



REVISED ACTION PLAN

Case number: 2020CZ480516
Organisation name: INSTITUTE OF PHILOSOPHY OF THE CZECH ACADEMY OF SCIENCES, PUBLIC RESEARCH INSTITUTION ("FLÚ")
Contact details: Jiřská 1, Prague 1, 110 00, Czech Republic
Date of submission: 1.7.2026

1. INFORMATION ABOUT THE ORGANISATION

Please provide a limited number of key details about your organisation.

Items marked with * are mandatory.

STAFF & STUDENTS	FTE
Researchers = employees, grant-holders, PhD students, employed full-time or part-time, involved in research	145,4
Of whom are international (i.e. foreign nationality)	33,2
Of whom are externally funded (i.e. for whom the organisation is the host organisation)	0
Of whom are women	46,8
Of whom are classified as R3 or R4 = researchers with a higher degree of autonomy, typically principal investigator or professor	107,3
Of whom are classified as R2 = in most organisations corresponding to the post-doctoral level	26,05
Of whom are classified as R1 = in most organisations corresponding to the doctoral level	12,05
Total number of students (if relevant)	0
Total number of staff (including managerial, administrative, teaching and research staff)	199,15
RESEARCH FUNDING (figures for the last financial year)	€
Total annual budget of the organisation	10 469 746,34
Annual direct government funding of the organisation (designated for research)	5 390 554,75
Annual competitive public funding (designated for research, obtained in competition with other organisations, including EU funding)	4 508 970,92
Annual funding from private, non-governmental sources designated for research	570 220,66
ORGANISATIONAL PROFILE (very brief description of your organisation, max. 100 words)	
The Institute of Philosophy of the Czech Academy of Sciences, public research institution ("FLÚ"), is a non-university research institute focused on research in philosophy, with interdisciplinary overlaps into other humanities. In its inquiry it also responds to contemporary developments in the social and natural sciences and to debates taking place in these spheres. As a significant research centre nationally and internationally, FLÚ is open to domestic and international cooperation with both university and non-university institutions, actively participates in the European research area and is attentive to the needs of Czech society. FLÚ systematically supports the scholarly creativity of researchers in the humanities, emphasising innovation, openness and interdisciplinary dialogue.	

2. STRENGTHS AND WEAKNESSES OF CURRENT PRACTICE

Provide an overview of the organisation in terms of current strengths and weaknesses within the four thematic areas of the Charter and Code in your organisation.

THEMATIC BREAKDOWN OF THE CHARTER AND CODE	STRENGTHS AND WEAKNESSES
Ethical and professional aspects <u>Strengths:</u> • FLÚ has long ensured and supported freedom of research, academic autonomy and an open research environment. Generally speaking, there is persistent trust among staff in the institution and its fundamental values. • FLÚ has long supported a collegial working environment and staff participation in institutional governance through advisory, self-governing and other bodies. • FLÚ's ethical standards have recently been institutionally anchored through the FLÚ Code of Ethics and the established Ethics Committee. A questionnaire survey from 2026 confirmed high awareness of the existence of the Ethics Committee; the majority of respondents also know the Code of Ethics at least partially. • FLÚ has rules on equal treatment and a respectful working environment enshrined in the FLÚ Code of Ethics and further develops the equal opportunities agenda through the FLÚ Equal Opportunities Plan II for the years 2025–2027. The area is also complemented by the framework of the Czech Academy of Sciences (CAS), notably the Code of Conduct in the CAS (from 2024) and the position of the CAS Ombudsman/Ombudswoman (2025). • There has been a significant shift in the area of Open Science. FLÚ has an approved Open Science Strategy, a developed Open Science Manual and developed support for open access, data management plans and research data management. • Support for publishing activities is perceived by staff as predominantly positive. FLÚ is further developing support for open access publishing, e-books, publishing activities and the promotion of publication outputs. • PR, outreach and the presentation of research results have improved markedly. The questionnaire survey from 2026 confirms that PR support is evaluated	<u>Weaknesses:</u> • Although the FLÚ Code Ethics and the Ethics Committee are already institutionally anchored, it will be appropriate to further strengthen staff awareness of the practical possibilities for using the Ethics Committee, of the procedure for submitting reports or complaints and of the availability of related information. The questionnaire survey from 2026 showed that awareness of the existence of the Ethics Committee itself is high, but awareness of the Ethics Committee's webpage and the options for submitting reports or complaints is lower. • Given the dynamic development of digital tools and artificial intelligence, it is necessary to newly define clear rules for the ethical, responsible and safe use of AI systems in scientific, administrative and communication work. • A challenge for the next period is strengthening institutional resilience and cyber-security, including updating internal rules, raising staff awareness and technical risk verification. • Although the Open Science area has developed significantly, it will be appropriate to further improve the availability and clarity of information about the open science agenda, the services of the Open Science unit, research data management and the preparation of data management plans. • In supporting publishing and dissemination of research results there remains room for further development of e-books, promotion of publication outputs, open access publishing and related communication towards both specialist and wider audiences.

positively by staff and is used particularly for publishing information on the FLÚ website, communication on social media and organisational support for events. • Internal communication and the availability of information have been strengthened through an updated intranet, bilingual communication, regular e-mail updates, the FLÚ Newsletter, meetings between management and staff and other communication formats. • The workplace has an appropriate level of security measures and is also developing new areas of institutional resilience, cyber-security and the responsible use of artificial intelligence tools. • Project and administrative support from the grants department has been at a very good level for a long time. The institute's financial management is transparent and a detailed annual report is published every year. • FLÚ has established multi-level evaluation of scientific activity, including individual assessment as part of the attestation procedure and an international evaluation that includes feedback from the International Advisory Board.	• It remains necessary to strengthen practical support for staff in the area of intellectual property, employee works, licences, publishing contracts, open access regimes and collaboration with external partners. • Although PR and internal communication have become significantly more professional, it remains important to ensure a long-term sustainable model for their staffing and financial provision and to further develop a clear presentation of FLÚ's research profile.
<u>Strengths (Interim Assessment, max 500 words)</u> Compared with the previous period, in the area of ethical and professional aspects one can note a shift from creating basic institutional tools to their practical use and gradual incorporation into the routine functioning of FLÚ. The institution's core values, especially freedom of research, academic autonomy, collegiality and transparency, remain a stable support for the working environment. A significant shift is notably the institutional anchoring of the Code of Ethics and the Ethics Committee, the development of the Open Science agenda, the professionalisation of PR and internal communication and the strengthening of support for publishing activities. The questionnaire survey from 2026 confirms that staff perceive these areas as a relevant part of institutional support and that many tools introduced in the previous period are already being used in practice. FLÚ is also gradually expanding the concept of ethical and professional aspects to new topics that are gaining importance for the contemporary research environment, particularly institutional resilience, cyber-security, responsible use of artificial intelligence tools, research data management and practical support in the area of intellectual property. <u>Weaknesses (Interim Assessment, max 500 words)</u> Current weaknesses in this area mostly no longer consist of the absence of basic rules or support tools, but rather the need to further clarify them, to communicate them, for practical use and for long-term sustainability. This corresponds to the results of the questionnaire survey from 2026, which, alongside positive evaluations of a number of agendas, also points to the need for better availability of information and clearer navigation in some support services.	

For the next period it is therefore important to focus on the practical communication of the role of the Ethics Committee, further development of Open Science services, support for working with research data, rules for the responsible use of AI, cyber-security and intellectual property. At the same time it will be necessary to monitor whether the support agendas, particularly PR, Open Science and related expert support, are staffed and funded in a sustainable way.

The new Action Plan therefore does not treat this area as a fundamental remedy of a dysfunctional state, but as a phase of consolidation, clarification and expansion of the tools already created so that they are more usable for staff and for the long-term development of the institution.

Comment (max 500 words)

The update of this section is based mainly on the questionnaire survey carried out in April 2026. The questionnaire contained Czech and English versions of the questions and was distributed to 199 university-educated staff of research units. 100 responses were obtained from the questionnaire, so the response rate was 50,25 %.

The questionnaire focused on the professional and ethical aspects of research work, working conditions, equal opportunities, outreach and internal communication, support for publishing and Open Science. The survey results confirm FLÚ's overall shift from implementing basic measures to their practical use and further development. They also show that for the next period it will be particularly important to increase the availability and clarity of information, to support the practical use of the tools introduced and to ensure the sustainability of support agendas. The Action Plan for the period 7/2026–7/2029 therefore builds on the results achieved in the previous period and focuses primarily on consolidation, practical embedding and long-term sustainability of processes and support services in the area of ethical and professional aspects of research work.

Recruitment and Selection

Strengths:

- Aspects identified in the previous Action Plan remain relevant and have been further developed. The area of recruitment and selection underwent significant professionalisation and standardisation during the assessed period. The most important measures include a comprehensive revision of all documentation related to the recruitment process and its update in accordance with the principles of the OTM-R policy, which has been fully implemented in practice.
- A recruitment specialist was hired who, in addition to the recruitment agenda, also focuses on international employees, particularly on their adaptation and support during onboarding. In the adaptation process, she acts as a buddy and supports new staff in becoming familiar with the organisation, internal processes and communication with service departments.
- At the same time the selection process was standardised, including setting the recommended number of stages, involving the HR recruitment specialist in the selection process, defining case tasks (where necessary), the method of evaluating candidates and unifying basic procedures across the organisation. The

Weaknesses:

- Despite significant progress in recruitment and employee induction, some areas remain open for further development. The organisation intends to continue strengthening the systematic involvement of HR staff in the recruitment of research personnel, especially in methodological support for managers and in harmonising procedures across teams.
- The process will also include the introduction of regular evaluation of exit interviews, aimed at obtaining feedback from departing employees, identifying recurring reasons for departures and proposing concrete measures to improve retention, onboarding and the overall employee experience. The outputs will be analysed on an ongoing basis and shared with management and individual teams.
- Going forward it will also be important to further raise employees' awareness of internal recruitment documents and recommended procedures so that the principles of the OTM-R policy are applied consistently across the organisation.
- A continuing challenge is the organisation's competitiveness in filling certain service and administrative positions, particularly compared with other

onboarding process was also significantly updated, including a clearer delineation of the roles of individual staff and service departments involved in onboarding new employees. • The organisation continues to rigorously adhere to the principles of open, transparent and non-discriminatory recruitment. Measures supporting equal opportunities have been maintained and deepened, and gender-balanced representation on selection committees has become a standard part of the process. • Regular evaluation of the unified format for advertised positions and updating of related documents also continues. All job advertisements and the final form of selection procedures are subject to approval by the organisation's management. Candidates are systematically informed about working conditions, benefits and terms of engagement both in the advertisement and interviews, and subsequently in the written job offer. • When filling positions the organisation gives priority to supporting internal mobility and the development of its own employees, not only in academic roles but also in non-academic and service roles.	public-sector and academic institutions that may in some cases offer more attractive financial conditions or benefits, and greater certainty through indefinite employment contracts.
<u>Strengths (Interim Assessment, max 500 words)</u> During the assessed period there was further progress in implementing the principles of OTM-R, particularly in standardising recruitment processes, onboarding new employees and internal communication. The OTM-R policy was fully implemented and is actively used in daily practice as the basic framework for conducting selection procedures. A significant step was the creation of a single advertisement template used across all selection procedures, which contributed to harmonised communication and increased transparency of the recruitment process. At the same time a number of supporting documents and methodological materials focused on recruitment and HR processes were produced. These documents were approved and published on the intranet after review and incorporation of comments, ensuring their availability to all employees. The systematic involvement of the HR team in all selection procedures, which contributes to the consistent application of OTM-R rules and principles, is a positive development. The onboarding process for new employees was also expanded. The adaptation process includes regular orientation meetings during which new arrivals are acquainted with the structure of the institute, key processes, internal rules and the organisation's benefits system. Since the beginning of 2026 regular meetings have also taken place during the probationary period with both hiring managers and newly hired employees. The aim of these meetings is to continuously map experiences from the recruitment and onboarding process, obtain feedback and identify areas for further improvement. <u>Weaknesses (Interim Assessment, max 500 words)</u>	

Although significant progress has been made in standardising recruitment processes, it will remain necessary to continuously update the definition of responsibilities of the various actors involved in the recruitment process, especially with regard to further development of the HR agenda and internal procedures.

Although methodological documents and recommended procedures in recruitment have been created and updated, there remains a need for more systematic sharing and promotion across the organisation so that all staff involved in selection procedures are sufficiently familiar with them. It will therefore be important to continue activities aimed at increasing awareness and sharing relevant information across the organisation.

There remains a need to ensure a long-term sustainable funding model for HR positions so that their financing is not predominantly dependent on grant funds.

Comment (max 500 words)

In February 2023 individual interviews on this area were conducted; a total of 29 employees participated (of whom 11 assistants, 4 department heads, 2 project coordinators, the scientific secretary, the deputy director for conceptual development, the deputy director, the vice-chair of the Workplace Council, 4 newly hired employees, and 4 employees from the economic administration).

WORKING CONDITIONS AND SOCIAL SECURITY

Strengths:

- Working conditions allow researchers to fully concentrate on research while also enabling a good work–life balance.
- Employees appreciate the high degree of temporal and spatial flexibility, the collegial working environment and the professional approach of management.
- High-quality library and information services – modern library equipment and relatively broad access to specialised literature databases.
- The institution supports international collaboration, mobility and openness to international research staff.
- The internal wage regulation sets remuneration transparently and without regard to gender; in 2025 an equal pay audit was carried out and FLÚ received the “Rovná odměna” certificate.
- A high degree of autonomy for department heads and openness to democratic decision-making remain an important part of the institutional culture.
- Employees are provided with benefits and measures supporting work–life reconciliation, notably days of paid leave beyond statutory entitlements, including leave during pregnancy, leave at the start of a child’s compulsory schooling and institutional paternity leave; additionally the option of long-term unpaid leave after five years’ service, an increased meal allowance and the SSČ of the CAS discount card.

Weaknesses:

- There remains insufficient provision for informal staff gatherings.
- The capacity limits of the building in the Jilská–Husova complex continue to restrict the expansion of both work and communal spaces.
- Some employees continue to perceive uncertainty associated with the type and length of employment contracts, particularly among early-career research staff and for positions linked to project funding.
- Although the available IT equipment is mostly rated positively, there remains a need for further development of IT support, more systematic communication about available digital tools, renewal of technical equipment and access to selected software.
- Feedback from departing employees is so far obtained rather informally; the concept of exit interviews needs to be further methodically anchored and used as a source of suggestions for improving working conditions, onboarding, retention and the overall employee experience.
- In response to the increase in the number of staff, grant projects and service agendas, it is necessary to continue monitoring the workload of service departments, clarify responsibilities and continuously evaluate working conditions.
- A long-term challenge remains the stability of funding for research, support and service positions, particularly where capacities are tied to project-based funding.

