REVISED ACTION PLAN

Case number: 2020CZ480516
Name Organisation under review: *Filosofický ústav AV ČR v. v. i.*
Organisation's contact details*: Jilská 1, Praha 1, 110 00, Czech Republic*
Date of submission: 29.6.2023

1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	127.76
Of whom are international (i.e. foreign nationality)	26.4
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0
Of whom are women	28.58
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	89.11
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	24.86
Of whom are stage R1 = in most organisations corresponding with doctoral level	13.79
Total number of students (if relevant)	---
Total number of staff (including management, administrative, teaching and research staff)	189.02
RESEARCH FUNDING (figures for most recent fiscal year)	**€**
Total annual organisational budget	8,477,211.47
Annual organisational direct government funding (designated for research)	5,363,672.77
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2,546,745.33
Annual funding from private, non-government sources, designated for research	566,793.37
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
The Institute of Philosophy of the Czech Academy of Sciences (henceforth 'Institute of Philosophy' or 'institute') is an academic institution of a non-university type focused on research in philosophy with interdisciplinary overlaps to other humanities. Its research also reacts to developments in social and natural sciences. As an important academic centre in national and international context, the institute engages in domestic and international collaboration with universities and non-university institutions, participates in European research networks, and reacts to the needs of Czech society. The institute systematically encourages academic creativity of researchers in the humanities, and emphasises innovation, openness, and interdisciplinary dialogue.	

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
ETHICAL AND PROFESSIONAL ASPECTS Strengths: • The institute ensures and fully supports freedom of research. In general, its employees show clear confidence in the institution. • The institute is characterised by an ethical culture, collegial atmosphere, and transparency of organisational structure. It supports democratic forms of decision-making cooperation with various bodies and associations. • The institute has established rules against discrimination and problematic behaviour; a questionnaire survey, Ethical and Professional Aspects of Research Work, confirmed that such phenomena occur there only in isolated instances. • Researchers are aware of the importance of popularising activities. • Institute's management and its researchers are interested in open science. • The institute has appropriate safety standards and newly established measures for OSH. • A very good level of project and administrative support from the grant department. • The institute's budget and financial management is transparent; an Annual Report is published every year. • Several levels of assessment have been introduced, both individual review, which takes place in the course of attestation procedure, and international review, which includes feedback from the International Advisory Board.	Weaknesses: • Ethical standards of academic work in the humanities realised at the institute are not codified in the form of an in-house Ethics Code and there is relatively low awareness of the Ethics Code of the Czech Academy of Sciences. • At different levels of institute's functioning, there is a perceived need for improvement in the forms of internal communication and an increase in information level among employees. • Insufficient support of open access to academic information in institute's strategic documents and limited funds to improve the situation. • Presentation of institute's academic activities is not sufficiently comprehensible to the general public. • Lack of clarity about the character of support offered for publishing activities and variable level of information among employees about available publishing opportunities. • Absence of flexible reactions to trends and changes in legislation and absence of interim training for employees in related areas relevant to research activity, e.g. in the law on intellectual property. • Lack of resources to fund employees' training and development (over and above compulsory training).

Strengths (Interim Assessment, max 500 words)

Aspects which in the previous Action Plan belonged to the strengths remain unchanged and in the same category.
Some aspects originally belonging among our weaknesses have moved into the strengths. This pertains in particular to:
- A newly created Code of Ethics of the Institute of Philosophy. 80% of persons who responded to the survey (see below) know the document and believe it to be important.
- Internal communication and employees' awareness have improved. Employees of the Institute have been offered a premium version of the Slack communication platform, bilingual communication was introduced, and regular meetings of the management and service departments with individual research departments take place.
- We have managed to support open science more effectively: training on this subject took place and in general, researchers perceive a greater support of publication activities, which was reflected also in the results of a survey. Aside from that, we have prepared a Strategy of Open Science at the Institute of Philosophy in the form of a document.
- Support in the area of PR has improved significantly. Thanks to project 'Enhancing the Development of the Institute of Philosophy', we were able to hire a PR specialist who initiates and develops PR agenda and communication activities. A survey had shown a very positive perception of the area of PR, where employees perceive the work of the PR specialist as a great contribution to the functioning of the Institute and presentation of its activities to the wider public.
- A survey had also shown satisfaction with the level of technical support provided for publishing; the opportunity to use editing service for texts in English, which is paid from the Development of Capacities project, is likewise viewed positively.
- Thanks to a grant to support the development of the Institute, we were able to organise a large amount of necessary training and workshops for employees of the Institute. The workshops were organised based on employee demand and therefore tailored to their individual needs. Surveys and focus groups have shown great satisfaction with majority of the courses and workshops, which were assessed as useful and beneficial.

Weaknesses (Interim Assessment, max 500 words)
The FTE earmarked for employing a PR specialist is insufficient: the PR is extremely busy; some agendas (e.g., the new website of the Institute) are so time-consuming their demands go over the capacity of the current employment contract.
In the future, we will need to address a more sustainable model of financing a PR position to make sure it is not paid for from a grant.

Remarks (max 500 words)

These conclusions are based on a survey that took place in January–February 2023. The survey included 19 questions and focused on professional and ethical aspects of research. Return rate was 60%; of the total of 250 employees of the Institute, 150 have taken part.

RECRUITMENT AND SELECTION	
Strengths:	Weaknesses:
• A properly functioning recruitment process based on open, fair, and internationally comparable procedures. There is no discrimination against disadvantaged groups.	• The recruitment process does not have support in the OTM-R policy. • Low awareness of the benefits of a managed process of staff adaptation. • Advertisements for vacancies do not have a unified format of information on working conditions and staff benefits, and sometimes do not include

• Selection procedures for research positions are advertised in line with the law and other pursuant regulations. Selection criteria are adequate and meet the established requirements for suitable candidates. • Candidates' overall experience and actual results are fully taken into account in the selection process. • Mobility is rated positively; education and experience from international environments are acknowledged and respected. • Selection committees are assembled with an emphasis on expert criteria and a view to gender balance. • Postdoctoral positions are held for at most five 5 years in line with valid regulations.	information on career growth. The approach to providing feedback to candidates varies. • There are no unified recommended procedures for conducting interviews with candidates for vacancies or appointment of members of selection committees. Not all selection committees include women. • The roles of the staff – and by extension the departments – involved in the selection process in its different phases are not defined. • Lower level of involvement of the HR team in the recruitment and subsequent adaptation of new research staff contrasts with practice in service departments. • There is a lack of general familiarity with the internal Manual for Employees, which offers new staff structured information and help in the process of adaptation.

Strengths (Interim Assessment, max 500 words)

Aspects which in the previous Action Plan belonged to the strengths remain unchanged and in the same category.
Some aspects originally belonging among the weaknesses have moved into the strengths. These include:
-        Introduction of the OTM-R policy: it has been adopted and is fully implemented in practice.
-        New employees take part in an orientation meeting, where they are familiarised with the operation of the Institute and its basic processes, methods, and rules, including the system of benefits.
-        All employees are regularly informed by email or at regular meetings about the possibility of and new features pertaining to benefits. There are also workshops on this subject; past ones included for instance instructions showing how to work with the electronic application related to benefits.
-        A model hiring advertisement was created and is used in advertisement of available positions at the Institute.
-        A series of relevant guidelines has been created regarding hiring. Their full overview is included in this document in section Comments on the Implementation of the OTM-R principles.
-        HR team is involved in all selection procedures.

Weaknesses (Interim Assessment, max 500 words)

Definition of responsibility of the individual actors in the process of selection of new employees will need to be further updated.

Given the uniqueness of some of the research positions, some employees are still not sufficiently aware of the internal documentation pertaining to selection of new employees.

