator (s) /Target(s)</b> SW system implementation

21) PROPOSED ACTION		
<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.	<b>GAP Principles (+/-)</b> 4. Professional attitude (+/-) 5. Contractual and legal obligations (+/-) 29. Value of mobility (+/-)	<b>Timing</b> 1Q/2022
	<b>Responsible Unit</b> HR Department Working Group	<b>Indicator (s) /Target(s)</b> Human Resources Development Strategy presence





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22) PROPOSED ACTION		
<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.	<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

23) PROPOSED ACTION		
<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.	<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.







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24) PROPOSED ACTION		
<b>Education Guideline - Training feedback</b>  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.	<b>GAP Principles (+/-)</b> 28. Career development (+/-) 39. Access to research training and continuous development (+/-)	<b>Timing</b> 2Q/2021
	<b>Responsible Unit</b> HR Department	<b>Indicator (s) /Target(s)</b> Education guideline issued Travel report form extended for benefit from education event for future professional development Feedback reports about each training available





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25) PROPOSED ACTION		
<b>Regular survey on training topics of interest</b>  HR department will monitor interest in training topics among researchers. Based on the financial possibilities identified trainings will be provided.	<b>GAP Principles (+/-)</b> 37. Supervision and managerial duties (+/-)	<b>Timing</b> 4Q/2021, end is not presumed
	<b>Responsible Unit</b> HR Department	<b>Indicator (s) /Target(s)</b> Regular e-mail survey; once a year

26) PROPOSED ACTION		
<b>Trainings available published on HRS4R page</b>  All trainings organized at the workplace will be accessible on HRS4R page in advance.	<b>GAP Principles (+/-)</b> 39. Access to research training and continuous development (+/-)	<b>Timing</b> 4Q/2021
	<b>Responsible Unit</b> HR Department	<b>Indicator (s) /Target(s)</b> Opportunities for trainings published on HRS4R page





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27) PROPOSED ACTION		
<p><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>Timing</b> 1Q/2021</p>
	<p><b>Responsible Unit</b> HR Department Mentoring Guarantor</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>





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28) PROPOSED ACTION		
<b>Heads of laboratories meeting – Access to career advice topic</b>  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.	<b>GAP Principles (+/-)</b> 30. Access to career advice (+/-)	<b>Timing</b> 1Q/2022
	<b>Responsible Unit</b> The Project Guarantor Head of Laboratories HR Department	<b>Indicator (s) /Target(s)</b> Attendance sheets Record

29) PROPOSED ACTION		
<b>Science Coffees</b>  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.	<b>GAP Principles (+/-)</b> 28. Career development (+/-)	<b>Timing</b> 2Q/2021 restart, end is not presumed
	<b>Responsible Unit</b> Informal activity of researchers HR Department	<b>Indicator (s) /Target(s)</b> Monthly meeting's program via e-mail





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30) PROPOSED ACTION		
<b>All advertisements published on Euraxess</b>  Open positions will be advertised on Euraxess.	<b>GAP Principles (+/-)</b> 30. Access to career advice (+/-)	<b>Timing</b> 2Q/2021 start, end is not presumed
	<b>Responsible Unit</b> HR Department	<b>Indicator (s) /Target(s)</b> Open positions will be advertised on Euraxess