For international employees and guests a Welcome Office concept is being developed, complemented by the role of a buddy who supports their adaptation and orientation within the institution. Childcare groups and programmes: day camps and residential camps for children of the CAS employees, which increases the attractiveness of employment for parents and helps them reconcile work with childcare. FLÚ has an updated Collective Agreement effective from 31. 1. 2024 and a Directive on Benefits, which was created in 2024 and updated in 2025. An HR platform created in cooperation with the Centre for Administration and Operations of the Czech Academy of Sciences (SSČ of the CAS) for the purpose of sharing experiences, news and thematic meetings every 3 months at the headquarters on Národní, Praha 1.	
<u>Strengths (Interim Assessment, max 500 words)</u> Aspects identified as strengths in the previous Action Plan remain relevant. FLÚ has long provided a working environment based on a high degree of flexibility, autonomy in research, a collegial atmosphere and the possibility of reconciling work and personal life. During the assessment period there was further development in benefits, working conditions and social security. The Directive on benefits was adopted and subsequently updated, the Collective Agreement was updated and some tools supporting work–life balance were strengthened. In the questionnaire survey from 2026, employees indicated that flexible working hours, working from home, a collegial environment and a stimulating working environment were especially important. A positive development is also the enhancement of support for international employees through the Welcome Office concept and the buddy role. An audit on equal pay was carried out and FLÚ received the “Equal Pay” certificate. In 1Q/2024 a working group on remuneration was established, which includes representatives of various groups of the institute’s employees, including the trade union. The group has become a platform for ongoing discussion on the remuneration system, working conditions and related issues; six meetings have been held to date. <u>Weaknesses (Interim Assessment, max 500 words)</u> Some weaknesses identified in the previous period persist, notably the spatial limits of the historic Jilská–Husova complex. There remains insufficient provision for informal staff gatherings and possibilities for further expansion of work and social spaces are limited. The stability of posts and long-term planning of staffing capacities also remains a challenge, particularly for positions dependent on project funding. This factor is reflected in working conditions, the sense of stability and the ability to develop support and service agendas in the long term. In the area of technical and digital infrastructure, the questionnaire survey from 2026 shows that the majority of respondents are satisfied with the available IT equipment; however, open responses also included requests for more systematic IT support, more regular equipment renewal, better software availability and clearer information about digital tools.	

Another area for development is the systematisation of feedback from employees, particularly on termination of employment. Exit interviews are not yet fully methodologically anchored, even though they can provide important inputs for improving working conditions, onboarding, retention and the overall employee experience.

Therefore, key tasks for the next period include ongoing evaluation of working conditions, revision of selected aspects of remuneration, further development of IT and digital support, working with feedback, and stabilisation of capacities for key service agendas.

Comment:

The update of this section is based primarily on the questionnaire survey carried out in 2026 and on the evaluation of measures implemented in the previous period. The results confirm that FLÚ has strong foundations in flexible working, a collegial environment, benefits, support for international employees and equal pay conditions. At the same time, it appears that the next period should focus less on introducing entirely new core tools and more on their ongoing evaluation, stabilisation and better integration into everyday practice. This applies particularly to the remuneration system, working conditions, employee feedback, technical and digital infrastructure and support for service agendas.

A significant step was the establishment of the working group on remuneration in 1Q/2024, which enables structured discussion of issues related to remuneration, working conditions and related internal rules. This platform will also be used in the following period when revising selected aspects of the remuneration system and preparing the institution for requirements in the area of pay transparency.

The Action Plan for the period 7/2026–7/2029 therefore builds on the progress achieved and focuses on the longer-term sustainability of working conditions, stabilisation of capacities, systematic evaluation of feedback and further development of support for employees.

TRAINING AND DEVELOPMENT <u>Strengths:</u> • The institute’s organisational culture supports and encourages lifelong learning. There is a willingness among staff to continually develop and share their know-how with others. • FLÚ obtained OP JAK grant support for the years 2026-2029, in which development and education are enshrined as one of the objectives. • In FLÚ’s organisational structure there is the position of training specialist. The aim of this position is to provide tailor-made training for employees. • The organisation operates a learning portal intended for communication and management of internal training. • The OP JAK project purposefully develops both junior and senior researchers, as well as non-research and managerial staff. • The organisation has processes for lifelong learning for staff and processes for evaluating the impact of training on practice.	<u>Weaknesses:</u> • The linkage of training to the institute’s strategic development is weaker in some areas. • There is a lack of technology for evaluating staff development that would be linked to other HR processes. • A mentoring programme for the development of junior researchers is being developed in some departments, but not across the institute. • There are no processes for individualised development of non-research staff. • There are no processes for individualised development of managerial staff.
<u>Strengths (Interim Assessment, max 500 words)</u> • The strategy for staff training and development is being implemented and developed. Thanks to OP JAK grant support there is a strengthened emphasis on more comprehensive development and training processes. Their connection to the organisation’s strategic development is being reinforced. • Emphasis continues to be placed on topics associated with key themes such as open science, cybersecurity, gender equality, leadership, copyright, grant applications, etc. • Thanks to experience from recent years, training is increasingly successfully targeted to the needs of FLÚ employees. This is made possible by the continuing role of the training specialist, who is responsible for the management and communication of internal training. • In recent years there has also been implementation of evaluation for non-research and managerial staff and the linking of evaluation with development and training. <u>Weaknesses (Interim Assessment, max 500 words)</u> • The area of development and training is in some respects still only weakly connected to the institute’s strategic development. • A challenge remains the individualised development of junior research staff, non-research staff and managerial staff. • Linking employees’ training with their evaluation is a challenge, especially due to the lack of technology that would connect the evaluation of mainly non-scientific and managerial staff with the institute’s other personnel agenda.	

Comment (max 500 words)

From the perspective of development and training, the link to project funding (OP JAK) is crucial for the years 2026-2029. The funding makes it possible to establish the position of a training specialist and to prioritise internal training targeted at the organisation's goals and, at the same time, the needs of employees. The training builds on processes and tools from previous years. It responds to topics that are generally current for research institutions, as well as topics for developing staff competences more generally. The challenge is linking training with the rest of the personnel agenda.

Have any of the short-term or mid-term priorities changed?

Short-term and medium-term priorities of FLÚ have not fundamentally changed. The Action Plan for the period 7/2026–7/2029 builds smoothly on the previous period and further develops the already established directions in the area of support for employees, professional development, working conditions, open science, international cooperation, institutional resilience and transparent human-resources management. New activities represent more an extension and deepening of existing priorities than a change in the institution's strategic direction.

Have any circumstances in which your organisation operates changed and thus affected your human resources strategy?

During the assessed period there was further development and personnel strengthening of the HR department. In autumn 2025 an HR specialist for recruitment and international employment joined. In the first half of 2026 there was a change in the HR manager position and at the same time the HR department was strengthened by a position of HR specialist for training and evaluation of employees. These changes increase the capacity of the HR department and enable more systematic development of key agendas in recruitment, support for international staff, training, evaluation and employee care. They also create more space for further development of support for existing employees and for providing better conditions for their professional work.

Are there any strategic decisions underway that might affect the action plan?

In the following period several circumstances and strategic processes can be identified that may influence the institutional management of FLÚ and indirectly also the implementation of the Action Plan. These circumstances are not perceived as an immediate threat to its fulfilment, but rather as factors that should be continuously taken into account when planning and evaluating individual activities.

From the point of view of institutional governance, in 11/2026 there will be an election and a new composition of the Workplace Council, which is one of the bodies of a public research institution and participates in discussing conceptual and strategic matters of the workplace. In 2028 the five-year term of the director of FLÚ will also end, on 30. 9. 2028. In connection with this, a selection procedure will be announced to fill the director's position. A possible change of leadership may be associated with new emphases or priorities in institutional development, human-resources management and working conditions.

A significant factor for the implementation of some activities of the Action Plan is project funding. By 31. 12. 2028 several larger projects financed from OP JAK will end, which are important not only for supporting scientific and research activity, but also for financing selected service and science-supporting agendas, for example in the

area of open science. For this reason it will remain important to pay attention to follow-on financing opportunities and to stabilise key activities and staffing capacities of FLÚ.

The implementation of the Action Plan is also significantly supported by the project Support for Excellent Research: Strategic Management, Professional Growth of Staff and Institutional Resilience in FLÚ, reg. no. CZ.02.01.01/00/23_026/0011441, implemented in the period 7/2025–6/2029. The project provides support especially in the areas of strategic management, professional development, training, institutional resilience, international cooperation and development of service agendas.

The implementation of the Action Plan is also supported by the CETE-P project (101086898), financed from the Horizon Europe ERA Chairs programme and implemented in the period 2023-2027. The project has so far provided support especially in the areas of attestations of researchers, grant opportunities, Open Science and research data management. It has also brought valuable experience in conducting a number of international selection procedures in accordance with OTM-R standards and in the subsequent onboarding of international researchers.

In the broader context, a significant challenge remains the overall level of research funding in the Czech Republic, particularly the low share of institutional funding and the related pressure on project resources. This may affect working conditions, job stability, long-term planning of support agendas and the competitiveness of research institutions. FLÚ continuously monitors these risks and seeks to mitigate them through strategic planning, project funding, development of support agendas and systematic human-resources management.

Overall, it can be stated that in the following period there will be some institutional and financial factors that may affect the environment for implementing the Action Plan. However, thanks to the currently secured project support, the established governance mechanisms and ongoing monitoring of the institution's needs, the implementation of the Action Plan in key areas is ensured and not immediately threatened.

3. MEASURES

The action plan and HRS4R strategy must be published in an easily accessible location on the organisation's website.

Please provide the link to the webpage dedicated to the HR strategy:

*URL: <https://www.flu.cas.cz/en/about-us/our-policies>

Fill in the list of all individual actions that need to be taken in your organisation's HRS4R to address the weaknesses or strengths identified in the GAP analysis:

<i>Proposed action</i>	<i>GAP principles</i>	<i>Timing (at least quarter / semester of the year)</i>	<i>Responsibility</i>	<i>Indicator(s) / Goal</i>
A1: Establish ethical standards appropriate to the character and needs of FLÚ.	2. Ethical principles 3. Professional responsibility 27. Gender balance 34. Complaints and appeals	1Q/2021 – 2Q/2022	Working group for the Code of Ethics FLÚ management	Target: Introduce FLÚ's own ethical standard and establish a procedural framework for handling complaints and submissions. Indicators: • Creation of the FLÚ Code of Ethics, its approval by the Workplace Council and its incorporation into FLÚ's system of internal regulations. • Establishment of the FLÚ Ethics Committee and approval of the Ethics Committee's Rules of Procedure. • Establishing procedural steps for handling complaints and suggestions that take into account the creation of the Ethics Committee and its competences.
Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED			Comment: In November 2021 a consultation on the newly created FLÚ Code of Ethics took place with the institution's management. During February 2022 the draft Code of Ethics was submitted for wider debate among FLÚ employees. The following month employees were informed by e-mail about the planned May meeting and a deadline at the end of April 2022 was set for colleagues to express views on the new document and to send any proposed changes, comments, etc. During the whole period approximately 25 comments were received. The working group for the Code of Ethics initially met at least once a month, and during a more intensive period cooperated even once a week. On 19. 5. 2022 an open meeting was held for all interested FLÚ employees. Due to the extensive discussion a further date to continue the open debate was announced for the end of June 2022. After the second debate the final text was submitted to the Workplace Council and approved. The document was sent to all employees by e-mail and subsequently published on FLÚ's website. The link to the Code of Ethics is included in employment contracts and other internal FLÚ documents (Work Regulations, Collective Agreement, Organisational Regulations) The survey showed that the vast majority of employees know the wording of the Code of Ethics and that most employees consider the creation of this document to be beneficial. The Rules of Procedure of the Ethics Committee were approved by the Workplace Council in May 2023.	

			On the basis of the proposal of the director of FLÚ, the Workplace Council approved all five proposed members of the newly established Ethics Committee of FLÚ, who were officially appointed by the director of FLÚ in April 2023.	
A2: Adjust and optimise internal communication to increase employees' awareness.	4. Professional approach 24. Working conditions	3Q/2021 – 4Q/2022	PR specialist FLÚ management and the secretariat Economic administration HR team	Target: Improve the level of awareness (by ensuring information is targeted and relevant) among employees, the institute's scientific departments and its management. Indicators: ● Establishment of a new electronic information system (EIS) that will enable the digitisation and sharing of information on a range of FLÚ's operational agendas. ● Optimisation of the intranet and, if necessary, separation of its interface from FLÚ's website. ● Introduction of a scheme of regular FLÚ information days, which will increase staff awareness of available internal communication tools. Within the information days, new communication tools will also be tested, especially for informing about FLÚ's long-term research strategy, important operational and research agendas of departments, and for conveying information from management meetings and collegia.
Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED			Comment: ● A prototype of the new information system EIS was presented in May 2021 and the proposal as such was handed over to FLÚ by the supplier in August 2021. Implementation followed, which was approved at the end of 2021, and the so-called implementation supervision by the supplier was completed in March 2022. All stages were approved as a whole and since 2022 the new information system has been fully implemented and is in use. Feedback on the functionality and satisfaction with the new information system EIS is obtained continuously on the occasion of annual meetings with individual departments, at meetings of FLÚ management with representatives of the economic administration and infrastructure staff, and at meetings of the management with research staff. ● The topic was also the subject of a lecture block at the FLÚ Information Day held in April 2022. ● A questionnaire survey showed that the vast majority (80 %) of respondents see benefits in the introduction of the new information system. The benefits are seen mainly in faster and more flexible administration, reduced error rates, the possibility of remote approvals, and in the clarity and retrievability of required documents.	