In the future, we will need to address a more sustainable model of financing HR positions so that they are not financed from a grant.

WORKING CONDITIONS

Strengths:

- Working conditions provided by the institute enable researchers to fully focus on research and to establish a work–life balance.
- Work flexibility in terms of location and timing is appreciated, as is the good level of interpersonal relations (collegiality). The professional attitude of institute's management and its open and forthcoming approach to problems is likewise highly rated.
- High standard of library information services in terms of the equipment of libraries and access to databases of academic literature.
- Functioning international collaboration of all kinds, including institute's openness to employing international researchers.
- Strong support for mobility from institute's management.
- Internal wage regulations set pay rates of institute employees transparently and fairly across all levels and regardless of gender.
- High degree of autonomy for heads of department.
- Openness to discussion and democratic decision-making.

Weaknesses:

- Absence of suitable facilities for informal meeting of staff and a limited range of opportunities for informal meetings among researchers.
- Lack of a comprehensive, comprehensible, and universally known overview of staff advantages and benefits.
- For a long time, the personnel department focused mainly on the administration of personnel agenda; there is a lack of continuity and established procedures for tackling other important aspects of care for staff.
- Barriers in communication in the English language: some of internal documents are not available in English and some staff of the service departments does not have the necessary level of knowledge of English.
- A feeling of uncertainty in relation to the type and length of work contracts and a sense of instability of employment, particularly among early-career researchers.
- Lower pay rates compared to other institutes of the Czech Academy of Sciences.
- Lower representation of women in research and senior positions, ineffective institutional mechanisms for the support of gender balance.
- Inadequate communication between departments and low level of collaboration between research teams. Lack of resources to fund international mobility, which is therefore covered mainly from grants.
- Capacity limits of the building in the Jilská-Husova complex.

Strengths (Interim Assessment, max 500 words)

Aspects which in the previous Action Plan belonged to the strengths remain unchanged and in the same category.
Some aspects originally belonging among the weaknesses have moved into the strengths. These include:
- Awareness of the benefit programmes is high, and employees are informed about them via email, at meetings, and at workshops on the subject of benefits.
- Strategic documents were translated into English and are available on the Institute's internet website or the intranet. As part of development of the Institute, we have organised intensive courses of English for staff of the service departments.
- A new Collective Agreement was adopted in 2023, which, among other things, accentuates the need to stabilise the employment of researchers.
- In the course of 2022, the tariff part of salaries has been unified in all tariff classes.
- An Equal Opportunities Plan (an extended version of Gender Equality Plan) was created in August 2022, and in September 2022, it was approved by the Council of the Institute. The document is published on the website of the Institute. It will stay in power for three years, after which the defined activities will be re-assessed, and a follow-up Equal Opportunities Plan II prepared.
- Thanks to project Enhancing the Development of the Institute of Philosophy, we have hired a coordinator of international collaboration, who achieved significant development of this area and played a significant role in preparing a Strategy of Development of International Collaboration and Internationalisation of the Institute of Philosophy, which was subsequently adopted by the Council of the Institute of Philosophy.
- The use of existing spaces of the Institute has been optimised, for instance by remodelling of spaces within the premises or regrouping some departments. Aside from that, we have also rented some offices outside the main building of the Institute. Employees have been offered the possibility of home office.

Weaknesses (Interim Assessment, max 500 words)

- Since the Institute of Philosophy resides in a listed historical object shared with two other institutes of the Czech Academy of Sciences, the spatial capacities are insufficient (what is lacking are for instance smaller meeting rooms which the employees could use). Another space that is missing is some space for informal meeting. This will require an analysis of options and capacities of existing premises.
- A special challenge for personnel policy is the currently high inflation in the Czech Republic and associated rise in the living costs (in 2022, average inflation was 15.1%) in conjunction with stagnating salaries. For the personnel management of the Institute, this is most challenging, because we need to increase the salaries, provide more support to, and stabilise the employment of our employees.

Remarks:

Feedback on this subject has been received via focus groups. In January 2023, two focus groups were organised, whereby one was intended specifically for international researchers. All in all, 15 employees took part. Within the period of the entire implementation phase, there were regular meetings with the management of the Institute of Philosophy, heads of departments, and rank-and-file employees on the subject of working conditions. The aim of this initiative was to continuously assess this area using the measures described above; see Strengths (Interim Assessment).

TRAINING AND DEVELOPMENT

Strengths:	Weaknesses:
	• Absence of an internal system and strategy for staff training and development.

• An organisational culture that supports and stimulates lifelong learning, staff's willingness to keep on learning and sharing their knowhow with others. • A newly created post of specialist for training and development, whose task it is to facilitate the access of staff to further training. • Newly created internal educational portal intended to improve researchers' awareness of opportunities for education and development. • Ability to react flexibly to unpredictable situations, such as the Covid-19 pandemic, and look for alternative methods of training and development.	• Absence of a mentoring programme as an instrument of career development for junior staff. • Absence of a development programme for senior staff; lack of attention to training of staff for senior/managerial positions. • Absence of a training programme for junior researchers that would help them at the start of their careers. • A somewhat conservative approach to education and training, especially to some methods and educational contents; scepticism about the need for training in soft skills. • Absence of an institutional strategy for knowledge sharing and knowledge transfer is evident for instance in repeated demands for particular training courses (e.g. preparation of grant applications and publishing possibilities).

Strengths (Interim Assessment, max 500 words)

Aspects which in the previous Action Plan belonged to the strengths remain unchanged and in the same category.

We have prepared a Strategy of Development and Training of Employees. A series of workshops and courses which were organised in the past two years had the following positive impact:
- Employees have expanded their professional expertise and skills, especially in areas they assessed as important.
- Employees were given an opportunity for personal growth not only within their narrow area of expertise but also in other areas, including soft skills.
- The courses and workshops stressed certain key subjects (such as open science, institutional resilience, cybersecurity, gender equality, leadership, etc.), which in turn support the development and cultivation of the working environment.
- Experience with preparing the courses and workshops has contributed to a better grasp of Institute employees' needs, improved our awareness of situation on the market of company education, and resulted in a higher effectivity of educational activities.
- Our organisational culture in general supports life-long education, as attested for instance by the fact that employees often share what they have learned at workshops and in courses with other colleagues (e.g., in the case of a course on copyright).

Employees of the Institute of Philosophy currently show initiative in organising educational events and are interested in self-directed learning.

Weaknesses (Interim Assessment, max 500 words)

The mentoring programme has not been realised to the extent we had anticipated. The overall conception had changed twice and, at the moment, we are investigating the possibility of collaborating with other institutes of the Czech Academy of Sciences.

Financial resources for reimbursing the work of mentors are missing. In the current general situation of under-financed salaries in humanities and social sciences, mentoring is perceived as additional work for which senior researchers are not well motivated or do not have enough time.

Remarks (max 500 words)

Feedback on this subject was acquired via a focus group and, on top of that, we have asked after each course or workshop all participants for feedback via a questionnaire. This feedback was regularly evaluated, and subsequent steps accordingly modified.

Unstable sources of financing hinder the realisation of the Strategy of Development and Training of Employees to the planned extent. It will be necessary to look for new grant opportunities for financing development and education, which is time-consuming and requires further personnel resources.

There is a risk of duplicity of education programmes with collaborating universities, which likewise offer doctoral students development and education.

Have any of the priorities for the short- and medium term changed? (max 500 words) / Změnila se některá z krátkodobých a střednědobých priorit?

No changes of priorities took place, neither in short-term nor in the mediumg-term horizon.

Have any of the circumstances under which your organisation operates changed and did it have had an impact on your HR strategy? (max 500 words) / Změnily se nějaké okolnosti, v nichž vaše organizace působí, a měly tak dopad na vaši strategii lidských zdrojů?