			- Following the preceding preparatory steps, funds were allocated in 2024 for the redesign of FLÚ's web and intranet pages. In 2025 the website modifications were carried out with an emphasis on accessibility, technical and security parameters and bilingual operation. At the same time the content management system was upgraded from Joomla 3 to Joomla 5. - In 2025, in cooperation with the director's secretariat, the structure of the intranet was revised and made clearer. Content is newly organised according to individual agendas and English-speaking employees have a separate section "Documents in English" available. Newly issued regulations and directives are published bilingually and employees are informed of their publication by e-mail. - Slack continues to be used as an internal communication tool, especially within smaller work teams, and the paid version of Mailchimp is used to distribute the FLÚ Newsletter. A questionnaire survey from April 2026 confirmed that the Newsletter is among the most used sources of information about events at FLÚ. - The original format of the FLÚ Information Day has been developed into a regular Opening of the Academic Season and, as needed, into working meetings focused on cooperation between individual agendas. Since 2024 there has also been a regular personal meeting format "Coffee with the Director", open to all employees. - On the basis of these steps the activity can be considered completed. The established communication tools and information formats will continue to be updated on an ongoing basis according to FLÚ's needs.	
A3: Strengthen researchers' awareness of forms of support for publishing.	8. Dissemination and use of results	3Q/2021 – 1Q/2022	Scientific secretary Editorial department HR team	Target: Increase the availability of information about internal publishing support options for researchers. Indicators: - Creation of digital information materials about publishing opportunities offered by the Filosofia publishing house, the Oikoymenh editorial department and the scientific journals published by FLÚ. - Addition of information on publishing support and the available proofreading services to the document "Employee Manual / Manuál pro zaměstnance" (in both Czech and English versions). - Inclusion of the topic of internal publishing support and quality proofreading in the programme of information days.
Current status: ☐ NEW ☐ IN PROGRESS			Comment: Support for researchers in the area of publishing and proofreading is primarily the responsibility of the coordinator for international cooperation. Support from the scientific secretary within support	

☒ COMPLETED ☐ EXTENDED			programmes funded by the Czech Academy of Sciences (CAS; e.g. the PPLZ programmes) takes place at an established level, i.e. through regular information about announced calls twice per year. Subsequently, the expected number of publications to be issued is specified and planned in more detail. Information about the Filosofia publishing house and the OIKOYMENH editorial department, including instructions for authors, is available on the websites: https://www.flu.cas.cz/en/scientific-activities/publishing-activities/filosofia-publishing-house, https://www.flu.cas.cz/en/scientific-activities/publishing-activities/oikoymenh-editorial-department. The document “Manual for New Employees” was supplemented with information related to publishing support and the area of proofreading (in Czech and English versions). The FLÚ Information Day (21. 4. 2022) also included a presentation of new book titles and publications; these are likewise presented at publicly accessible book launches. Newly issued titles (books, journals) are regularly presented at the Director’s Collegium and on the FLÚ website and social media. In 2021 preparations were made to redesign the existing e-shop offering publications issued by FLÚ. In 2022 a new version of the e-shop was put into operation, and its improvement will continue. It is possible to download selected e-book titles from the publisher Filosofia free of charge from the publisher’s website, and the number of titles distributed in this way is increasing. A questionnaire survey shows that FLÚ research staff are generally satisfied with the activities of the FILOSOFIA publishing house and the OIKOYMENH editorial department, and are sufficiently informed both about their output and about the possibilities and ways to publish there.	
A4: Establish a comprehensive internal workplace policy on the issue of open access.	8. Dissemination and use of results	1Q/2021 – 4Q/2022	OA Specialist	Target: Build the institute’s know-how and introduce a unified policy of open science and open data (open access). Indicators: • Approval of the Open Science Strategy at FLÚ. • Creation of an Open Science Manual for staff and the drafting of the Director’s Methodological Guideline on the implementation of open access. • Training of institute staff within at least 3 information seminars on open access.
Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED			Comment: The Open Science Strategy at FLÚ was approved by the FLÚ Council in mid-October 2022.	

☐ EXTENDED			An Open Science Manual for staff and the Director's Methodical Guidelines on implementing Open Access were produced at the beginning of 2023. Both documents are based on the approved Strategy and are primarily a practical guide for researchers to facilitate the implementation of the strategy. All of the mentioned documents are available on the FLÚ intranet. In 2021–2026 ongoing training sessions and information seminars focused on Open Science and open access were held, including topics such as Open Access Publishing, Research Data Management, Research Data and Repositories, Early Sharing Research, Software as a Research Output, PID/ORCID, the FAIR Wizard as a tool for Data Management Plans, and funders' requirements in the area of open access.	
A5: Support the publication of research results in an international context under an open access regime.	8. Dissemination and use of results	1Q/2021 – 4Q/2022	OA Specialist	Target: Apply the principles of open access with regard to staff outputs and the editorial policies of journals published or co-published by FLÚ. Indicators: • At least 75 % of the open access publishing support fund used. • An evaluation carried out by comparing the change in the number of OA publications between 2020 and 2022.
Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED			Comment: • The questionnaire survey and the focus-group meetings indicate a strong interest among research staff in this area. 60% of respondents know the Open Science Strategy, and more than half of the respondents are interested in increased information in this field. • The fund to support publishing within Open Science was completely exhausted as of 31. 5. 2023; due to demand the fund was increased and one additional publication fee was paid. In total 10 applications for support for publishing in OA mode were supported. • The journal Filosofický časopis, published by FLÚ and one of the principal Czech disciplinary journals covering philosophy broadly, now appears fully in Open Access; another journal published by FLÚ, Teorie vědy, has already been published in the same mode for some time (as have two other journals co-published by FLÚ: Organon F and Aither). Some titles from the publishing house Filosofia are also available in this mode, freely downloadable from the publisher's website.	

A6: Support the development of popularisation activities directed at both specialist and lay audiences.	9. Public commitment 39. Access to education and continuous development	2Q/2021 – 4Q/2022	PR specialist	Target: Update the concept and improve the popularisation of research outputs. Indicators: • Revised FLÚ popularisation strategy. • Definition of the scope and method of cooperation between research departments and the PR specialist – creation of an Internal Manual for practical procedures for promoting and popularising events at FLÚ. • Creation of new popularisation links (establishment of a network of contacts of collaborating journalists and schools). Target: Strengthen researchers' ability to formulate and publicly present current topics. Indicators: • Implementation of 4 training sessions and 2 information seminars aimed at increasing the presentation skills of research staff.
Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED			Comment: • To support cooperation and awareness of PR, a manual was produced, available in Czech and English (accessible on the intranet). • Popularisation links have been created and a network of contacts of collaborating journalists and schools has been established (the relevant document is available in its live form on the intranet). • Training sessions and information seminars aimed at improving the presentation skills of research staff have been carried out. • FLÚ attempted to produce podcasts; however, for capacity and professional reasons cooperation was arranged within the main CAS podcast – there is still some limited interest in producing podcasts directly at FLÚ. • To build professional relationships, a joint day for employees of all three institutes sharing common premises in the Jilská–Husova complex was held to mark the opening of the academic season. • To provide information about the functioning of the institution, an Information Day was held in April 2022. • A total of seven training sessions or information seminars aimed at improving the presentation skills of research staff were carried out.	

A7: Eliminate deficits in communication with international employees.	5. Contractual and statutory obligations 24. Working conditions 39. Access to education and continuous development	1Q/2021 – 4Q/2022	Coordinator of international cooperation HR team (PR specialist)	Target: Minimise the language barrier in communication between international staff and service departments. Indicators: • Creation of English versions of at least 80 % internal documents. • Expansion of the English version of the FLÚ website. • Establishment of a section for international staff on the intranet with easily accessible internal documents. • Implementation of a multi-year course for administrative and operations staff focused on developing English language skills. • Delivery of Czech language courses for international employees.
Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED			Comment: • All internal documents are currently also available in English. • Emphasis is placed on bilingual e-mail communication when sending mass informational e-mails. • A new section for international researchers has been created, which contains a manual and other useful links. • The Czech for Foreigners course was launched, but due to lack of interest it was subsequently cancelled. Gradually, there has been an increasing tendency to refer interested persons to the Cabinet for the Study of Languages, which offers international researchers high-quality language courses under the supervision of experienced lectures.	
A8: Ensure the development of practical knowledge in the area of contractual and legal obligations relevant to research activities.	5. Contractual and statutory obligations 39. Access to education and continuous development	2Q/2021 – 4Q/2022	Specialist for Development and Training	Target: Strengthen the awareness of research and other staff (editorial departments, libraries) about the rights and obligations when handling intellectual property and about the rules of grant competitions. Indicators: • Creation of a simplified explanation of the internal directive on the handling of employee works at FLÚ. • Development of a concept for further training of staff in the areas of intellectual property rights, changes to the relevant regulations and the rules of grant competitions. • Delivery of at least 2 information seminars on copyright for researchers.

Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED			Comment: • The explanation of the internal directive on the handling of employee works at FLÚ was created in March 2022. The document is published among the internal documents on the intranet. • In 2023 the Director's Directive on stating affiliations and acknowledgements in publications by FLÚ staff was published. The document is published among the internal documents on the intranet. • Three seminars on copyright were held in the years 2020 to 2022. • In May 2023 a Development and Training Strategy was prepared, which includes an educational plan containing the concept for further training of staff in the areas of intellectual property rights, changes to the relevant regulations and the rules of grant competitions.	
A9: Support the standardisation and transparency of the recruitment process.	12. Recruitment 13. Recruitment (Code) 14. Selection 15. Transparency	3Q/2021 – 3Q/2022	HR generalist	Target: Establish procedural standards for the selection of new employees. Indicators: • Implementation of the OTM-R policy. • Creation of the "Methodology for staff recruitment". • Creation of the "Handbook of recommended procedures for recruitment", the contents of which will be presented to relevant staff (i.e. managers and members of selection committees). • Creation of a handout with rules for conducting job interviews.
Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED			Comment: • The principles of the OTM-R policy have been defined – employees were acquainted with them (the consultation took place in January 2022). • The official OTM-R Methodology has been written and published on the FLÚ website (in CZ and EN versions). • Documents clarifying procedures and processes related to the recruitment of new employees have been created – "Handbook of Recommended Procedures for Recruitment", "Practical Tips for Conducting Interviews", "Onboarding Pack" and "Checklist". All underwent a consultation process in the period from 16. 9. 2021 to 30. 9. 2021 and the final versions are available on the FLÚ website (in CZ and EN versions), or on the FLÚ intranet. • Managers were acquainted with the documents and recommendations at the director's collegium on 1 November 2021.	

A10: Implement a structured onboarding process for new employees.	12. Recruitment	2Q/2021 – 4Q/2021	Recruitment specialist	Target: Facilitate the entry of new employees into the institute’s working environment. Indicators: • Creation of recommendations for the course of adaptation of a new employee (in the form of a handbook and checklist) in terms of relevant activities, conditions for integration and the responsibilities of the individual actors in the adaptation phases, and establishment of these new procedures within FLÚ.
Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED			Comment: • An updated document on the adaptation process has been created, including a clear checklist and a clearer definition of the roles of the individual actors involved in the onboarding of new employees. • Regular meetings are held between the HR department and newly hired employees after the first month of employment and before the end of the probationary period. Follow-up meetings after a longer period have also been introduced, arranged individually with the line manager and according to the needs of the specific employee. The purpose of these meetings is the ongoing evaluation of the adaptation process, collection of feedback and early identification of any needs or complications. • The adaptation process has also been expanded to include more intensive support for international employees and closer cooperation with the service departments involved in onboarding. Overall, the systematisation and coordination of the adaptation process across the organisation have been significantly strengthened. • Based on the steps taken, the activity can be considered completed.	
A11: Set up and delineate the agendas related to human resources at FLÚ.	12. Recruitment 13. Recruitment (Code) 24. Working conditions	1Q/2021 – 3Q/2021	HR manager	Target: In connection with the HR Award process, align the key human-resources management processes at FLÚ with HRS4R (i.e. Human Resources Strategy for Researchers). Indicators: • Creation of a strategic concept for a new definition of HR/personnel agendas and the competencies of responsible persons. • Create a functional diagram of institutional procedures for HR management in the form of “workflow of individual HR processes”. • Publication on the FLÚ website of a new organisational chart informing staff about the structure of personnel activities and the responsible persons.

Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED			Comment: • The presentation of the new organisational chart was shown at the regular meeting of management with the heads of the individual departments, further at the Information Day, and sent by e-mail to all employees, including contacts for the department staff and a description of their agendas. • The documents Competences of the HR Department and Workflow of HR Processes were also placed on the intranet.	
A12: Further development of the FLÚ premises in the Jilská–Husova academic site.	23. Research environment	4Q/2021 – 1Q/2023	FLÚ management Scientific Secretary	Target: Improve FLÚ's employee facilities, including consideration of environmental sustainability. Indicators: • Establishment of an advisory group to address issues of workplace environmental sustainability and optimal use of the site. • Meetings of staff with FLÚ management and the Economic Administration with the aim of formulating development proposals and the optimal use of the site. • Preparation for a more comprehensive approach to the issues of environmental impacts and ecological sustainability in the subsequent period.
Current status: ☐ NEW ☐ IN PROGRESS ☐ COMPLETED ☒ EXTENDED			Comment: During the evaluation period, incremental steps continued to improve FLÚ's working facilities in the Jilská–Husova academic complex. However, given the technical condition of the historic building, investment activity had to be prioritised primarily on addressing the emergency condition of the site's external masonry and on moisture remediation. These interventions limited the time and financial capacity for wider modifications of work and communal spaces. Incremental modifications of office spaces continued on an ongoing basis. At the same time, an employee swap box was established to support the reuse of items and sharing among staff. At the initiative of the FLÚ Council, a discussion was also opened about the FLÚ library premises and the possibilities for their further use. In this context, the cultivation of the library and adjacent communal spaces also appears to be a promising direction for further development, so that they can better serve not only research and library activities but also informal staff meetings and the hosting of smaller internal or professional events. In the future, this could include, for example, preparing alterations to the library arcades, including planned glazing, and conceptually preparing a reconstruction of the library interior as a more flexible multifunctional space. The originally planned wider involvement of employees in formulating proposals for the development of the site	

			was not implemented in full. Therefore, in the subsequent period it will be appropriate to reopen a participatory discussion with staff, FLÚ management and the economic administration about the further development of work, communal and library spaces. The further procedure should also include a more systematic consideration of environmental sustainability and the optimal use of the site. On the basis of the above, the activity remains in the EXTENDED state.	
A13: Optimise work–life balance and employee benefits.	24. Working conditions	2Q/2021 – 2Q/2022	HR generalist	Target: Support employees' WLB and ensure optimal utilisation of the employee benefits and perks on offer. Indicators: • Facilitating home office options supported by the new EIS, which will enable remote access to documents, agendas and systems, and introducing electronic document circulation by the Economic Administration of FLÚ. • Creation of an information pack of support measures for parents with children. • Digitisation of the annual leave records agenda, which will improve clarity of leave utilisation. • Development of recommendations for organising work meetings during the period between 9–16h. • Carrying out an analysis of possibilities to expand the range of benefits for leisure activities, taking into account the economic capabilities of FLÚ. • Proposal to broaden the range of employee benefits and perks so that its level is comparable with that offered by similar institutions, within FLÚ's economic means. • Creation of a new web section (in Czech and English) presenting the comprehensive range of employee benefits and perks.
Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED			Comment: • All the listed indicators relating to work–life balance are anchored in the adopted FLÚ Equal Opportunities Plan. • A new EIS was implemented enabling full electronic circulation of accounting documents and permitting a number of activities to be carried out during HO/working from home. • Within employee benefits there was a shift from paper to electronic meal vouchers and e-benefits. At the same time the range of benefits for employees was expanded to include the possibility of using the Multisport card, drawing from a credit benefit card and an Czech Academy of Sciences discount card. • All benefits are published on the internet and intranet pages at the following link: Working Conditions Benefits – FLÚ (Benefity - Filosofický ústav AV ČR)	

A14: Support employment stability.	25. Stability and continuity of employment	1Q/2022–4Q/2022	HR manager	Target: Within economic means, gradually increase the number of permanent employment contracts for university-educated staff and rationalise the systematisation of job positions within research units. Indicators: • Preparation of a draft new collective agreement for negotiation with the Basic Organisation of the Trade Union of Research and Science Workers of FLÚ. • Institutional support for increasing the number of permanent employment contracts.
Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED			Comment: • During the years 2022 and 2023 a new Collective Agreement was developed on the basis of a series of negotiations between the Trade Union Organisation, the institute's management and the Workplace Council. • The new Collective Agreement reflects support for employment stability and establishes a mechanism for concluding permanent employment contracts. The Collective Agreement was developed in accordance with the applicable Wage Regulation, the Attestation Rules and the Work Regulations.	
A15: Improve transparency in remuneration assessment.	26. Financing and wages	2Q/2021–4Q/2022	HR generalist	Target: Improve communication and transparency in the awarding of non-tariff components of remuneration, especially personal remuneration. Indicators: • Training of managers in personnel management with an emphasis on remuneration and evaluation of employees' performance. • Add information about the Internal Wage Regulation to both language versions of the "Employee Handbook". • Include remuneration and personnel-agenda issues as one of the items on the information-day programme. • Increase overall awareness of the budget among FLÚ employees by distributing (once a year) information on the structure of the budget for the following year and the usability of budget components.
Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED			Comment: • Training of senior employees in personnel management with an emphasis on remuneration took place before the determination of annual bonuses. Senior employees were trained on the individual elements of pay and how they are set. • Information on the Internal Wage Regulation has been added to both language versions of the Employee Handbook.	

			- As part of the HR department's presentation, employees were informed about the remuneration concept at the Information Day and also at the meeting of management with the heads of individual departments. - During the year 2022 tariff wages were standardised within tariff classes. The personal remuneration component remained in line with the intended delegation of responsibility to department heads. Annual bonuses are now distributed transparently on the basis of an electronic timesheet, mandatory for every FLÚ employee, and each manager justifies the proposed amount of bonuses to the institute's management. - FLÚ employees can find information on the FLÚ budget in the annual report, which is also available on the website at the following link: Annual Reports FLÚ (cas.cz). More detailed information can be found in the budget annexes, which are also available on the website: Budget Proposal – FLÚ (cas.cz).	
A16: Create the institutional prerequisites for establishing a Gender Equality Plan.	2. Ethical principles 27. Gender balance 39. Access to education and continuous development	3Q/2021 – 1Q/2023	HR manager	Target: More balanced gender representation in the institution. Indicators: - FLÚ leadership will appoint a person responsible for the gender-equality agenda. - Inclusion of gender-equality aspects in the FLÚ Code of Ethics, including granting competence to the newly established FLÚ Ethics Committee to address gender complaints/concerns. - Creation of a working group for the Gender Equality Plan (GEP) agenda. - Strengthen the presence of women in official committees and bodies at FLÚ (e.g. Attestation Committee, selection committees, etc.). - Include gender topics in competency development within planned training or information seminars (e.g. work–life balance, new ERA). - Support for employees returning from maternity or parental leave in the form of individual consultations. - Consistent consideration of gender sensitivity when advertising job vacancies. - As part of cooperation with secondary schools, organise lectures aimed at making the fields represented at FLÚ more attractive to female applicants.
Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED			Comment: In September 2021 two people were appointed at FLÚ responsible for the GEP agenda – the HR Manager and the scientific secretary. These authorised persons completed relevant training and proposed members for the working group appointed by the director. The working group met regularly to create the Equal Opportunities Plan. This included mapping the current situation and collecting feedback across the institute. In August 2022 the document Equal Opportunities Plan was produced, which was approved by the Workplace Council in September	

			2022. The document is published on the institution's website at the following link: Plán_rovných_příležitostí_FLU.pdf (cas.cz). The Equal Opportunities Plan covers all the above-mentioned indicators (appointment of a person responsible for the gender-equality agenda; inclusion of gender-equality aspects in the FLÚ Code of Ethics, including granting competence to the newly established FLÚ Ethics Committee to address gender complaints/concerns; creation of a working group for the Gender Equality Plan agenda; strengthening the presence of women in official committees and bodies at FLÚ; inclusion of gender topics in competency development within planned training or information seminars; support for employees returning from MD/RD in the form of individual consultations; consistent consideration of gender sensitivity when advertising job vacancies; organising lectures at secondary schools aimed at making the fields represented at FLÚ more attractive to female applicants) and at the same time further develops this matter.	
A17: Improve awareness of the possibilities and types of mobility in the Czech Republic and abroad for FLÚ staff.	29. Value of mobility 39. Access to education and continuous development	1Q/2021 – 4Q/2022	International cooperation coordinator	Target: Map the level of mobility utilisation and increase awareness of available options. Indicators: - Update the Czech and English versions of the "Employee Manual" with information relating to mobility. - Establish regular communications about the opportunities to use various mobility programmes in the Czech Republic and abroad. - Organise training for staff on opportunities to undertake mobility. - Training for the international cooperation coordinator and other relevant staff on the legislative aspects of sending and receiving personnel.

Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED			Comment: Information on mobility options was added to the Czech and English versions of the Employee Manual. Staff were informed about mobility opportunities via e-mail, the Slack app, at Directors' meetings, through personal meetings and on the institute's website. In October 2021 a workshop on mobility topics was prepared for staff; however, due to the peak of the COVID-19 pandemic it was not held and information was provided to staff individually. At the same time, relevant training was carried out not only for the international cooperation coordinator but also for other staff in the service departments affected by this issue. A questionnaire survey showed that the possibility of mobility is very welcome, among other things for career development and networking. More than half of respondents have already made use of the opportunity to travel.	
A18: Standardise the presentation of career development opportunities.	28. Career development 40. Control	1Q/2021 – 4Q/2021	Specialist for development and training	Target: Simplify access to information on career development opportunities. Indicators: • Creation of guidelines "Career Development Opportunities at FLÚ" for all levels of research staff. • Presentation of the material at the FLÚ Information Day; ensure its availability on the learning microsite.
Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED			Comment: The development and learning strategy was completed in May 2023. A document "Opportunities for Career Development at FLÚ" was produced. In drafting this document, the institute's individual requirements were taken into account and relevant regulations such as the Attestation Rules, the Internal Wage Regulation and the Work Rules were considered. The document was presented to the institute's management and was further presented to staff at the FLÚ Information Day, which took place in April 2022. It is available on the intranet.	
A19: Introduce a systemic approach to learning and development.	39. Access to education and continuous development	3Q/2021 – 3Q/2022	Development and training specialist	Target: Facilitate employees' acquisition of the necessary knowledge and skills. Indicators: Creation of a development and training strategy for FLÚ staff, which will include standards for the employee training system. Implementation of a wide range of training activities according to the annual training plans.
Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED			Comment: • The development and training strategy was completed in May 2023. It contains the standards of the training process at FLÚ, a reflection on experiences of delivering training during the crisis period (the COVID-19 pandemic) and an outlook for the following 3 years.	

			• In the years 2021-2023 a series of training activities took place at FLÚ, attended by 135 members of the institute's staff, 81 of whom completed training of at least 24 hours. • The original plan for training activities was continuously transformed due to the pandemic crisis; some activities were transferred online, employees were offered e-learning for certain topics, and some group activities originally planned were carried out individually. • Number of service staff who participated in the training activities: 50 • Number of researchers who participated in the training activities: 85 • Number of participations by service staff at individual training activities: 192 • Number of participations by researchers at individual training activities: 277 • The training covered a wide range of skills needed for: 1. research and project activities (Open Access, copyright, preparation of grant applications, academic resilience, gender equality, research ethics, online tools for research), 2. science communication (preparing podcasts, practising an interview with a journalist on camera, using social media), 3. working with technologies (MS Office, videoconferencing tools, cyber security), 4. supporting wellbeing in the academic environment (assertiveness, stress management, digital wellbeing), 5. research administration and management (employing international staff, project management and much more).	
A20: Support the development of competencies of team leaders and senior staff in the roles of managers, trainers and mentors.	14. Recruitment (Code) 37. Duties related to supervision and management 40. Control	3Q/2021 – 4Q/2022	Development and training specialist	Target: A higher level of knowledge and skills among team leaders and senior staff in the roles of managers, trainers and mentors. Indicators: • Creation of the document "Concept of the managerial role at FLÚ". It will include recommended standards for performing a managerial role and a list of competencies (knowledge and skills) key to fulfilling this role. • Use of the "Concept of the managerial role" for planning managers' training. • Design of an educational module and implementation of at least 6 training activities aimed at developing the competencies of team leaders and senior staff in the roles of managers, trainers and mentors.
Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED			Comment: • The concept of the leadership role was drawn up in December 2022 and is currently available on the intranet.	

			• In the years 2021-2023 a series of training activities took place at FLÚ for team leaders, department heads and senior staff in roles as managers, trainers and mentors. Number of participants: 41. • In accordance with the job-role concept for leaders, the following training sessions took place: 1. Academic leadership (2021); introduction to the topic 2. Practical leadership (2021-2022). These were personalised, individual short trainings on various topics (negotiation, conflict resolution, delegation and oversight, chairing meetings, coping with isolation in leadership roles, etc.). 3. Modern project management for team leaders (2021) 4. Employment-law basics for FLÚ leaders (2021) 5. Unconscious biases in the academic environment (2023)	
A21: Support the professional development of junior researchers.	28. Career development 36. Relationships with supervisors 39. Access to education and continuous development	1Q/2026 – 1Q/2029	Education specialist	Target: To facilitate the start of the research career of staff in the doctoral/postdoctoral phase. Updated indicators for the extended period: • Revision and update of the mentoring/development methodology for junior researchers, using experience from prior activities. • Practical verification of mentoring or other forms of individual support for junior researchers, including involvement of mentors and mentees. • Creation of an educational module for junior researchers, which will be based on implemented trainings and other planned development content and will not duplicate doctoral/university education. • Evaluation of feedback from participating junior researchers and possible adjustment of the programme's further setup.
Current status: ☐ NEW ☐ IN PROGRESS ☐ COMPLETED ☒ EXTENDED			Comment: The development of junior researchers was further advanced during the extended period, but, given limited financial resources, only to a partial extent. In the years 2023–2025 several networking meetings and trainings were held, delivered mainly by internal lecturers. In Q1/2026 and Q2/2026 further development trainings were carried out aimed primarily or secondarily at junior researchers, focusing particularly on the use of AI from the perspective of cybersecurity, open science, academic presentation and networking, ORCID and academic writing. Further trainings are planned, among other things in connection with the equal opportunities agenda and topics relevant to the junior target group. The mentoring programme developed only to a limited degree, for example within the CETE-P project, which also includes a group of doctoral and postdoctoral researchers. Across the institute,	

			however, mentoring has not yet been implemented in full. The envisaged educational module for junior researchers is being further elaborated and may be created as a combination of recordings from selected trainings and other planned development content. Given that neither the mentoring programme nor the educational module have yet been fully implemented across the institute, it is advisable to continue developing the activity in the subsequent period. The activity therefore remains in EXTENDED status.	
A22: Review of the Code of Ethics and establishment of the Ethics committee's operation Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED	1. Freedom of research 2. Ethical principles 3. Professional responsibility 10. Prohibition of discrimination 27. Gender balance 34. Complaints/appeals	4Q/2023 – 4Q/2025	Ethics Committee Institute management	Target: Establishment of an institutional Ethics Committee. Indicators: - Setting up the functioning of the Ethics Committee - Revision of the existing FLÚ Code of Ethics 2 years after its publication Comment: This action directly stems from A1 with the aim of better defining ethical standards at FLÚ. During the evaluated period the functioning of the FLÚ Ethics Committee was further embedded in institutional practice. The Committee considered submissions falling within its remit, established basic working procedures and the method of handling relevant documentation. A secretary of the Ethics Committee was appointed for administrative and organisational support of the Committee's activities. The Ethics Committee also evaluated the current application of the FLÚ Code of Ethics. Based on this evaluation it concluded that at this stage it is not necessary to undertake a formal revision of the code's text. The code is perceived as a current and functional framework for supporting the workplace's ethical culture. It was also considered appropriate to leave it to operate unchanged in institutional practice for a certain period so that its principles can become further embedded in the organisation's daily functioning. Any future revision of the Code of Ethics will be assessed on the basis of experience from its further application, suggestions from employees, and the development of the institution's needs. Based on the established functioning of the Ethics Committee and the evaluation of the Code of Ethics current relevance, the activity can be considered completed.

A23: Development of new FLÚ website Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED	4. Professional approach 24. Working conditions 30. Access to career counselling	1Q/2024 – 4Q/2025	PR coordinator Institute management Finance Department Secretariat HR team	Target: Development of new website. Indicators • Analysis of the current website and assessment of needs • Tender for an IT solution provider • Gradual implementation of the new website across individual sections • Familiarisation of employees with the new web environment within the director's collegium and through e-mail communication Comment: The activity directly follows A2 and is focused on modernising FLÚ's external presentation through new web pages. During the reporting period an analysis of the current state of the website and the needs of the individual user groups was carried out, followed by a procurement procedure to select the supplier of the IT solution. The new website was gradually implemented by sector and went live in mid-2025. During implementation emphasis was placed on clarity, technical and security updates, accessibility and the functioning of the website in both Czech and English versions. Employees were acquainted with the new web environment via the director's board and by e-mail communication. Concurrently with the website adjustments a transformation of the FLÚ intranet was also carried out, which is further reported under activity A2. The stated indicators were fulfilled, and the activity can therefore be considered complete.
A24: Expanding the promotion of the publishing department Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED	8. Dissemination and use of results 9. Public engagement	1Q/2024– 4Q/2025	Publishing house	Target: Increasing awareness of the publishing house's activities. Indicators: • Increase in the number of e-books published. • Introduction of regular meetings with authors, supporters and external collaborators. • More regular communication via social media. Comment: This activity follows on from A3 and aims to strengthen the promotion of FLÚ's publishing activities and to raise awareness of the activities of the publishing house and the editorial department.

				The OIKOYMENH editorial department piloted the publication of four e-books in PDF format in 2025, which are offered via the FLÚ e-shop. At the same time the Filosofia publishing house continues to expand the number of PDF e-books that are made available free of charge on the publisher's website and attract reader interest. Both the OIKOYMENH editorial department and the Filosofia publishing house regularly hold presentations of new titles, participate in conferences and fairs, and meet with authors, supporters and external collaborators. The OIKOYMENH editorial department, in cooperation with the OIKOYMENH association, also continues the established tradition of January meetings with external collaborators and other interested parties. Communication activities on social media have also been strengthened. The OIKOYMENH editorial department regularly uses the association's joint Facebook and Instagram channels. The Filosofia publishing house has a newly updated Instagram profile and its Facebook profile is used more frequently and with higher-quality content, partly thanks to cooperation with FLÚ's PR support. On the basis of the steps taken, the activity can be considered complete.
A25: Seeking new forms of support for open access publishing Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED	7. Good practice in research 8. Dissemination and use of results	1Q/2024–2Q/2026	OA specialist Head of the library	Target: Development of further aspects of support for the OA publishing. Indicators: • Increase the number of data management plans created for project applications. • Linking with the library and the ASEP database and managing these data. Comment: This activity builds on A5 and further develops institutional support for publishing in open access mode and work with research data. In cooperation with the FLÚ Library, a workflow was established for depositing research data, preprints and data management plans in the ASEP Repository. These outputs in ASEP are linked to the relevant publications and project records, which contributes to better documentation, discoverability and long-term management of research results. The ASEP Repository is also used to aggregate information about FLÚ data stored in other repositories. For the purposes of broader accessibility and promotion of research outputs, an FLÚ community was created in the Zenodo repository, which enables the depositing and presentation of various types of the institute's outputs.