As in most countries, implementation of the Action Plan was significantly complicated by the Covid-19 pandemic. Employees of the Institute of Philosophy faced additional challenges due to the need to balance work, family, and personal life (especially during the lockdowns and when schools functioned only online). This limited their ability to become involved in the implementation stage of the Action Plan HR Award to the originally envisaged extent, to work on their development, build contacts with international research organisation, pay greater attention to the issue of open access to scientific information, etc.
In the last year of realisation of the Action Plan, we are noting added pressures on some personnel processes due to the war in Ukraine (e.g., hiring of foreign researchers and staff).

The personnel composition of the HR Department had changed.

We have noted a positive impact of introduction of some strategic documents such as the GEP, the Code of Ethics, and Guidelines on our recruitment policy.

Are any strategic decisions underway that might influence the Action Plan? (max 500 words) / Probíhají nějaká strategická rozhodnutí, která mohou ovlivnit akční plán?

Within the Institute of Philosophy as such, no crucial strategic decisions were taken in the past two years that could affect the Action Plan.
One strategic decision that might affect the realisation of a revised Action Plan in the future could be the planned change of director of the Institute (a new director assumes function as of 1 September 2023).

Project Enhancing the Development of the Institute of Philosophy ends as of 31 May 2023 and, at the moment, no follow-up grant scheme or programme has been announced that would enable a continuation of the initiated activities.

More generally, it is fair to say that in the Czech Republic, research in humanities and social sciences suffers from long-term underfinancing; that affects the salaries of both researchers and research-supporting personnel. In reaction to this problem, researchers and students of humanities and social sciences have recently organised protests. The main challenge of personnel policy in these areas are low and stagnating salaries (moreover in the context of high inflation and rising living costs), which further negatively affect the working conditions at the Institute of Philosophy.

3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL: http://www.flu.cas.cz/cz/o-nas/hr-excellence

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
A1: **To establish ethical standards corresponding to the character and needs of the Institute of Philosophy.**	2. Ethical principles 3.Professional responsibility 27. Gender balance 34. Complaints/ appeals	1Q/2021 - 2Q/2022	Working Group for the Code of Ethics Management of the Institute of Philosophy	Target: To introduce an in-house ethical standard for the Institute of Philosophy and procedural foundations of dealing with complains. Indicators:

				• Creation of an Code of Ethics of the Institute of Philosophy, its adoption by institute's Council, and incorporation into institute's system of internal norms at the institute. • Creation of an Ethics Committee of the Institute of Philosophy and adoption of its rules of procedure. • Establishment of proper procedures for addressing complaints and issues that will take into account creation of the Ethics Committee and its powers.

Current status:
    ☐   NEW
    ☐   IN PROGRESS
    ☐   <mark>COMPLETED</mark>
    ☐   EXTENDED
				Remarks:
				
				• In November 2021, a process of commenting on the newly created Code of Ethics of the Institute of Philosophy by the management of the Institute had taken place. In February 2022, a draft version of the Code of Ethics was submitted for a broader debate to employees of the Institute. In March 2022, employees were informed by email about a meeting planned for May and a deadline was set to the end of April 2022 for entering comments on and proposals of changes in the new document. During this period, about 25 comments were received. Workgroup on the Code of Ethics was initially meeting at least once a month, during a period of more intense work sometimes even once a week. On 19 May 2022, we had an open meeting for all interested employees of the Institute. Due to the length of the discussion, another meeting was set for the end of June 2022. After a long debate, the resulting text was submitted to the Council of the Institute and approved. The document was sent to all employees by email and subsequently published on the Institute website.
				• Reference to the Code of Ethics is now integrated in all employment agreements and other internal documents of the Institute of Philosophy (Employment Code, Collective Agreement, Code of Governance).
				• A survey had shown that most employees of the Institute are familiar with the Code of Ethics and most employees believe that adoption of this document has been beneficial.
				• The <mark>Rules of Procedure of the Ethics Committee</mark> have been adopted by the Council of the Institute on May 2023.
				• Based on a proposal of Director of the Institute, the Council had approved all five nominated members of the newly created Ethics Committee of the Institute of Philosophy and they were all in April 2023 officially appointed by Director of the Institute.

A2: **To change the settings of and to optimise internal**	4. Professional attitude 24. Working conditions	3Q/2021 - 4Q/2022	PR specialist	Target: To improve the level of awareness of relevant information among staff (via better targeting and relevance of information) by improving

communication with the aim of keeping employees better informed.				Management of the Institute of Philosophy and the secretariat Economic administration HR team	information flow among staff, and between academic departments and institute's management.

Indicators:
- Establishing a new electronic information system (EIS) that would enable digitalisation and sharing of information on a wide range of institute's service agendas.
- Optimisation of the intranet and where necessary separation of its interface from the institute website.
- Introduction of a tradition of regular information days at the Institute of Philosophy. It should help increase staff's awareness of available internal communication tools. On information days, it would also be possible to test new communication tools for sharing especially information about institute's long-term academic strategies, important service and research agendas of departments, or news from college meetings.

Current status:
- ☐ NEW
- ☐ IN PROGRESS
- ☐ COMPLETED
- ☐ EXTENDED

Remarks:

- In May 2021, a prototype of a new EIS information system has been submitted and a proposal as such was handed over by the supplier in August 2021. This was followed by implementation, which was approved in late 2021. Implementation supervision of the supplier was completed in March 2022. All stages as a whole have been approved and the new information system is since 2022 fully implemented and used. Feedback on its functionality and satisfaction with the new EOIS information system is received regularly at the occasion of annual meetings with individual departments, at meetings of management of the Institute with representatives of the Financial Office and infrastructure employees, and at meetings with researchers.
- A special bloc of lectures was dedicated to this subject at the Information Day of the Institute of Philosophy in April 2022.
- A survey had shown that most respondents (80%) view the introduction of a new information system as beneficial. They view as especially advantageous its faster and more flexible administration, lower error rate, the possibility of accepting changes remotely, clarity of organisation, and easier finding of particular documents.
- Due to the less favourable situation during the Covid-19 pandemic and state-ordered lockdowns, the intended new design of Institute web and intranet environment is so far only at the stage of trying to find a supplier and preparation of a proposal of

changes that should be incorporated in the new design. We are currently preparing a tender for a supplier of both the internet and intranet solutions.

- We have introduced a new information channel using the Slack application, which employees regularly use.
- We have introduced a format of the Information Day of the Institute and set up regular meetings between management of the Institute, representatives of the service departments, and individual research units.
- Within the Information Day on 21 April 2022, we have prepared an overview of information on key PR activities, such as
  - Regular publication of Researcher's Guide, which is a document mainly for internal use (a variation on the earlier Newsletter). It contains practical information related to the functioning of the Institute. It is published as needed, usually quarterly.
  - Regular publication of *Zpravodaj* (Bulletin) of the Institute. This is intended also for external subscribers and contains information about planned events, seminars, conferences, new books, etc.
  - In case of events organised by the researchers, a PR specialist helps with communication and sends group emails.
  - The visual style of PR materials is being unified on an ongoing basis.
  - Provision of regular updates on the intranet (publication of directives, notes from meetings of the collegium, etc.).
- A survey had indicated a preference for meetings between the management, representatives of the service departments, and individual science units.
- Answers of most respondents indicate that internal communication has improved.

| A3:
To improve researchers' awareness of forms of publication support. | 8. Dissemination, exploitation of results | 3Q/2021 - 1Q/2022 | Scientific Secretary
Publishing department
HR team | Target:
To increase the accessibility of information about internal possibilities of publication support.