				In the area of publication support, opportunities for publishing in journals with an open access policy are actively sought. A Read and Publish agreement was concluded with the publisher De Gruyter Brill and support is being provided to FLÚ journals in transitioning to an open access model. Support also includes assessing the suitability of journals for publishing and helping to identify predatory journals. On the basis of the steps described, the activity can be considered completed.
A26: Revision of documents within the recruitment policy Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED	12. Recruitment of employees 13. Recruitment (code) 14. Selection 15. Transparency	3Q/2024 – 1Q/2026	Recruitment specialist	Target: To redefine and simplify the procedural standards for the selection of new employees. Indicators: • Amendment of documents related to possible legislative changes in the Czech Republic. • Possible revision of documents in connection with the new FLÚ leadership. • Creation of a new checklist that defines the responsibilities of individual actors in the recruitment process. • Creation of new educational material for newly hired employees in service departments. Comment: During the evaluated period, documents related to the recruitment process were revised and updated in accordance with the principles of the OTM-R policy, current legislation and the organisation's needs. The update particularly included clarifying the responsibilities of individual actors in the recruitment process, unifying selection procedure practices and amending documentation related to onboarding and adaptation of new employees. Practical checklists and methodological materials were created and updated for managers involved in recruitment as well as for service departments. Their aim is to simplify the recruitment process, increase its transparency and clearly define the responsibilities of the individual actors. At the same time, supporting educational materials for newly hired employees were created and supplemented, including an Employee Manual that contains practical information to facilitate adaptation. All updated documents were published on the intranet after approval by the organisation's management, where they are accessible to employees. The organisation will continue to update these materials regularly according to

				legislative changes, feedback from practice and the needs of individual departments. On the basis of the steps described, the activity can be considered completed.
A27: Creation of the new Equal Opportunities Plan II for 2025–2027 Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED	2. Ethical principles 7. Good practice in research 27. Gender balance	2Q/2025 – 1Q/2026	HR manager Scientific Secretary Institute management	Target: Creation of a new Equal Opportunities Plan II for 2025–2027. Indicators: - The revision will take place on the basis of feedback from the management and simultaneously from the institute's employees, and further on the basis of an analysis of the fulfilment of previously set commitments. - Comments from the feedback will be the main pillar of the revised document. Comment: This activity follows on from A16, whose aim was the revision of Equal Opportunities Plan I for the years 2022-2024 and the preparation of the subsequent IP Equal Opportunities Plan II for the years 2025–2027. As part of the document preparation an analysis of the fulfilment of the Action Plan of the Equal Opportunities Plan was carried out and feedback was collected through three focus groups. The document preparation was also continuously consulted with the institute management. The insights and feedback obtained were taken into account when formulating the new document. The FLÚ Equal Opportunities Plan II was discussed by the Workplace Council on 9. 1. 2025 and confirmed by the signature of the director of FLÚ on 10. 1. 2025. The document is published on FLÚ's website. URL: https://www.flu.cas.cz/images/dokumenty/verejne/jine/2025/PRP-FLU_2025-2027_FIN_podpis.pdf On the basis of the steps described, the activity can be considered completed.
A28: Seeking opportunities for the further development of International Cooperation Current status: ☐ NEW ☐ IN PROGRESS	29. Mobility value 39. Access to education in research and further development	1Q/2024 – 2Q/2026	Grants Department	Target: Identification of a project supporting the development of mobility and international cooperation. Indicators: - Preparation of a draft application for the given grant - Listing the activities that need to be overseen within the international cooperation agenda and designating the person responsible for this area. Comment:

☒ COMPLETED ☐ EXTENDED				This action follows on from A17 and its aim was to identify possibilities for further support of mobility and international cooperation. During the evaluated period a suitable grant opportunity was identified and the mobility of non-research staff was included in the acquired project Support for Excellent Research: Strategic Management, Professional Growth of Staff and Institutional Resilience at FLÚ, reg. no. CZ.02.01.01/00/23_026/0011441. Within the project professional placements at significant institutions are supported in order to share good practice. The same project also includes support for obtaining and clarifying information about existing and planned international collaborations at the level of individual departments and research projects, through the key activity International Cooperation. As part of this activity positions of international cooperation coordinator and international cooperation specialist were established, whose task is to map, coordinate and further develop possibilities in this area. On the basis of the steps described the activity's indicators were met and the activity can be considered completed.
A29: Conducting an internal audit of service departments Current status: ☐ NEW ☒ IN PROGRESS ☐ COMPLETED ☐ EXTENDED	6. Responsibility 11. Evaluation systems 16. Merit assessment 22. Recognition of the profession 30. Access to career counselling	3Q/2026 – 4Q/2028	HR Manager Institute management	Target: Conduct an internal audit of the service departments. Indicators: • Setting of responsibilities within the audit process. • Audit preparation phase concluded with the establishment of processes and a detailed audit plan. • Conducting the audit – outputs will be: 1. update of job descriptions, responsibilities and competences. 2. identification of potential duplications in work activities. 3. streamlining of work activities. Comment: As the number of employees has increased and the number of grant projects has grown, a need has arisen to reassess the work activities, responsibilities and competences in the service departments and to further improve their efficiency. Following the established appraisal system, mapping of work activities and competences has begun, among other things by defining employees' annual objectives, which are then discussed with line managers. This process helps

				identify any overlaps in responsibilities and serves as a basis for preparing the internal audit. The appraisal meetings also include the collection of feedback on the previous period, the setting of objectives and the functioning of service processes. The resulting suggestions, supplemented by outputs from exit interviews, will be used to update job descriptions, clarify responsibilities, add key competences and further develop the job architecture and a simple competence model. The HR Manager, in cooperation with institute management and the heads of service departments, is responsible for preparing and coordinating the internal audit. In the preparatory phase, roles and responsibilities are set for collecting and evaluating materials, discussing outputs and proposing subsequent measures. The activity remains IN PROGRESS because preparation, mapping and collection of inputs are ongoing. The longer timeframe is due to the fact that the audit will be conducted mainly internally, while maintaining the normal operation of the service departments, and will include preparing the methodology, carrying out the audit, discussing outputs and subsequently implementing the recommendations.
A30: Implementation of an annual appraisal for service departments Current status: ☐ NEW ☒ IN PROGRESS ☐ COMPLETED ☐ EXTENDED	11. Appraisal systems 16. Merit-based evaluation 19. Recognition of qualifications 22. Recognition of the profession 30. Access to professional counselling 38. Continuous professional development	3Q/2026 – 1Q/2029	HR Manager Training Specialist Institute management	Target: Introduce an annual appraisal for the employees of the individual service departments. Indicators: The annual appraisal of employees of the service departments will be carried out as follows: • By developing a concept for the annual appraisal of employees in the service departments. • Approval of the concept for the annual appraisal by the working group, the steering committee, institute management and the trade union organisation. • By the gradual implementation of the assessment process for employees. Comment: The action follows on from the planned internal audit of the service departments and from the previous pilot implementation of the annual appraisal of non-research, service and managerial staff.

				In the pilot phase, in the year 2023 a concept for the annual appraisal of non-research, service and managerial staff was developed. The concept was discussed and approved by the working group, the steering committee and the institute management. In the years 2024 and 2025 it was then implemented in practice and tested over two consecutive evaluation cycles. On the basis of experience from the pilot phase, the concept will need to be revised in the next period and better linked to other human-resources processes, in particular the setting of annual objectives, remuneration, development and training of employees. The revision will be based on a study of relevant documents and interviews with key persons involved in the evaluation process. The revised concept and its final arrangements will then be discussed with and presented to the trade-union organisation. Given that the assessment process has been introduced on a pilot basis, but its final arrangement, consultation with relevant stakeholders including the trade-union organisation, and full integration into HR processes will take place in the following period, the activity remains IN PROGRESS.
A31: Revision of the Attestation Rules and the concept of the attestation procedure Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED	11. Evaluation systems 16. Merit evaluation 19. Recognition of qualifications 22. Recognition of profession 38. Continuous professional development	4Q/2023 – 1Q/2026	HR department Institute management	Target: Evaluate the existing attestation procedure based on feedback and possibly modify its form. Indicators: • Conducting a questionnaire survey to obtain feedback concerning the evaluation of research staff. • Analysis of feedback • Possible adjustments to the concept and conduct of the attestation procedure • Alignment of the attestation procedures with the Collective Agreement Comment: This action stems from the need to evaluate the attestation procedure more systematically and to increase researchers' awareness of its rules. During the reporting period a questionnaire survey was carried out among the institute's researchers focusing on their experiences with the attestation procedure. Based on the evaluation of the questionnaire and after consultation with the institute management, it was decided to adjust the

				attestation procedure with the aim of strengthening its transparency, predictability and fair application across the institute. Working groups with representatives from all departments were established to prepare proposals for changes. Based on their discussions, changes were proposed especially to Annex 1 and Annex 2 of the Attestation Rules and to the Attestation Rules themselves. In connection with these changes, related documents were also amended, including materials prepared by the staff undergoing attestation, and alignment of the attestation procedures with the Collective Agreement was ensured. The proposed changes were discussed with the trade-union organisation and the Workplace Council and were subsequently officially introduced by the director of the institute. After the process was completed, an information meeting on the new attestation arrangements took place. Thanks to the revision, awareness of the rules of the attestation procedure has increased and its transparency, predictability and comparability across the institute have been strengthened. On the basis of these steps, the activity can be considered completed.
A32: Seeking funding opportunities for the continuous development of the institution Current status: ☐ NEW ☒ In progress ☐ COMPLETED ☐ EXTENDED	23. Research environment 24. Working conditions 39. Access to education and continuous development in the field of research	3Q/2023 – 2Q/2026	Grants Department Institute management	Target: Preserve continuity in positions needed for the institute’s essential institutional agendas and establish stable working conditions. Indicators: Preparation of a proposal for a new grant. Comment: Given the variability of the grant environment, it is not possible to predict the specific form of future calls or the likelihood of success in obtaining them. Therefore, when preparing applications for institutional development support, emphasis is placed particularly on ensuring the continuity of key agendas such as IT, HR, training, PR, publishing activities and international cooperation. During the assessed period, a project proposal focused on institutional development and ensuring the continuity of selected positions was prepared. The application was submitted and the project was awarded; its implementation is currently underway.

				At the same time, follow-up funding opportunities and the long-term sustainability of necessary positions are being mapped, for example through the EXCELENCE programme or OP JAK / Open Science III. Given the uncertainty of available grant calls and their outcomes, the area of institutional development funding remains unstable and difficult to predict. Although the indicator regarding the preparation of the grant application was met, the broader objective of ensuring the long-term stability of the necessary institutional agendas remains under development. The action therefore remains IN PROGRESS.
A33: Seeking opportunities for continuous development and training of research and support staff Current status: ☐ NEW ☐ IN PROGRESS ☐ COMPLETED ☒ EXTENDED	23. Research environment 39. Access to education and further development in the field of research	3Q/2026 – 1Q/2029	Grants Department HR Manager	Target: Maintaining the continuity of opportunities for continuous development and training not only for research but also for the institute's support staff. Indicators: - Informing and supporting project investigators during the preparation of grant applications about the importance of including training and development agendas in project budgets. - Preparation of a proposal for a new grant Comment: Project leaders whose projects allow the financing of educational and development activities, e.g. ESF, OP JAK, MSCA PF, Twinning and other programmes, were continuously informed and methodically supported in including these activities in the prepared project budgets. During the assessed period, the project “Support for excellent research: Strategic management, professional growth of staff and institutional resilience at FLÚ”, reg. no. CZ.02.01.01/00/23_026/0011441, was prepared and obtained; through it, funding for education and development is secured in the years 2026–2029. The project includes a Training Plan that builds on experience from the previous period and on the Strategy for Development and Training. The educational and development activities are intended for both research and support staff, the institute management, project leaders and selected support units. Development also takes place in the form of specialist placements for both scientific and non-scientific staff, financed from the said

				project and from the Academy of Sciences programme; the activity therefore materially relates to A28. Training will be further linked with other personnel agendas and the institute's strategic goals. Given that funding continues to be provided mainly through projects and it will be necessary to seek options for its long-term sustainability, the activity remains EXTENDED.
A34: Expansion of the concept of the adaptation process Current status: ☐ NEW ☐ IN PROGRESS ☒ COMPLETED ☐ EXTENDED	4. Professional approach 12. Recruitment of staff 14. Selection 24. Working conditions	4Q/23 – 4Q/24	Recruitment specialist	Target: Expand the existing concept of the onboarding process Indicators: • Creation of a standalone document concerning the onboarding process within the HR agenda. • Introducing employees to the document at the director's college, at management meetings of the institute with individual departments, by e-mail and by posting it on the institute's website. Comment: During the assessment period the onboarding process was expanded and formalised through the creation of a separate document focused on onboarding and the adaptation of new employees. The document builds on the existing material "Handbook of recommended procedures for hiring, onboarding and adaptation" and further elaborates the individual steps of the onboarding process for both research and support staff. The implementation also included a consultation procedure and joint discussion of the document with representatives of management and individual departments. After incorporating comments and approval by the organisation's management, the document was published on the intranet, where it is available to all employees. Employees were familiarised with the updated onboarding process through joint meetings, internal communications and follow-up consultations with managers. The aim of these activities was to unify onboarding practice across the organisation and to strengthen support for newly hired colleagues. On the basis of the steps outlined, the activity can be considered completed.

A35: Implementation of research clusters into research plans and presentation of FLÚ's research Current status: ☒ NEW ☐ IN PROGRESS ☐ COMPLETED ☐ EXTENDED	4. Professional approach 8. Dissemination and use of results 39. Access to education and further development in research	4Q/2026 – 1Q/2028	FLÚ leadership	Target: To reflect the newly introduced research clusters in the research plans of individual research units and in the presentation of FLÚ's research profile to both the professional community and the wider public. The activity is also intended to support collaboration across research units, clarify thematic links between teams, and strengthen the clear presentation of FLÚ's interdisciplinary character. Indicators: • By 4Q/2026 incorporation of research clusters into the research plans of FLÚ's research units. • By the end of 1Q/2027 a new presentation of FLÚ's research will be prepared that uses the approved research clusters and can be used on the website or in other communication materials. • In 1Q/2028 evaluation of the clusters' functioning with the heads of research units, focusing in particular on inter-departmental collaboration, sharing of topics and the engagement of individual units. • By the end of 1Q/2028 collection and evaluation of feedback from the heads of research units and the PR department on the contribution of clusters to internal collaboration and to a clear external presentation of FLÚ's research. Comment: The approved research clusters, into which the institute's research departments are grouped, provide a practical framework for better capturing FLÚ's interdisciplinary character, for strengthening collaboration between research units and for a clearer external presentation of research. The clusters will be reflected in the research plans of individual research units and in the new research presentation being prepared in cooperation with the PR department. The activity will also include ongoing monitoring of whether the clusters support collaboration between departments and whether they are usable for internal planning and external communication of FLÚ's research profile. Monitoring and the collection of feedback will take place in 1Q/2028 at a meeting with the heads of research units.
--	---	--------------------------	-----------------------	---

A36: Creation of a new document Equal Opportunities Plan III for the years 2028–2030 in connection with an external gender audit in the institution Current status: ☒ NEW ☐ IN PROGRESS ☐ COMPLETED ☐ EXTENDED	2. Ethical principles 7. Good research practice 27. Gender balance	1Q/2027 – 1Q/2028	HR manager Scientific secretary Institute leadership	Target: The creation of a new document, Equal Opportunities Plan III for the years 2028–2030, following an external gender audit in the institution. Indicators: - During the year 2027, an external gender audit will be carried out (analysis of data and documents and collection of feedback). - By the end of 1Q/2028, the creation of a new FLÚ Equal Opportunities Plan III for the years 2028–2030 and its submission to the institution’s relevant bodies. Comment: This activity directly follows A27, which developed the previous activity A16, and its aim is to revise the current document and prepare the subsequent FLÚ Equal Opportunities Plan III for the years 2028–2030. The preparation of the new document will be based on the evaluation of the implementation to date of Equal Opportunities Plan II and will be supplemented by an independent expert assessment through an external gender audit. The audit conclusions will be used as one of the main bases for formulating the priorities, measures and indicators of the new FLÚ Equal Opportunities Plan III.
A37: Strengthening institutional resilience Current status: ☒ NEW ☐ IN PROGRESS ☐ COMPLETED ☐ EXTENDED	4. Professional approach 6. Responsibility 7. Good research practice 23. Research environment 24. Working conditions	3Q/2026–4Q/2027	Institutional resilience specialist Institute leadership	Target: To strengthen FLÚ’s institutional resilience against illegitimate influence and thereby contribute to the protection of the institute’s integrity, credibility and a safe working and research environment. Indicators: - By the end of 2Q/2027, a strategic document/methodology on FLÚ’s institutional resilience will be prepared. - By the end of 3Q/2027, the methodology will be discussed with institute leadership and relevant responsible persons. - By the end of 4Q/2027, training for managerial staff focused on institutional resilience and recognising risks of illegitimate influence will be carried out. - By the end of 4Q/2027, recommendations on institutional resilience will be made available to relevant employees.

				Comment: Strengthening institutional resilience is focused on preventing and managing risks associated with illegitimate influence that may threaten the integrity, credibility and safety of the research and working environment. The activity aims to ensure FLÚ has a basic methodological framework, clearer procedures and higher awareness among managerial staff in this area. The activity will include the preparation of a strategic document/methodology for institutional resilience, its discussion with relevant actors and the delivery of training for managerial staff. This will strengthen the institute's ability to identify relevant risks in a timely manner, respond appropriately to them and protect the credibility of the institutional environment.
A38: Systematisation of feedback in recruitment and in termination of employment Current status: ☒ NEW ☐ IN PROGRESS ☐ COMPLETED ☐ EXTENDED	11. Evaluation systems 12. Recruitment 13. Recruitment (Code) 15. Transparency 23. Research environment 24. Working conditions	4Q/2026 – 2Q/2029	HR Manager, Recruitment Specialist, Institute management	Target: Introduce a methodologically grounded system for collecting, evaluating and using feedback from job applicants and from departing employees. The aim is to use the insights gained to improve recruitment, working conditions, the employee experience and the applicant experience. Indicators: • A prepared methodology for collecting and evaluating feedback during recruitment and upon termination of employment. • A revised and formalised exit-interview process, including questions, format of implementation and responsibilities. • Established anonymous collection of feedback from job applicants and measurement of NPS (Net Promoter Score). • Established rules for the collection, storage and processing of data in accordance with GDPR. • Established workflow, reporting and regular evaluation of the feedback obtained for continuous development of HR processes. Comment: The activity builds on the existing informal collection of feedback, particularly through exit interviews. Going forward, feedback will be methodically anchored, extended to include recruitment, and used regularly to improve HR processes, the working environment and FLÚ's attractiveness as an employer. Systematic evaluation of feedback will better enable identification of recurring suggestions, strengths and problematic areas in the recruitment process and upon termination of employment. The outputs will serve as a basis for

				adjustments to internal procedures and for continuous development of the employee and applicant experience.
A39: Review of the remuneration system Current status: ☒ NEW ☐ IN PROGRESS ☐ COMPLETED ☐ EXTENDED	11. Evaluation systems 15. Transparency 24. Working conditions 26. Financing and salaries	3Q/2026 – 2Q/2029	HR Manager Deputy Director for Economic and Strategic Development Head of Economic Administration	Target: Continuously evaluate selected aspects of the remuneration system at FLÚ and prepare partial adjustments to annual bonuses, goal-setting and related internal rules so that they are clearer, better linked with the appraisal process and prepared for new requirements in the area of pay transparency. Indicators: • By 1Q/2027 carry out a review of the annual bonus system and prepare a proposal for its partial adjustments for the next period. • By 3Q/2027 pilot use of the SMART method for setting and evaluating annual objectives in selected service departments. • By 1Q/2028 evaluation of the pilot use of the SMART method and preparation of recommendations for its further use in service departments. • By 2Q/2028 prepare a proposal linking the fulfilment of annual objectives, the appraisal process and annual bonuses for relevant groups of employees. • By 4Q/2028 prepare an impact analysis of the requirements of the EU Pay Transparency Directive on internal rules, practice and related processes at FLÚ. • By 2Q/2029 prepare proposed necessary adjustments to internal documents, methodologies or related rules, if such a need arises from the review and impact analysis. • Informing employees about relevant changes in the remuneration system and related rules. Comment: A working group on remuneration has been established at FLÚ, which will serve in the forthcoming period as a consultative and analytical platform for partial tasks in the area of remuneration and working conditions. The first step will be a review of the annual bonus system and the preparation of proposals for its possible partial adjustments for the next period. The activity will further focus on better linking annual objectives, the appraisal process and remuneration for relevant groups of employees, especially in

				service departments. It will include pilot use of the SMART method in setting and evaluating annual objectives, subsequent evaluation of this experience and the preparation of recommendations for its further use. Throughout the action-plan period, the working group will continuously monitor selected aspects of the remuneration system and working conditions. The activity will also include an analysis of the impacts of the requirements of the EU Pay Transparency Directive on internal rules, practice and related processes at FLÚ. Based on the results of the review and analysis, proposals for necessary adjustments to internal documents, methodologies or related rules will be prepared where appropriate. Employees will be informed of relevant changes to the remuneration system and related rules after they have been discussed and approved by the relevant actors.
A40: Ongoing evaluation and improvement of working conditions Current status: ☒ NEW ☐ IN PROGRESS ☐ COMPLETED ☐ EXTENDED	24. Working conditions 25. Stability and permanence of employment	3Q/2026 – 2Q/2029	HR Manager Deputy Director for Economic and Strategic Development Head of Economic Administration	Target: Targeted monitoring of selected aspects of working conditions at FLÚ and their continuous development. Indicators: • Ongoing monitoring of selected aspects of working conditions through a working group. • Carrying out at least one satisfaction survey on working conditions among current FLÚ employees during the implementation period of the action plan. • Preparation of a brief summary of the main findings from the survey and the inputs of the working group. • Submission of relevant recommendations to FLÚ management as a basis for continuous development of working conditions. Comment: The activity focuses on ongoing monitoring of selected aspects of the working conditions of current FLÚ employees. This distinguishes it from activity A38, which concentrates on feedback during recruitment and upon termination of employment. Monitoring will take place primarily through a working group and will be supplemented by at least one satisfaction survey on working conditions during

				the action plan's implementation period. The survey will focus on selected areas that may affect employment stability, the quality of the working environment and the overall employee experience. The inputs obtained will be summarised and used to formulate relevant recommendations for FLÚ management. The aim of the activity is not to introduce an extensive new process, but to create an appropriate mechanism for identifying the needs of current employees and for proposing realistic improvements to working conditions.
A41: Increasing institutional resilience with regard to the institution's cybersecurity. Current status: ☒ NEW ☐ IN PROGRESS ☐ COMPLETED ☐ EXTENDED	5. Contractual and legal obligations 6. Responsibility 7. Good practice in research 24. Working conditions	3Q/2026 – 4Q/2028	IT Institute management	Target: Strengthen FLÚ's cyber security and institutional resilience by updating internal rules for the use of computing equipment, software and AI systems, raising awareness among employees, and ongoing verification of technical risks in the external network perimeter. Indicators: • Revised internal guidelines for the use of computing equipment and software, including rules for permitted use of AI systems. • Implementation of information or educational activities focused on cybersecurity, including risks associated with the use of AI systems. • Scanning of the external network perimeter carried out using CESNET services. • Evaluation of identified vulnerabilities and implementation of appropriate measures to mitigate the identified threats. Comment: The activity responds to the growing importance of cyber security for protecting the institutional environment, research data, internal processes and the organisation's credibility. It also takes into account the new challenges associated with the use of AI systems, which require clearer internal rules and higher awareness among employees. The activity will include a review of internal directives governing the use of computing equipment and software, including the definition of conditions for permitted use of AI systems. Emphasis will also be placed on systematically increasing employees' awareness of cyber risks, safe handling of digital tools and responsible use of AI. The technical part of the activity will include scanning the external network perimeter using CESNET services and subsequent evaluation and mitigation of

				identified threats. The activity thus links the methodological, educational and technical dimensions of cyber security.
A42: Strengthening the flow of information and institutional engagement of international research staff Current status: ☒ NEW ☐ IN PROGRESS ☐ COMPLETED ☐ EXTENDED	23. Research environment 24. Working conditions 29. Value of mobility 35. Participation in decision-making bodies 39. Access to professional training and continuous development	3Q/2026–2Q/2029	HR manager International Cooperation Coordinator Deputy Director for Research Activities in cooperation with service departments	Target: Strengthen the regular flow of information and the institutional engagement of international research staff in the life of FLÚ through more accessible English communication, regular meetings with management and service departments, and the systematic collection of feedback. Indicators: • Translation of the minutes of the Director's Collegium meetings into English and their distribution to international employees. • Organisation of an annual meeting of management and representatives of service departments with international research staff. • Informing international staff about current institutional agendas, available support and relevant operational changes at FLÚ through the above and other existing communication channels. • Ongoing collection and evaluation of feedback, enquiries and suggestions from international staff and their forwarding to the relevant FLÚ units. Comment: In the previous period FLÚ strengthened support for international employees, primarily through bilingual communication, English versions of internal documents and basic information materials. The next step is to enhance the regular information provision for international research staff and to create a stable format for direct dialogue between them, management and the service departments. The activity includes translating the minutes of the Director's Collegium meetings into English, distributing them to international employees, and holding an annual meeting with international research staff. These meetings will serve to inform about the institute's current agendas, available support and relevant changes, while also collecting feedback on the working environment, administrative processes and integration into FLÚ's life. The activity will also include continuous development of support provided through the Welcome Office.

A43: Introduction of standards for the ethical and responsible use of artificial intelligence (AI) tools at FLÚ. Current status: ☒ NEW ☐ IN PROGRESS ☐ COMPLETED ☐ EXTENDED	2. Ethical principles 3. Professional responsibility 5. Contractual and legal obligations 7. Good research practice 34. Complaints and appeals	3Q/2026 – 2Q/2028	Department of Applied Philosophy and Ethics FLÚ management in cooperation with IT	Target: To introduce an ethical and responsible framework for the use of artificial intelligence tools at FLÚ and integrate it into the institute's routine operations. The activity is intended to provide employees with clear rules ecommendations and support when using AI tools in research, administrative and communication work. Indicators: By 4Q/2027 preparation of a working version of recommendations for ethical and responsible use of AI tools at FLÚ. Discussion of the recommendations with FLÚ management and IT staff. Delivery of training for employees on the ethical and responsible use of AI tools. Setting up the option of email or in-person consultations for employees on practical questions regarding the use of AI. By the end of 2Q/2028 revision of the recommendations to reflect developments in AI and experience from their application in practice. Comment: The rapid development of artificial intelligence tools creates a need to clearly define rules for their ethical, responsible and safe use at FLÚ. The activity will focus on preparing a set of recommendations that will reflect the needs of research, administrative and communication work. By the end of 4Q/2027 a working version of the material will be produced, which will be discussed with IT experts and the workplace management. The final version will be issued as an internal regulation / director's order binding for both academic and non-academic employees. The activity will include training for employees and the option of email or in-person consultations on practical issues of using AI tools. Given the dynamic development in AI, the resulting material will undergo a revision in the year 2028.
A44: Improving FLÚ employees' awareness of the Open Science agenda and the Open Science department's services Current status:	7. Good practice in research 8. Dissemination and use of results	3Q/2027– 4Q/2027	OA specialist	Target: Improve the availability and clarity of information about the Open Science agenda and the services of the Open Science department by creating a publicly accessible web section on the FLÚ website. Indicators: • Creation and publication of an Open Science web section on the FLÚ website.

☒ NEW ☐ IN PROGRESS ☐ COMPLETED ☐ EXTENDED				• Publication of the Open Science Strategy and the FLÚ Open Science Manual on the public website and explanation of individual topics in concise information guides. • Creation and publication of a document – Frequently Asked Questions on the Open Science agenda and the services of the Open Science department. Comment: Information about the Open Science agenda is currently partially published on the FLÚ intranet, but this method of communication is not sufficiently clear or easily accessible. A survey indicated that some employees are not sufficiently familiar with the strategic documents in this area and that the Open Science agenda is difficult to find on the intranet. The activity therefore aims to create a separate Open Science web section on the FLÚ public website. This section will contain strategic documents, concise informational materials on the main Open Science topics and answers to frequently asked questions. The goal is to increase employees' awareness while also making basic information accessible to external partners.
A45: Mapping interest and topics for training in Open Science Current status: ☒ NEW ☐ IN PROGRESS ☐ COMPLETED ☐ EXTENDED	7. Good practice in data research 8. Dissemination and use of results 39. Access to education and further development in the field of research	3Q/2026– 2Q/2029	OA specialist	Target: Map the interest of FLÚ employees in topics in the area of Open Science and, based on identified needs, prepare relevant training or other suitable informational and educational formats. Indicators: • Creation and distribution of a questionnaire for FLÚ employees focused on interest in topics and forms of education in the area of Open Science. • Evaluation of the questionnaire and identification of topics that are relevant or needed for employees. • Organising training or another information/educational format according to the questionnaire results. • Ongoing monitoring of participation and feedback on the activities carried out. Comment: Feedback received so far has shown that some employees do not have a strong interest in traditional training in the area of Open Science. The activity will therefore not focus solely on organising training but also on mapping relevant topics and finding more suitable forms of communication and education. The

				aim is to better understand which Open Science topics are practically useful for FLÚ employees and then prepare training, informational materials or other formats that correspond to their needs and work reality. The results of the questionnaire will be used to plan further activities of the Open Science Department.
A46: Research data management and data management plans at FLÚ Current status: ☒ NEW ☐ IN PROGRESS ☐ COMPLETED ☐ EXTENDED	7. Good research practice	3Q/2026–2Q/2029	OA specialist	Target: Strengthen support for FLÚ staff in the area of research data management and preparation of data management plans, and map the current state of work with research data in the individual research units. Indicators: • Holding working meetings with all FLÚ research units focused on research data management, preparation of DMPs and the available support from the Open Science Department. • Creation of a basic internal overview of the types of research data and data outputs produced or used in the individual research units. • Identification of the main needs of the research units in the areas of storage, documentation, security, long-term preservation and sharing of research data. • Publication or updating of methodological materials, practical examples and contact information for consultations on research data management and DMP preparation. Comment: The activity responds to the need for more practical support for FLÚ staff in the area of data management plans and research data management. Support will be linked to the concrete research practice of individual research units, especially to the preparation of grant applications, management of data outputs, their documentation, storage and long-term preservation. Working meetings with research units will make it possible to present the services of the Open Science Department, offer direct consultations and at the same time obtain a basic overview of what research data are produced at FLÚ, how they are managed and what support needs exist in this area. The obtained overview will be used for continuous development of Open Science services, better preparation of data management plans, meeting