Indicators:
• Creation of digital information materials on opportunities to publish offered by the Filosofia publishing house, by the Oikoymenh publication department, and by academic journals published by the Institute of Philosophy. |

				- Add further information on publication support and editing support to the Manual for Employees (Czech and English versions). - Inclusion of the subject of internal support for publication and high-quality editing in the programme of information days.
Current status: ☐ NEW ☐ IN PROGRESS ☐ <mark style="background:#00ff00">COMPLETED</mark> ☐ EXTENDED				Remarks: - Support of researchers in the area of publishing and editing is mainly the responsibility of the coordinator for international collaboration. Support on the part of the Scientific Secretary takes place within programmes financed by the Czech Academy of Sciences (e.g., the Support of Perspective Human Resources). It takes place as previously established, that is, by informing about announced calls twice a year. In connection with this, a more detailed specification and planning of the intended number of books to be published takes place. - Information about the Filosofia publishing house and its editing department OIKOYMENH, including instructions for authors, is now available on our website at 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. - Document Manuál pro zaměstnance (Manual for Employees) was supplemented with information related to support of publications and proofreading (in Czech and English). - The Information Day of the Institute (on 21 April 2023) included a presentation of new books and other publications; they are also presented at book launches open to the general public. - Newly published titles (books and journals) are regularly presented at the Director's Collegium and on Institute websites and social network pages. - In 2021, we worked on a redesign of the existing e-shop which offers publications of the Institute. In 2022, we have launched the new design of the e-shop and further work on its improvement is planned. It now offers the opportunity to download selected titles published by the Filosofia for free and the number of publications available in this manner is growing. - A survey had shown that researchers of the Institute are in general satisfied with the work of Filosophia and the editing department OIKOYMENH and feel sufficiently informed both about their production and the ways and possibilities of publishing there.
A4: **To introduce a comprehensive internal**	8. Dissemination, exploitation of results	1Q/2021 - 4Q/2022	OA specialist	Target: To create institute's own knowhow and introduce a policy of open science and open data (open access).

policy of the institute with regard to open access.				Indicators: • Adoption of an Open Science Strategy at the Institute of Philosophy. • Creation of an Open Science Manual for staff and creation of Director's Method Guidelines for the implementation of open access. • Training of institute staff in at least three information seminars dedicated to open access.
Current status: ☐ NEW ☐ IN PROGRESS ☐ COMPLETED ☐ EXTENDED				Remarks: • Document on the Open Science Strategy of the Institute was approved by the Council of the Institute in mid-October 2022. • Open Science Manual for employees and Director's Methodical Guidelines pertaining to implementation of open access were created in early 2023. Both documents are based on the approved Strategy and both are above all practical guides aimed at helping researchers to better comprehend the strategy. All of the abovementioned documents are available on the Institute's intranet. • In 2021, 2022, and 2023 workshops focused on open access took place. Records pertaining to these training events are available on the Institute's intranet.
A5: **To support publication of research results in international context in open access regime.**	8. Dissemination, exploitation of results	1Q/2021 - 4Q/2022	OA specialist	Target: To apply the principles of open access to staff outputs and to the editing policies of journals published or co-published by the Institute of Philosophy. Indicators: • The use of at least 75% of the funds for the support of open access publishing. • Evaluation conducted based on a comparison of changes in the number of publications in OA regime between 2020 and 2022.

Current status:				Remarks:
☐ NEW ☐ IN PROGRESS ☑ **COMPLETED** ☐ EXTENDED				• A survey as well as meetings of focus groups show significant interest of researchers in this area. In total, 60% of researchers are familiar with the open science strategy and over half of respondents are interested in learning more about this subject. • The resources intended for the support of publication within open science is, was of 31 May 2023, completely spent, which is why – in view of ongoing interest – we have increased the amount of money and were able to pay one more publication fee. All in all, we have thus supported 10 applications for support of publication in the open access regime. • The *Filososofický časopis* (Philosophical Journal) journal published by the Institute, one of the leading Cech publications dedicated to all areas of philosophy, is now published fully in the open access form. This is, and has been for some time, the case of also another journal published by the Institute, the *Teorie vědy* (as well as two other journals co-published by the Institute, *Organon F* and *Aither*). Some titles of the Filosophia publishers which are available for a free download on the website of this publishing house are likewise accessible in this manner.
A6: **To support the development of popularising activities with an eye to both the specialist and lay public.**	9. Public engagement 39. Access to research training and continuous development	2Q/2021 - 4Q/2022	PR specialist	<u>Target</u>: To update the strategy and improve popularisation of research results. <u>Indicators</u>: • Revision of the Popularisation Strategy of the Institute of Philosophy. • Definition of the extent and mode of cooperation between the academic departments and the PR specialist: creation of an internal manual for practical procedures in promotion and popularisation at the institute. • Creation of new popularisation links (development of a network of contacts of collaborating journalists and schools). <u>Target</u>: To strengthen researchers' ability to formulate and publicly present currently relevant subjects. <u>Indicator</u>: • Realisation of four training and two information seminars aimed at improvement of presentation skills among research staff.
Current status: ☐ NEW				Remarks:

☐ IN PROGRESS ☐ COMPLETED ☐ EXTENDED				• To support collaboration and awareness of PR at the institute, we have prepared a Manual accessible in Czech and English; it is available on Institute intranet. • We have formed relationships that should aid popularisation efforts of the Institute and built a network of contacts with collaborating journalists and schools (the relevant document in an updated form is available on the intranet). • We have organised workshops and seminars focused on improving the presentation skills of researchers. • The Institute has tried to produce podcasts but due to professional reasons and capacity of personnel, we have instead opted for collaboration within the main podcast of the Czech Academy of Sciences. To some extent, though, there are still some efforts to make podcasts also directly at the Institute. • In an effort to support professional relationships, we have organised a joint meeting day for employees of all three Institutes which share the premises of the Jilská–Husova compound; the date was chosen so as to mark the beginning of the academic year. • In order to disseminate information about the functioning of our institution, we have organised a so-called Information Day in April 2022. • We have realised a total of 7 workshops or seminars aimed at improving the presentation skills of researchers.
A7: **To remove deficits in communication with employees from abroad.**	5. Contractual and legal obligations 24. Working conditions 39. Access to research training and continuous development	1Q/2021 - 4Q/2022	Coordinator of international cooperation HR team (PR specialist)	Target: To minimise the language barrier in communication between international employees and service departments. Indicators: • Creation of English versions of at least 80% of internal documents. • Expansion of the English version of web pages of the Institute of Philosophy. • On the intranet, establishment of a section for international staff with easily accessible internal documents. • Organisation of a long-term course (more than one year) for financial and administrative stuff focused on the development of their English language skills. • Organisation of Czech language courses for international staff.

Current status:				Remarks:
☐ NEW ☐ IN PROGRESS ☑ COMPLETED ☐ EXTENDED				• All internal documents are currently available also in English. • We emphasise the need for bilingual email communication in sending any informative emails. • We have created a new section for international researchers: it contains a manual and other useful links. • We have launched a course of Czech for Foreigners but due to lack of students, the course was cancelled. International staff are rather pointed to the Department of Language Studies, which offers international researchers language courses of high quality taught by experienced lecturers.
A8: **To secure the development of practical knowledge regarding contractual and legal obligations relevant for research activity.**	5. Contractual and legal obligations 39. Access to research training and continuous development	2Q/2021 - 4Q/2022	Specialist for training and development	<u>Target:</u> To raise the awareness of academic and other staff (editorial office, libraries) about the rights and duties involved in dealing with intellectual property and the rules of grant competitions. <u>Indicators:</u> • Creation of a simplified account of internal guidelines on dealing with the outputs of work performed by institute staff. • Drafting a plan for further training of staff on intellectual property law, changes in the relevant regulations, and rules of grant competitions. • Realisation of at least two information seminars on copyright for researchers.
Current status:				Remarks:
☐ NEW ☐ IN PROGRESS ☑ COMPLETED ☐ EXTENDED				• Interpretation of internal guidelines regarding works created by employees of the Institute was created in March 2022. The document is published among the internal documents on the Institute's intranet. • In 2023, we have published a Directive of the Director on the Listing of Affiliations and Dedications of Publication Outputs of Employees of the Institute of Philosophy. The document is published among the internal documents on the Institute's intranet. • In 2021—2022, we have organised three seminars on copyright. • In May 2023, we have prepared a Strategy of Development and Training of Employees, which includes an education plan with a conception of further training of employees in the area of intellectual property, changes to relevant legislation, and rules of grant competitions.

A9: **To support standardisation and transparency of the recruitment process.**	12. Recruitment 13. Recruitment (Code) 14. Selection 15. Transparency	3Q/2021 - 3Q/2022	HR generalist	Target: To define procedural standards for the selection of new staff. Indicators: • Introduction of OTM-R policy. • Creation of Methods and Procedures for the Recruitment of Staff. • Creation of a Handbook of Recommended Procedures for the Selection of Staff, with measures to ensure that the relevant individuals (senior staff and members of the selection committees) are familiarised with its content. • Creation of a handout of rules for conducting interviews for appointments.
Current status: ☐ NEW ☐ IN PROGRESS <mark style="background:#00ff00">☐ COMPLETED</mark> ☐ EXTENDED				Remarks: • The principles of OTM-R policy have been defined and employees familiarised with them (a round of commenting and discussions took place in January 2022). • Official Methodical Guidelines of the OTM-R Policy have been formulated and published on the Institute website (in Czech and English). • We have created documents which clarify the processes linked to recruitment of new employees - Handbook of recommended recruitment procedures, Practical tips for conducting interviews, <mark style="background:yellow">Onboarding package</mark>, and a <mark style="background:yellow">Checklist</mark>). All these documents were commented upon and discussed between 16 September 2021 and 30 September 2021 and final versions are available on the Institute website (in Czech and English). • Members of the Institute's management have been familiarised with the documents and recommendations at the Director's Collegium on 1 November 2021.
A10: **To introduce a managed process of adaptation of new employees.**	12. Recruitment	2Q/2021 - 4Q/2021	HR generalist	Target: To facilitate adaptation of new employees to the working environment of the institute. Indicator: • Creation of recommendations for the process of adaptation of new staff members (in the form of a handbook and a checklist) from the perspective of relevant activities, training conditions, competences of actors of particular stages of adaptation, and introduction of these new procedures at the Institute of Philosophy.

Current status:				Remarks:
☐ NEW ☐ IN PROGRESS ☐ COMPLETED ☑ **EXTENDED**				• This subject is integrated into documents Handbook of recommended recruitment procedures and into the Checklist. • We have introduced a system of regular meetings of the HR generalist and new employees after one month of the trial period. • HR manager also meets with new employees before the end of their trial period. • Based on individual meetings of the management, researchers, and department assistants, we found that the current adaptation process is insufficient, should be expanded to the entire trial period, that is, three months, and include issues linked to the researchers' job description. • In connection with changes in the composition of the HR department, this will newly be the responsibility of the HR manager.
A11: **To introduce and define agendas relating to human resources at the Institute of Philosophy.**	24. Working conditions 12. Recruitment 13. Recruitment (Code)	1Q/2021 - 3Q/2021	HR manager	<u>Target</u>: In connection with the HR Award process, to bring key processes of HR management at the Institute of Philosophy in line with the HRS4R (Human Resources Strategy for Researchers). <u>Indicators</u>: • Creation of a strategic conception of new definition of HR personnel agendas and competences of the persons responsible. • Creation of a functional scheme of institutional working procedures for HR management in the form of a workflow of HR processes. • Presentation of a new organigram informing employees about the structure of personnel activities and the people responsible on institute website.
Current status:				Remarks:
☐ NEW ☐ IN PROGRESS ☑ **COMPLETED** ☐ EXTENDED				• A new organigramme was presented at a regular meeting between the management and heads of individual departments, at the Information Day, and it was sent by email to all employees, including the contacts of employees of the departments and their job descriptions. • Documents Competencies of the HR Department and Workflow of HR Processes have been placed on the Institute intranet.

A12: **To further develop the premises of the Institute of Philosophy in the Jilská–Husova academic complex.**	23. Research environment	4Q/2021 - 1Q/2023	Management of the Institute of Philosophy Scientific Secretary	Target: To improve employee infrastructure at the Institute of Philosophy, including emphasis on ecological sustainability. Indicators: • Create a consultative group focused on ecological sustainability of the Institute of Philosophy and optimal use of its spaces. • A meeting of staff with the institute management and financial and administrative departments aimed at formulating proposals for the development and optimal use of the complex. • Preparation of a more comprehensive approach to environmental impact and ecological sustainability on the institute and its activities in the next period.

Current status:
  ☐ NEW
  ☐ IN PROGRESS
  ☐ COMPLETED
  ☐ <mark>EXTENDED</mark>
	Remarks:
	
	• We have created a consultative group dealing with issues of ecological sustainability of the Institute and optimal use of its premises. In 2023, our main goal is to improve the functioning of the Institute on a microlevel in terms of the Institute's ecological footprint.
	• One-off ecological events and activities took place, such as the installation of a collection bin for used batteries, a bin for old mobile phones or a container for unneeded spectacles (in collaboration with a PR specialist).
	• We have conducted a partial analysis of usability of spatial capacities of the Institute. Based on its results, some departments have moved within the existing compound and some outside the main building; the aim was to increase the efficiency of organisation of individual departments. This partial analysis will need to be further supplemented and we will need to elaborate a follow-up analysis of the potential and capacities of existing premises in view of shortage of smaller meeting rooms and spaces for informal gatherings.
	• At present, the consultative group is preparing a more comprehensive approach to the environmental impact and ecological sustainability of the Institute. It is mapping the overall situation and in the following years will propose measures in particular areas, which will be published on the Institute website and will be obligatory for all employees.
	• This target is extended due to shortage of human resources who would implement this agenda.

A13: **To optimise work–life balance and employee benefits.**	24. Working conditions	2Q/2021 - 1Q/2022	HR Generalist	Target: Support work–life balance of the staff and their optimal use of employee advantages and benefits. Indicators: • Facilitation of the option of home office with the support of the new EIS, which allows remote access to documents, agendas, and systems, and introduction of electronic circulation of documents of the Economic administration of the Institute of Philosophy. • Creation of an information package with support measures for parents with children. • Electronic processing of records of leave (holidays) to enable employees to see how much leave they have used at a glance. • Recommendation to hold work meetings between 9 a.m. and 4 p.m. • Analysis of the possibilities of expanding the range of benefits for leisure activities within the economic possibilities of the institute. • Propose expansion of the range of staff benefits to make it comparable with the range provided by similar institutions, within economic possibilities of the Institute of Philosophy. • Create a new web section (in Czech and English versions) presenting the full range of staff benefits offered.
Current status: ☐ NEW ☐ IN PROGRESS ☑ COMPLETED ☐ EXTENDED				Remarks: • All of the abovementioned indicators pertaining to work–life balance are integrated into the approved Equal Opportunities Plan of the Institute of Philosophy. • We have launched a new electronic information system that enables a full electronic circulation of accounting documentation. Thank to it, staff members can conduct many operations from their home office. • In relation to employee benefits, we have made a switch from the paper form to an electronic form of lunch vouchers and e-benefits. Aside from that, we have expanded the range of benefits by offering the option of using a Multisport card, the use of a benefit credit card, and an offer of a discount card from the Czech Academy of Sciences. • All benefits are published on the Institute's internet and intranet sites at https://www.flu.cas.cz/en/about-us/hr-excellence/employee-benefits
A14: **To support stability of employment.**	25. Stability and permanence of employment	1Q/2022 - 4Q/2022	HR Manager	Target: As far as economic resources allow, to increase the number of work contracts for an indefinite period in the case of university-educated staff and rationalise the systematisation of staff positions in research units.