				fundings' requirements and FLÚ's institutional readiness for the legal framework for the management and sharing of research data.
A47: Practical support in the area of intellectual property, contracts and works created by employees Current status: ☒ NEW ☐ IN PROGRESS ☐ COMPLETED ☐ EXTENDED	3. Professional responsibility 5. Contractual and legal obligations 8. Dissemination and use of results 31. Intellectual property rights	3Q/2026–2Q/2029	Management of FLÚ	Strengthen practical support for FLÚ staff in the areas of intellectual property, works created by employees, contractual relations, licensing, open access publishing and knowledge transfer. Indicators: • Delivery of practice-oriented training on intellectual property, works created by employees, licences, open access publishing and contractual issues relevant to FLÚ's activities. • Provision of ongoing consultations on selected contractual situations, especially in connection with publications, open access regimes, in cooperation with the Open Science Department, databases, digital outputs, project results and collaboration with external partners. • Revision of selected contract templates or contractual practices in the fields of intellectual property, works created by employees, licensing and publishing agreements. • Strengthening FLÚ staff's awareness of the basic principles of copyright, licensing, open access publishing and management of intellectual property. • Assessment of the need to revise the internal directive on intellectual property and works created by employees; if necessary, preparation of a draft update. Comment: FLÚ already has basic procedures and experience in the area of intellectual property, works created by employees and contractual relations. The proposed activity therefore does not aim to create a wholly new agenda, but to make it more practical to use, to improve access to expert support and to make it more comprehensible for staff. The significance of the activity increases in connection with changes in publishing practices, the development of open access regimes and the more frequent need to assess the licensing, financial and legal conditions of

				publishing outputs, including monographs, journal articles, databases and digital outputs. The activity will contribute to greater legal certainty, better protection of institutional and authors' interests and more effective dissemination of research results. At the same time, it will allow for ongoing verification of whether existing contract templates, contractual practices and internal directives meet FLÚ's current needs.
A48: Creation of an information platform on opportunities for international cooperation Current status: ☒ NEW ☐ IN PROGRESS ☐ COMPLETED ☐ EXTENDED	29. Value of mobility 39. Access to professional training and continuous development	3Q/2026–2Q/2029	International Cooperation Coordination Specialist Coordinator of international cooperation Deputy Director for Scientific Activities in cooperation with the service departments	Target: Obtain an overview of ongoing international collaborations at FLÚ, better coordinate contacts with international institutions and strengthen regular information on bilateral and multilateral grant and networking opportunities. Indicators: • Creation of an overview of international institutions with which FLÚ collaborates across departments. • Establishment of a procedure for the ongoing update of this overview in cooperation with research units and relevant service departments. • Establishment of an information-and-mediation service on bilateral and multilateral international grant and networking calls. • Distribution of the first newsletter in 3Q/2027. • Publishing the newsletter regularly twice a year. Comment: International cooperation at FLÚ is currently based mainly on the international contacts of individual researchers and research departments. These collaborations are often long-term and scientifically significant, but at the institute level there is a lack of a more systematic overview and coordination. This can lead to situations where several departments collaborate with the same international institution without mutual awareness. The activity will therefore focus on creating an overview of international institutions with which FLÚ collaborates and on establishing an information-and-mediation service in the form of a regular newsletter. The newsletter, in cooperation with the grants department, will monitor current

				bilateral and multilateral grant and networking opportunities, including smaller or cross-border calls that can be easily overlooked. The information and facilitation service will also include forwarding requests from international institutions that contact FLÚ management or the Czech Academy of Sciences seeking potential partners at FLÚ.
--	--	--	--	--

The extended version of the revised human resources strategy for your organisation for the next 3 years, including the OTM-R policy, must be published on your organisation's website.

URL ADDRESS: <https://www.flu.cas.cz/en/about-us/our-policies/hr-excellence>; <https://www.flu.cas.cz/en/about-us/our-policies/hr-excellence/documents/action-plan>

If your organisation has already completed the OTM-R checklist in the initial phase, also indicate how your organisation is working on / has developed a policy of open, transparent and merit-based recruitment. Although many of the measures listed above in the action plan may overlap (as indicated by the GAP analysis), please provide a brief comment demonstrating progress in implementation compared with the initial phase.

Comment on the implementation of OTM-R principles (initial phase)

Responsibility for personnel policy at FLÚ lies, by virtue of the position of statutory representative, with the director of the institution. The selection of research staff for FLÚ is further governed by Act No. 283/1992 Coll. on the Academy of Sciences of the Czech Republic, as amended by Act No. 420/2005 Coll. and by the Statutes of the CAS (including the Career Regulations for university-educated employees of the CAS). Although the main principles of the "European Charter for Researchers" and the "Code of Conduct for the Recruitment of Researchers" are taken into account in practice when conducting recruitment procedures, not all recommendations of the OTM-R policy are applied at the level of internal regulations.

The implementation of the new OTM-R policy will proceed on the basis of close cooperation between the HR generalist and institute staff responsible for recruitment – in particular the chairs of selection committees, heads of individual departments and FLÚ management. The implementation process will take place within the areas listed below, is based on the requirements set out in the OTM-R Toolkit and the OTM-R Report, and builds on the baseline analysis of the current state captured through the "OTM-R Checklist". It also overlaps with the activities of Action Plan A9, A11, A13, A16 and A17.

The standard recruitment process at FLÚ will be supplemented by selected tools recommended in the OTM-R Toolkit. The specific form of the tools will be created and regularly consulted within the activities of the thematic working group for OTM-R. We anticipate the introduction of the procedures listed below within specific areas:

Area of basic OTM-R policy setup:

- establish a thematic working group for the OTM-R area (composed of the HR generalist, chairs of selection committees, heads of departments and members of FLÚ's management);

- define and publish the principles of the OTM-R policy on FLÚ's website (incl. English version) to make the institution more attractive and to support interest from external and international candidates, including applicants from under-represented groups;
- draw up an internal directive of recommended procedures and OTM-R rules applicable to all the institution's selection procedures (incl. English version).

Advertising area:

- create standardised templates of documents common to the advertising of vacant positions (also in English version);
- compile an institutional profile for FLÚ on the EURAXESS website, which will be used to advertise vacant research positions;
- draw up a recommended list of advertising platforms that will enable broad outreach to potential candidates (with regard to financial possibilities and resources).

Candidate selection and activities of selection committees:

- formalise the rules for the appointment and operation of selection committees, with the aim of improving gender balance within committees and ensuring the presence of external experts;
- develop a support plan for conducting job interviews (a draft internal training course intended for chairs of selection committees, and the creation of a handout of rules, containing e.g. a list of recommended and inappropriate questions for job interviews, etc.);
- establish rules for communication with candidates to ensure a consistent procedure for acknowledging receipt of applications for selection procedures, to support applicants' awareness of the individual steps and stages of the selection process, to promote the provision of feedback and to inform all applicants of the conclusion or termination of the selection procedure. The communication rules will also cover a standardised procedure for handling submitted complaints.

Overall evaluation set-up:

- The evaluation mechanism for the implementation process of the OTM-R policy will be based on a report submitted by the HR generalist to the Steering committee on a quarterly basis. At intervals of 2 years an analysis of the results achieved and the benefits of the newly introduced OTM-R policy will be carried out; this analysis will be presented to FLÚ's management and will be followed by an evaluation that may lead to revisions based on the experience gained or feedback from candidates.

The OTM-R principles will be applied in practice by the HR generalist, as the person providing HR support during the recruitment process. The established procedures will be passed on to other employees through cooperation on specific selection procedures. The supportive function will be fulfilled by the set of created and approved internal documents from which recruitment practice will be derived. The transfer of the established procedures into practice will follow the principle of "learning-by-doing", whereby the HR generalist will assist a specific person in selecting a new employee. The HR manager and the Director of FLÚ will oversee alignment with personnel policy and other internal processes. The optimal setting of the OTM-R policy will be complemented by the formal establishment of the onboarding process.

Comment on the implementation of OTM-R principles

An analysis of the state of the recruitment process at FLÚ and an evaluation of FLÚ as an institution from the perspective of the recommended OTM-R Checklist has been carried out. Based on the findings and proven practice from selection procedures, an OTM-R Methodology was drawn up. The Methodology contains the principles and rules of a standardised recruitment process that takes into account the prescribed open, transparent and merit-based criteria. A consultation period on the newly drafted OTM-R Methodology took place from 6 to 25 January 2022, during which the working group provided comments. Heads of departments were acquainted with the new document at the director's collegium. The document was published as part of a newly created web section on FLÚ's website.

With regard to the principles of the OTM-R recruitment policy, the following documents were drawn up:

- Handbook of recommended procedures for hiring, onboarding and adaptation of employees – describes in text form the specific steps and procedures concerning the rules for advertising positions, the organisation of selection procedures, the start of employment of a new employee and subsequent adaptation during and after the probationary period (see [Handbook_of_recommended_procedures_for_hiring_v_1.2.pdf](#) (cas.cz))
- Practical tips for conducting interviews by the line manager – the purpose of this document is to help line managers and those involved in conducting interviews, in the briefest possible form, on what it is appropriate to bear in mind during interviews, what it is advisable to avoid, etc. The document does not contain a complete guide on “how to conduct interviews”. Rather, it focuses on problematic or unclear moments and insufficiently known or practised recommendations (see [Practical_tips_for_conducting_interviews_with_candidates_for_a_position_v_1.1.pdf](#) (cas.cz))
- Welcome pack for new employees – primarily intended for line managers so they have an overview and a better idea of which steps and activities will be prepared for new members of their teams and departments. At the same time the document can also be used by newly recruited employees themselves to get an idea of what to expect after joining FLÚ and whom to contact with questions or any uncertainties (see [Foreigner_guide_-_internet.pdf](#) (cas.cz))
- Checklist for the commencement and adaptation of a new employee – the document took the form of a concise table that captures the necessary steps and activities to be followed for the successful and smooth onboarding of new colleagues. It also clearly lists the persons responsible for each area.
- Template job advertisement – a document containing a list of information that a standard job advertisement should include (see [TEMPLATE_advertising_profile_position_new.docx](#) (live.com))
- Candidate competency evaluation table – a basis for defining necessary requirements and competencies (see [Evaluation_table_v_1.0.pdf](#) (cas.cz))
- As part of the newly introduced standardised communication with selected applicants, or with new employees, the use of an official Offer Letter is included – the document contains the key details of the agreed contractual terms (see [O:\Pracovni nabidky_Offer letters](#))

An institutional profile was created on the EURAXESS website – see [Organisation 1698162910 | EURAXESS](#) (europa.eu)

A list of recommended sources and websites for personnel advertising is provided in the document (see item 1.3 in the Handbook of recommended procedures for hiring, onboarding and adaptation of employees)

The rules and recommendations related to the principles of composing selection committees are also contained in the Handbook of recommended procedures for hiring, onboarding and adaptation of employees, see item 2.2.

Ideally, the extended version of the revised OTM-R policy and measures should be published on your organisation's website.

[Recruitment Policy OTM-R – Institute of Philosophy AS CR \(cas.cz\)](#)

Comment on the application of OTM-R principles (internal review for the purpose of extending the award)

Since receiving the HR Excellence in Research award, FLÚ has continued to implement the principles of open, transparent and merit-based recruitment (OTM-R). The OTM-R Methodology has been updated and continues to be used; it sets standards for job advertising, the composition and functioning of selection committees, candidate evaluation and communication with applicants. Selection procedures are published via FLÚ's website, the EURAXESS portal and other relevant channels. Emphasis is placed on transparent communication with candidates, equal opportunities and support for international mobility. During the assessed period recruitment documents and methodological materials for line managers and members of selection committees were updated on an ongoing basis. FLÚ further develops support for international employees through Welcome Office/Buddy support and seeks to ensure a high-quality candidate experience throughout the entire recruitment process.

4. IMPLEMENTATION

General overview of the expected implementation process:

General objectives of the HRS4R implementation process

- Further develop a high-quality, safe and stable working environment that supports the professional growth of researchers and of staff providing research-support and service agendas.
- Support the continuous strategic development of FLÚ and its active engagement in the European Research Area.
- Strengthen FLÚ's attractiveness as a prestigious and responsible employer in both the national and international context.
- Consolidate and further professionalise the administrative, expert and methodological support provided to research teams, including the rationalisation and clarification of internal processes.
- Ensure the longer-term sustainability of the already established processes and support agendas in the areas of HR, Open Science, international cooperation, PR, training, institutional resilience and working conditions.

Priority areas of the action plan

Within the four priority areas set by the European Charter and Code of Conduct, the action plan defines the following priorities:

1. Priority area: Ethical and professional aspects

PRIORITIES:

1.1. Further strengthen the institutional culture based on ethical and professional values, including the practical embedding of the Code of Ethics and the activities of the Ethics Committee.

- 1.2. Develop a responsible and safe institutional environment, particularly in the areas of institutional resilience, cybersecurity and the ethical use of artificial intelligence tools.
- 1.3. Improve the accessibility, clarity and practical use of support in the areas of Open Science, research data management, data management plans and open access publishing.
- 1.4. Strengthen support for publishing activity, intellectual property, licensing, contractual relations and purposeful dissemination of research results.
- 1.5. Further develop the presentation of FLÚ's research profile, popularisation and communication of research results to both specialist and wider audiences.

2. Priority area: Recruitment

PRIORITY:

- 2.1. Continue standardising and transparently setting up selection procedures, in particular through unified rules for creating advertisements, conducting selection procedures and communicating with applicants.
- 2.2. Continue developing the adaptation process for new employees, including orientation meetings, sharing key information and support for faster adaptation to FLÚ's working environment.
- 2.3. Strengthen the professionalisation of the HR agenda and methodological support for managers when conducting selection procedures and working with newly hired employees.
- 2.4. Increase awareness of internal HR processes, documents, manuals and methodologies through the intranet, workshops and regular internal communication.
- 2.5. Develop FLÚ's attractiveness as an employer and improve the candidate experience during selection procedures, especially with regard to the international academic environment.
- 2.6. Systematise the evaluation of recruitment processes, the collection of feedback from applicants and employees, and the use of exit interviews to identify opportunities to improve HR processes.

3. Priority area: Working conditions

PRIORITY:

- 3.1. Continuously evaluate and improve working conditions with an emphasis on the stability of work capacities, the quality of the working environment and the long-term sustainability of support agendas.
- 3.2. Continue developing equal opportunities and preparing a follow-up Equal Opportunities Plan based on the evaluation of existing measures and an external gender audit.
- 3.3. Further support work-life balance and develop benefits that correspond to the needs of employees.
- 3.4. Revise selected aspects of the remuneration system, particularly in relation to annual goals, transparency of rules and new requirements in the area of pay transparency.
- 3.5. Strengthen the involvement of international researchers in FLÚ's institutional life and improve their awareness of current agendas and available support.
- 3.6. Develop internal communication and the regular collection of feedback on working conditions and the functioning of service agendas.