				Indicators: • Draw up a draft of a new collective agreement for negotiation with the Basic Organisation of the Union of Scientific and Research Workers at the Institute of Philosophy. • Provide institutional support to increase in the number of work contracts for an indefinite period.
Current status: ☐ NEW ☐ IN PROGRESS ☑ COMPLETED ☐ EXTENDED				Remarks: • In 2022–2023, a new Collective Agreement has been created based on numerous negotiations between the Unions, management of the Institute, and the Council of the Institute. • The new Collective Agreement reflects the need to support stability of employment and integrates a mechanism of concluding employment contracts for an indeterminate period. The Collective Agreement was prepared in accordance with the currently valid Salary Directive, Rules of Attestation, and Employment Code.
A15: **To improve transparency in remuneration.**	26. Funding and salaries	2Q/2021 - 4Q/2022	HR Generalist	Target: To improve communication and transparency of awarding the various salary components above the basic tariff, especially personal evaluation/bonus. Indicators: • Training of senior staff in the field of personnel management with an emphasis on remuneration and rating of staff performance. • Add information on Internal Salary Regulations in both language versions of the Manual for Employees. • Include the subjects of remuneration and personnel agenda as one of the points in the information day programme. • Raise overall awareness of the budget among institute employees by distributing, once a year, information on the structure of the budget for the following year and potential usability of budget items.
Current status: ☐ NEW ☐ IN PROGRESS ☑ COMPLETED ☐ EXTENDED				Remarks: • Training of senior staff in the field of personnel management with emphasis on remuneration and rating of staff performance took place on time, prior to determination of the amount of annual bonuses. Senior staff attended a workshop on particular elements of the salary and their determination. • Information about the internal salary directive was added to both language versions of the Manual for Employees.

				• Within the presentation of the HR Department, employees were informed about the conception of remuneration at the Information Day as well as at meetings between the management and heads of the individual departments. • In the course of 2022, we have unified tariff salaries within the tariff classes. The segment of personal bonus was left within the competence of heads of departments as part of desirable micromanagement. Newly, the annual bonuses are transparently awarded based on electronic activity reports, which are obligatory for all Institute employees, and each head of department explains decisions regarding the amount awarded to the Institute management. • Information about the budget of the Institute of Philosophy appears in the annual report, which is placed on the Institute website at "documents". More detailed information appears in budget supplements, which are likewise published in the internet, at návrh rozpočtu - Filosofický ústav AV ČR (cas.cz).
A16: **To create institutional preconditions for establishing a Gender Equality Plan.**	2. Ethical principles 27. Gender balance 39. Access to research training and continuous development	3Q/2021 - 1Q/2023	HR Manager	Target: A more balanced gender representation at the Institute of Philosophy. Indicators: • Management of the institute will appoint a person responsible for the gender equality agenda. • Highlighting aspects of gender equality in the institute's Ethics Code, including the assignment of competence to address gender complaints/initiatives to the newly established Ethics Committee of the Institute of Philosophy. • Creation of a working group for the Gender Equality Plan (GEP) agenda. • Increase women's representation in official committees and groups at the Institute of Philosophy (e.g. attestation committees, selection committees). • Include gender subjects in the development of competences within the framework of planned training or information seminars (e.g. work–life balance, new ERA). • Support staff returning from maternal/parental leave through individual consultations. • Highlight gender sensitivity in the advertising of vacancies. • As part of cooperation with high (middle) schools, organise lectures aimed at making the fields represented at the Institute of Philosophy attractive to women as well as men.
Current status: ☐ NEW			Remarks:	

☐ IN PROGRESS ☐ COMPLETED ☐ EXTENDED				• In September 2021, the institute appointed two persons responsible for gender equality agenda, the HR manager and the Scientific Secretary. These authorised persons have undergone relevant training and nominated members into a workgroup appointed by the director. The workgroup was meeting regularly to work on creating an Equal Opportunities Plan. As part of this agenda, it mapped the existing situation and acquired feedback from employees across the Institute. In August 2022, an Equal Opportunities Plan has been created and in September 2022, it was approved by the Council of the Institute. The document was published at Institute website at Equal Opportunities Plan. • The Equal Opportunities Plan meets all of the abovementioned indicators (appointment of a person responsible for the area of gender equality, reflection of gender equality in the Code of Ethics of the Institute including the granting of competence to address gender complaints to the Ethics Committee of the Institute, creation of a workgroup for agenda of the Gender Equality Plan, strengthening of the presence of women in official committees and boards of the Institute, inclusion of gender subjects into the development of competencies in planned workshops and seminars, support of employees returning from maternal or parental leave by individual consultations, systematic emphasis of gender sensitivity when advertising vacant positions at the Institute, organisation of lectures in secondary schools with the aim of making more attractive the areas of science represented at the Institute also for females) and it continues to work on and develop this range of subjects.
A17: **To improve the level of information on possibilities and types of mobility in the CR and abroad for staff of the Institute of Philosophy.**	29. Value of mobility 39. Access to research training and continuous development	1Q/2021 - 4Q/2022	Coordinator of international cooperation	Target: To mapping the level of use of mobility and increase staff's awareness of the available possibilities. Indicators: • Update the Czech and English versions of the Manual for Employees by adding information on mobility. • Start regularly informing staff about the possibilities of various mobility programmes in the CR and abroad. • Organise training for employees on the possibilities of using mobility schemes. • Train the coordinator of international cooperation and other relevant employees on the legal aspects of sending staff abroad and receiving staff from abroad.

Current status:					
☐ NEW ☐ IN PROGRESS ☑ COMPLETED ☐ EXTENDED				**Remarks:** • Information about opportunities for mobility has been added to the Czech and English version of the Manual for Employees. • Employees are informed about mobility opportunities via email, the Slack application, at the meetings of the Director's Collegium, at personal meetings, and via Institute website. • In October 2021, we have prepared for employees a workshop focused on subjects related to mobility. Due to a peak in the Covid-19 pandemic, the workshop did not take place and information was shared with employees individually. • In parallel, the coordinator of international collaboration as well as other employees of service departments for whom this subject is relevant have received appropriate training. • A survey had shown that the opportunity to participate in mobility is highly welcome, among other things because it benefits career development, establishment of contacts, etc. Over half of all respondents have already availed themselves of an opportunity to work at a foreign institution.	

A18: **To unify the presentation of opportunities for career development.**	28. Career development 40. Supervision	1Q/2021 - 4Q/2021	Specialist for training and development	Target: To simplify access to information on the possibilities of career development. Indicators: • Create guidelines "Opportunities for Career Development at Institute of Philosophy" for all levels of academic staff. • Present the material at information days of the Institute of Philosophy and ensure its accessibility on educational microsite.

Current status:				
☐ NEW ☐ IN PROGRESS ☑ COMPLETED ☐ EXTENDED				**Remarks:** • A Strategy of Development and Training of Employees was completed in May 2023; one of its outcomes is the document Opportunities for Career Development at Institute of Philosophy. In preparing this document, various concrete requirements of the Institute were incorporated, and all relevant measures and directives (such as the Rules of Attestations, Salary Directive, and Employment Code) taken into account. • The document was presented to the management of the Institute and then introduced to employees at the Information Day of the Institute of Philosophy, which took place in April 2022. The text is available on the Institute intranet.