4. Priority area: Development and education

PRIORITY:

- 4.1. Support the career development of research staff and the enhancement of their qualifications.
- 4.2. Further develop the internal training system with a focus on developing specific competencies, the needs of employees and FLÚ's strategic objectives.
- 4.3. Support the development of early-career and junior researchers, including mentoring and other forms of individual support.
- 4.4. Develop managerial competencies of both research and support managers and the institute's leadership.

4.5. Strengthen training and methodological support in new or rapidly developing areas, especially Open Science, research data management, cybersecurity, AI, intellectual property and international cooperation.

4.6. Seek and stabilise follow-on funding sources for the long-term sustainability of development and training.

Key actors in implementation

- Researchers – represent the main target group of the HRS4R strategy and the Action Plan. The measures implemented are based on the needs of the research community and aim to create conditions for high-quality research, professional growth, international cooperation and the responsible dissemination of research results. Researchers also participate in implementation through feedback, participation in working groups, consultations and involvement in specific activities.
- Staff of service and research-supporting departments – are key actors especially in activities aimed at increasing the quality of support for research activities, streamlining internal processes, developing working conditions and professionalising support agendas. They are involved in implementation both as managers of specific activities and as participants in consultations, working groups and as a source of practical feedback.
- International employees and members of research teams – constitute an important target group for activities focused on internationalising the workplace, supporting mobility, bilingual communication, adaptation and involvement in FLÚ's institutional life.
- FLÚ leadership – is the main guarantor of the strategic direction of the Action Plan, supports the implementation of HRS4R and decides on the priorities of institutional development. Leadership also ensures the linking of the Action Plan with other strategic documents, development projects and workplace management.
- Steering Committee / Řídící výbor HRS4R – oversees the implementation of the Action Plan, monitors the ongoing fulfilment of activities and discusses key decisions related to implementation. For the period of the revised Action Plan the Steering Committee was appointed in a renewed structure as of 30. 6. 2023. In connection with the preparation of a new Action Plan for the period 7/2026–7/2029 an update of the composition of this body is planned so that it corresponds to the new priorities and expanded implementation areas.
- HR team – ensures the daily coordination of Action Plan implementation, methodological support for activity managers, collection of materials, monitoring of indicator fulfilment and communication towards FLÚ leadership and the Steering Committee. The expansion of the HR team during the assessed period strengthened capacities especially in recruitment, support for international employees, education, evaluation and employee care.
- Managers of individual activities – are responsible for the substantive delivery of specific activities, monitoring indicators, preparing outputs and continuous reporting on implementation status. Depending on the nature of the activity they cooperate with the HR team, FLÚ leadership, service departments, research units and thematic working groups.
- FLÚ bodies, boards and working groups – play an important role in discussing, consulting and approving selected measures. Those involved in implementation include in particular the Workplace Council, the Director's Collegium, the Ethics Committee, the working group on remuneration, the working group on the code of ethics and other thematic working groups according to the needs of individual activities.
- Specialist and service agendas – the implementation of the Action Plan also involves specialists in the areas of Open Science, PR and internal communication, IT and cybersecurity, institutional resilience, international cooperation, grant support, the library, economic administration and other service activities.
- Representatives of the European Commission and external evaluators – provide an external framework, methodological guidance and feedback on fulfilling the HR Award and HRS4R principles.

Framework procedures for implementation

The Action Plan defines, within the set priorities, specific activities, objectives, indicators, responsibilities and deadlines. It serves as an implementation tool of the HRS4R strategy and also as a control framework for the ongoing monitoring of the fulfilment of individual measures. More detailed elaboration of partial steps, outputs and milestones will be provided as needed through internal implementation plans or work schedules for individual activities.

At the highest level, responsibility for managing the implementation of the Action Plan, monitoring its fulfilment and conducting the final evaluation lies with the Steering Committee / Řídicí výbor HRS4R. Day-to-day coordination of implementation is provided by the HR team in cooperation with the coordinators of the individual activities and with the relevant specialist and service agendas. Each activity has an assigned coordinator responsible for the substantive fulfilment of objectives, monitoring indicators, meeting deadlines and preparing materials for ongoing evaluation. Coordinators cooperate, depending on the nature of the activity, with the HR team, FLÚ management, research units, service departments, thematic working groups and other relevant actors.

The activities will be implemented progressively according to their nature. For activities requiring broader institutional involvement, the preparatory phase will include the collection of background materials, consultations with relevant groups of employees, discussion of proposals and subsequent specification of measures. After measures are implemented, their practical functioning will be evaluated as necessary and, where appropriate, adjustments to the procedure, further elaboration in a subsequent period or revision of the intended approach within the valid Action Plan will be proposed. The fulfilment of the Action Plan will be monitored continuously, typically at half-yearly intervals, taking into account the set milestones and indicators. The HR team, in cooperation with the coordinators, will prepare materials on the status of implementation of individual activities for the Steering Committee / Řídicí výbor HRS4R. At the end of the Action Plan's validity period a final evaluation of the fulfilment of activities, objectives and indicators will take place. Data for evaluation will be drawn mainly from coordinators' reports, internal materials, feedback from employees and other relevant sources.

Cooperation and involvement in the implementation process

At FLÚ, governing and working bodies have been involved in the implementation of the Human Resources Strategy for Researchers (HRS4R) on a long-term basis. The main supervisory role is performed by the Steering Committee / Řídicí výbor HRS4R, which was appointed in a renewed structure for the period of the revised Action Plan on 30. 6. 2023. In connection with the preparation of the new Action Plan for the period 7/2026–7/2029, further updates to the composition of this body are envisaged so that it corresponds to new priorities, especially in the areas of working conditions, remuneration, Open Science, institutional resilience, cyber-security, international cooperation and continuous development of the HR agenda. The executive and coordinating role in implementation is provided by the HR team in cooperation with the Working Group HRS4R, the coordinators of individual activities, FLÚ management, research units and relevant service departments. Depending on the nature of the individual activities, representatives of specialist agendas are also involved in the implementation of the Action Plan, in particular Open Science, PR and internal communication, IT and cyber-security, institutional resilience, international cooperation, grant support, economic administration and the library.

Various sources of feedback were used in preparing the revision of the Action Plan and in formulating activities for the new period. In April 2026 a questionnaire survey was conducted focusing on professional and ethical aspects of research work and working conditions at FLÚ. Inputs from interviews with newly hired employees during the adaptation period, from feedback at the termination of employment, from meetings of FLÚ management with individual departments, from meetings of heads of research units and from thematic working groups were also used.

Important consultation formats included the working group on remuneration, the working group on the ethical code, focus groups on working conditions and interviews

with managerial staff focusing on training and development needs. These formats enable the ongoing collection of practical experience, verification of the functioning of implemented measures and identification of areas requiring continuous development.

The FLÚ Action Plan is published on the institute's website and employees are informed about its preparation, implementation and evaluation via internal communication channels. For informing and engaging staff, e-mail communication, the intranet, Zpravodaj FLÚ, the director's collegium, meetings of management with departments, internal meetings, an educational microsite and, depending on the topic, Slack or other work communication platforms will be used. The aim is to ensure that the implementation of HRS4R is not merely a formal process but is continuously linked to the needs of FLÚ's research and service staff and that employees have the opportunity to comment on relevant topics through available consultation and communication formats.

Ensure that you also address all the aspects listed in the checklist below, which you will need to describe in detail:

Checklist	Detailed description and proper justification
Have you ever carried out an internal review?	The internal review was carried out continuously in several phases of the HRS4R implementation. In the previous period a questionnaire survey focusing on professional and ethical aspects of research work was conducted in January and February 2023. The questionnaire contained 19 questions and was completed by 150 employees out of a total of 250, i.e. approximately 60 %. In February 2023 individual interviews in the area of recruitment were also carried out, involving 29 employees from different workplace groups, including heads of departments, assistants, project coordinators, management representatives and economic administration staff. Feedback on working conditions was also gathered through focus groups, including a group dedicated to international research staff. For the area of training, individual interviews, ongoing mapping of training needs and feedback after completed courses were used. As part of the preparation of the new Action Plan for the period 7/2026–7/2029, the internal review was updated by another questionnaire survey carried out in April 2026, which was completed by 100 respondents. The survey focused on professional and ethical aspects of research work, working conditions, equal opportunities, outreach and internal communication, support for publishing and Open Science, grant support and related service agendas. The results of the survey, including open responses, were used in updating strengths and weaknesses of current practice and in formulating new activities for the Action Plan. At the same time, other sources of feedback were also used, in particular interviews with newly hired employees during the adaptation period, inputs obtained at the termination of employment, meetings of FLÚ management with individual departments, meetings of heads of research units and outputs from thematic working groups.

How did you involve the research community, your main stakeholders, in the implementation process?	The research community and main stakeholders were involved in the implementation of HRS4R continuously through governing, working and consultative structures. At the strategic level, the implementation involves the Steering Committee / Řídící výbor HRS4R, the Working Group HRS4R, FLÚ management and the coordinators of individual activities. Day-to-day coordination is provided by the HR team in cooperation with research units, service departments and relevant specialist agendas. Employee involvement took place mainly through representation in the Working Group HRS4R, participation in thematic working groups, consultations with heads of research units, meetings of FLÚ management with individual departments, questionnaire surveys, interviews and focus groups. In preparing the Action Plan for the period 7/2026–7/2029, particular use was made of the results of the April 2026 questionnaire survey, inputs from the working group on remuneration and the working group on the ethical code, interviews with newly hired employees, feedback at the termination of employment and findings from meetings of management with departments. Employees were informed about the preparation, implementation and evaluation of the Action Plan through the director's collegium, meetings of management with departments, e-mail communication, the intranet, the Slack application and other internal communication channels. This multi-level form of engagement allows the ongoing verification of the relevance of proposed measures and the incorporation of feedback into the continuous development of the Action Plan.
Do you have an executive committee and/or a steering group that regularly oversees progress?	The main oversight of the implementation of the Action Plan is exercised by the Steering Committee / Řídící výbor HRS4R. This body was appointed in a renewed structure for the period of the revised Action Plan on 30. 6. 2023 and is kept regularly informed by the HR team about the state of implementation, fulfilment of indicators and any needs for adjustments. In connection with the preparation of the new Action Plan for the period 7/2026–7/2029, an update of the composition of the Steering Committee is planned so that it reflects new priorities and the extended areas of implementation. The Steering Committee will continue to oversee the ongoing fulfilment of the Action Plan, discuss key outputs and, where necessary, recommend corrective or updating measures.
Is there alignment of organisational policies with HRS4R? For example, is HRS4R recognised in the organisation's research strategy or overarching human-resources policy?	The principles of HRS4R are continuously reflected in FLÚ's strategic, personnel and methodological documents. In the previous period documents and internal rules were created or updated in the areas of HR, OTM-R, Open Science, PR and internal communication, international cooperation, equal opportunities, training, benefits and working conditions. HRS4R is thus part of the broader framework of FLÚ's institutional development. The new Action Plan further strengthens the connection of these principles with current priorities, especially in the areas of working conditions, remuneration, research data support, institutional resilience, cyber-security, ethical use of AI, international cooperation and continuous development of the HR agenda.

How has your organisation ensured that the proposed measures will actually be implemented?	The implementation of the proposed measures is secured through clearly defined responsibilities, ongoing coordination and institutional support from FLÚ management. Each Action Plan activity has an assigned coordinator, a timeframe and performance indicators. Implementation is coordinated by the HR team, which, in cooperation with the coordinators, monitors the progress of implementation and prepares materials for the Steering Committee / Řídící výbor HRS4R. The fulfilment of the Action Plan is regularly addressed by FLÚ management and the institute's Director. Action Plans and their revisions are also discussed and commented on by the Workplace Council. The implementation of a number of activities is also supported by financial resources from the OP JAK development projects, which strengthen capacities in the areas of strategic management, professional development, institutional resilience and other support agendas.
How do you monitor progress (timeframe)?	Progress is monitored according to the timeframe, milestones and indicators established for the individual activities of the Action Plan. The HR team, in cooperation with the coordinators, continuously collects information on the status of implementation of individual measures and evaluates whether they are being fulfilled in accordance with the planned schedule. The fulfilment of the Action Plan will be evaluated typically at half-yearly intervals and presented to FLÚ Management / the Steering Committee (Řídící výbor HRS4R). In the event of delays, changes in conditions or the need to adjust a specific activity, corrective measures or updates to the implementation procedure may be proposed.
How will you measure progress (indicators) with regard to the next evaluation?	Progress will be measured primarily through the indicators set for the individual activities of the Action Plan. Each coordinator will monitor the fulfilment of the relevant outputs, deadlines and milestones and provide materials to the HR team for ongoing evaluation. In addition to formal fulfilment of indicators, supplementary sources of information will also be used, in particular coordinators' reports, outputs of working groups, internal documents, results of questionnaire surveys, feedback from employees, data from recruitment and onboarding processes and inputs from exit interviews. At the next evaluation it will thus be possible to assess not only the fulfilment of individual activities but also their practical use and impact on the working environment and support for research activity.
How do you intend to prepare for the next external review?	FLÚ will continuously collect documentation on the fulfilment of the Action Plan's activities, retain relevant outputs and documents, evaluate the achievement of indicators and obtain feedback from employees. Part of the preparation is also the first on-site visit of evaluators (Site Visit) within the HR Excellence in Research Award / HRS4R process. According to the original schedule it should take place in 2026, however the exact date depends on the setup of the external evaluation process and coordination by the relevant European evaluators. The Site Visit will be an opportunity to discuss progress in person, verify the implementation of the Action Plan and obtain further feedback. The collected documentation and recommendations will be used in preparing the next update of the Action Plan for the subsequent period.

Additional notes/comments on the proposed implementation procedure:

The Action Plan for the period 7/2026–7/2029 builds on previous phases of HRS4R implementation and further develops the areas that proved to be key for FLÚ's institutional development during the previous period. These include working conditions, transparent and accountable HR management, recruitment and onboarding of employees, Open Science, support for publishing, internal communication, international cooperation, professional development, institutional resilience, cybersecurity and the ethical use of artificial intelligence tools.

In the previous period a number of support agendas were professionalised and reinforced with additional staffing, particularly in HR, PR and internal communication, Open Science, international cooperation, education, grant support and support for international employees. These capacities form an important basis for the implementation of the new Action Plan. At the same time FLÚ will continue to monitor the long-term sustainability of these agendas, especially where they are partially dependent on project funding.

The fulfilment of the Action Plan is significantly supported by development projects financed from OP JAK, particularly by a project focused on strategic management, professional development of staff and FLÚ's institutional resilience, implemented in the period 7/2025–6/2029. These resources enable continuous development of the Action Plan's key areas, the strengthening of expert capacities and the implementation of measures that contribute to improved working conditions and effective support for research activities.

Documents related to HRS4R and HR Excellence are published on FLÚ's website if intended for the general public. Internal documents, methodologies, directives and working materials are available to employees via the intranet, internal repositories or the relevant responsible departments.

If necessary, relevant documents and materials may also be provided as attachments to the evaluation.