A19: **To introduce a systematic approach to development and education.**	39. Access to research training and continuous development	3Q/2021 - 3Q/2022	Specialist for training and development	Target: To facilitate staff acquisition of necessary knowledge and skills. Indicators: • Creation of a training and development strategy for institute staff that would include standards of the system of staff education. • Realisation of a broad spectrum of training activities in accordance with annual training plans.

Current status: ☐ NEW ☐ IN PROGRESS ☑ COMPLETED ☐ EXTENDED	Remarks: • The Strategy of Development and Training of Employees was completed in May 2023. It includes standards of the training process at the Institute, reflects experiences with implementation of training during the crisis period (Covid-19 pandemic) and an outlook for the next three years. • In 2021–2023, a series of training activities took place at the Institute. These activities were attended by 135 employees, whereby 81 of them had undergone training amounting to at least 24 hours. • The original plan of training activities was due to the pandemic crisis flexibly modified, some activities were switched to online environment, with respect to some subjects employees had the option of choosing e-learning, and some originally planned group activities took place on an individual basis. • The number of service department staff who participated in training activities: 50 The number of researchers who participated in training activities: 85 • The number of service staff who attended particular training events: 192 The number of researchers who attended particular training events: 277 • The training covered a wide range of skills needed for: 1) Research and project work (open access, copyright, preparation of grant applications, academic resilience, gender equality, ethics of scientific work, online research tools); 2) Communication of science (preparation of podcasts, training an interview with a journalist in front of a camera, the use of social networks); 3) Work with technologies (MS Office, videoconferencing applications, cybersecurity); 4) Support of wellbeing in the academic environment (assertiveness, stress management, digital wellbeing);

				5) Science administration and management (employment of international researchers, project management, etc.).
A20: **To support the development of competences of team leaders and senior staff in the role of managers, supervisors, and mentors.**	14. Selection (Code) 37. Supervision and managerial duties 40. Supervision	3Q/2021 - 4Q/2022	Specialist for training and development	Target: A higher standard of knowledge and skills of team leaders and senior staff in the role of managers, supervisors, and mentors. Indicators: • Creation of a document "Concept of the work role of persons in leading positions at the Institute of Philosophy" that would include recommended standards for the performance of leading positions and a list of competences (knowledge and skills) that are key for the performance of leading roles. • Use the "Concept of the work role of persons in leading positions at the Institute of Philosophy" to plan further training of senior staff. • Design of an educational module and realisation of at least 6 educational activities aimed at developing competencies of team leaders and senior staff in the role of managers, supervisors, and mentors.

Current status:
- ☐ NEW
- ☐ IN PROGRESS
- ☐ COMPLETED
- ☐ EXTENDED

Remarks:

- The Concept of the work role of the head of department was prepared in December 2022 and is currently available on the Institute intranet.
- In 2021–2023, we have organised at the Institute a series of educational activities for the leaders of teams, departments, and senior staff in the role of managers, tutors, or mentors. The number of persons involved: 41.
- In accordance with the concept of work roles persons in leading positions, the following educational events took place:
  1) Academic leadership (2021); introduction to the subject
  2) Practical aspects of leadership (2021–2022). These were personalised separate short training sessions on a variety of subjects (negotiation, conflict solution, delegation of tasks and control, running a meeting, how not to feel alone in a leadership role, etc.).
  3) Modern project management for team leaders (2021)
  4) Introduction to labour legislation for persons in leading positions at the Institute of Philosophy (2021)
  5) Unconscious bias in the academic environment (2023)

A21: **To support the professional development of junior research staff.**	28. Career development 36. Relation with supervisors 39. Access to research training and continuous development	2Q/2021 - 4Q/2022	Specialist for training and development	Target: Facilitation of the beginning of an academic career for staff in the doctoral/post-doctoral phase. Indicators: • Creation of method guidelines for a mentoring programme. • Inclusion of the first mentors and mentees in the mentoring programme. • Design of an educational module for junior academic researchers. • Realisation of at least 6 educational activities focused on acquisition and consolidation of knowledge and skills necessary for academic work.
Current status: ☐ NEW ☐ IN PROGRESS ☐ COMPLETED ☐ EXTENDED				Remarks: • We have created a draft of an internal mentoring programme, but the period of the Covid-19 pandemic was characterised by high unpredictability. Employees who were originally interested in mentoring were during the repeated lockdowns hard-pressed to find time for personal development, because the pandemic was making it harder for them to meet the research targets for which they are evaluated. • Two employees of the Institute have completed an external mentoring programme. • Based on an assessment of past experience, we have in May 2023 prepared a new and revised conception of an internal mentoring programme inspired by good practice from abroad. • We have created a Strategy of Development and Training, which includes a training module for junior researchers. • For junior researchers, we have prepared in 2022 two seminars: Developing effective presentations in English, and Linguistic aspects of presenting research in English: Lessons in style, pronunciation, and delivery (each seminar took place twice). • We have also prepared a number of educational activities focused on acquiring and refreshing of knowledge and skills needed for scientific work (open access, copyright, preparation of grant applications, academic resilience, gender equality, ethics of scientific work, online research tools). Because similar training is now offered to doctoral students also at universities, we have offered the chance to participate also to other groups of researchers, for whom it did not duplicate existing offers.
A22:	1. Freedom of research 2. Ethical principles 3.Professional responsibility	4Q/2023 – 4Q/2025	Ethics Committee	Target: Creation of an Ethics Committee.

Revision of the Code of Ethics and definition of functioning of the Ethics Committee	10. Nondiscrimination 27. Gender balance 34. Complaints/ appeals		Management of the Institute of Philosophy	Indicators: • Definition of the functioning of the Ethics Committee. • Revision of the existing Code of Ethics of the Institute of Philosophy two years after its publication. Remarks: This action directly responds to A1 by aiming at a better definition of ethical standards at the Institute.
A23: **Creation of a new website of the Institute of Philosophy**	4. Professional attitude 24. Working conditions 30. Access to career advice	1Q/2024 – 4Q/2025	PR specialist Management of the Institute of Philosophy and the secretariat Economic administration HR team	Target: Creation of a new website of the Institute. Indicators: • Analysis of the current state of Institute website and analysis of users' needs. • Tender for selecting a supplier of IT solution. • Gradual implementation of the new website sector by sector. • To inform employees about the new functional website via a web seminar and email communication. Remarks: This action directly responds to A2 in being aimed at visual presentation of the Institute of Philosophy.
A24: **Expansion of popularisation of the Institute's publishing house**	8. Dissemination, exploitation of results 9. Public engagement	1Q/2024-4Q/2025	Publishing department	Target: Improve awareness of activities of the publishing house. Indicators: • Increase the number of published e-books. • Introduce regular meetings with authors, fans, and external collaborators. • More regular communication via social networks. Remarks: This action directly responds to A3 in aiming to popularise publication activities of the Institute.
A25:	7. Good practice in research	1Q/2024 – 2Q/2026	OA specialist	Target:

Search for new ways of supporting publication in Open Access regime	8. Dissemination, exploitation of results		Head of Library	Development of further aspects of support of the open access publication regime. Indicators: • Increase the number of data management plans for project applications. • Link the library with the ASEP database and with management of these data. Remarks: This action directly responds to A5 by aiming at a development of further aspects of support of open access.
A26: **Revision of documents pertaining to recruitment**	12. Recruitment 13. Recruitment (Code) 14. Selection 15. Transparency	3Q/2024 – 1Q/2026	HR Manager	Target: To redefine and simplify procedural standards for the selection of new staff. Indicators: • Modification of documents in view of eventual changes of legislation in the Czech Republic. • A possible revision of documents in relation to new management of the Institute. • Creation of a new checklist that would define the responsibility of individual actors during the recruitment process. • Creation of new instructional material for incoming employees of service departments. Remarks: This action directly responds to A9 in terms of redefining and simplifying the recruitment process.
A27: **Creation of a new document Equal Opportunities Plan II for the period of 2025–2027**	2. Ethical principles 7. Good practice in research 27. Gender balance	2Q/2025 – 1Q/2026	HR manager Scientific Secretary Management of the Institute	Target: Creation of a new document, Equal Opportunities Plan II for the period of 2025–2027. Indicators:

				• Revision will take place based on feedback from the management and employees of the Institute as well as on the basis of analysis of meeting predefined targets. • Comments from feedback will be the main pillar of the revised document. Remarks: This action directly responds to A16 by revising the existing document.
A28: **Identification of new opportunities for developing international collaboration**	29. Value of mobility 39. Access to research training and continuous development	1Q2024 – 2Q/2026	Grant Department	Target: Identification of a project that supports mobility and international collaboration. Indicators: • Preparation of a draft application for such a grant. • Compilation of a list of activities that need to take place within the agenda of international collaboration and appointment of a person responsible for this area. Remarks: This action directly responds to A17 by searching for ways of supporting international collaboration.
A29: **Execution of an internal audit of service departments**	11. Evaluation / appraisal systems 16. Judging merit 22. Recognition of the profession 30. Access to career advice	2Q/2024 – 3Q/2025	HR Manager Management of the Institute	Target: Execution of an internal audit of service departments. Indicators: • Definition of responsibilities within the audit process. • A phase of audit preparation concluded by setting of processes and a detailed plan of the audit. • Realisation of the audit, whose outcomes will include: 1/ an update of job descriptions, responsibilities, and competencies 2/ identification of possible duplication of work activities 3/ streamlining of work activities. Remarks:

				Increase in the number of employees and ongoing grant projects requires a re-evaluation of existing job descriptions and increased efficiency of functioning of service departments.
A30: Implementation of annual evaluation of service departments	11. Evaluation / appraisal systems 16. Judging merit 19. Recognition of qualification 22. Recognition of the profession 30. Access to career advice 38. Continuing professional development	4Q/2025 – 4Q/2026	HR Manager Management of the Institute	Target: To introduce annual evaluation of employees of the individual service departments. Indicators: Annual evaluation of employees of service departments will be implemented as follows: 1/ Preparation of a concept of annual evaluation of employees of the service departments. 2/ Approval of the conception of annual evaluation by a work group, steering committee, Institute management, and the Union. 3/ Gradual implementation of the process of evaluation of employees of the service departments. Remarks: This process follows up on the planned internal audit and its implementation will exceed the implementation period of three years.
A31: Revision of the Rules of Attestation and the conception of attestation procedure	11. Evaluation / appraisal systems 16. Judging merit 19. Recognition of qualification 22. Recognition of the profession 38. Continuing professional development	4Q/2023 – 1Q/2026	HR department Management of the Institute	Target: Evaluation of the existing attestation procedure based on feedback and eventual modification of its current form Indicators: • Implementation of a survey to acquire feedback pertaining to the evaluation of researchers • Analysis of feedback • Eventual adjustment and modification of the conception and course of the attestation procedure • Harmonisation of the attestation procedure with the Collective Agreement Remarks:

				This action responds to the need for a more systematic evaluation of the process of attestation procedure and the need to improve awareness about this process among researchers.
A32: Search for ways of financing further development of the institution	23. Research environment 24. Working conditions 39. Access to research training and continuous development	3Q/2023 – 2Q/2026	Grant Department Management of the Institute	Target: To maintain continuity of employment positions for the necessary institutional agenda of the Institute and creation of stable employment conditions. Indicators: • Preparation of draft of grant application. Remarks: In this case, we cannot predict the particulars of grant calls and success in acquiring grant support. In case we will apply for a new grant intended to support the development of capacities of the various necessary institutional agenda, we will emphasise the following areas: IT, HR, training, PR, publication activities, international collaboration.
A33: **Search for opportunities for further development and training of researchers and service staff**	23. Research environment 39. Access to research training and continuous development	3Q/2023 – 2Q/2026	Grant department HR Manager	Target: To maintain continuity of further development and training of not only researchers but also the service staff. Indicators: • Education of grant holders regarding the importance of including the agenda of development and training in grant budgets • Preparation of an application for a new grant Remarks:

				We believe that projects such as we need would be financed from ESF, OP JAK, MSCA PF, and the like. In preparing an application for new resources, we will draw on our experience from the past period and on the existing Strategy of Development and Training.
A34: **Expansion of the concept of adaptation process**	4. Professional attitude 12. Recruitment 14. Selection 24. Working conditions	4Q/23 – 4Q/24	HR Manager	<u>Target:</u> Expansion of the existing concept of adaptation process. <u>Indicators:</u> • Creation of a separate document on the adaptation process as part of the HR agenda. • Familiarisation of employees with the document at the Directors' Collegium, at meetings of Institute management with head of individual units, and by email and publication on the Institute website. <u>Remarks:</u> The document will follow up on the existing 'Handbook of recommended procedures for hiring, onboarding, and adaptation'. It will be expanded so as to include adaptation of both researchers and service staff so that all employees would acquire necessary information.

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

URL: http://www.flu.cas.cz/en/about-us/hr-excellence
         http://www.flu.cas.cz/en/about-us/hr-excellence/action-plan

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles (Initial Phase)

Ultimate responsibility for personnel policy at Institute of Philosophy rests with the director of the institute from the title of his/her position as its statutory representative. Recruitment of research staff at the Institute of Philosophy is also regulated by Act no. 283/1992 Coll. on the Academy of Sciences of the Czech Republic in the wording of Act no. 420/2005 Coll. and by the Statutes of the Czech Academy of Sciences (including Career Regulations for University-Educated Staff at the Czech Academy of Sciences). The practice in selection procedures is formed by the main principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers but on the level of internal regulations, not all recommendations of OTM-R policy are applied.

Implementation of a new OTM-R policy will involve close collaboration between an HR generalist and the staff of the institute responsible for recruitment, in particular the heads of selection committees, heads of individual departments, and management of the Institute of Philosophy. It will take place in the areas listed below in accordance with requirements set out in the OTM-R Toolkit or OTM-R Report. It will be based on an analysis of the present state identified by means of the OTM-R Checklist. At the same time, it will overlap with activities of the Action Plan A9, A11, A13, A16, and A17.

Standard recruitment process at Institute of Philosophy will be supplemented by selected tools recommended in the OTM-R Toolkit. Their specific form will be decided and subject to regular consultation in a thematic working group for OTM-R. We anticipate an introduction of the procedures set out below within specific areas:

The area of basic settings of the OTM-R Policy:
- Creation of a thematic working group for OTM-R (to include HR generalist, heads of selection committees, department heads, and the senior management of the Institute of Philosophy);

- Definition and publication of the principles of OTM-R policy on the website of the Institute of Philosophy (including an English version), to make the institute more attractive and encourage interest from external and foreign candidates, including candidates from underrepresented groups;

- Compilation of internal guidelines on recommended procedures and OTM-R rules valid for all selection procedures of the institution (including an English version).

The area of advertising:
- Creation of standardised models of common documents for the advertisement of work vacancies (including an English version);

- Creation of an institutional profile of the Institute of Philosophy on Euraxess web pages, which will be used to advertised academic job vacancies;

- Compilation of a recommended list of advertising platforms to help address a large range of potential candidates (within the limits of financial possibilities and resources).

The area of candidate selection and activities of the selection committees:

- Formalisation of rules for appointments and activity of selection committees with the aim of improving gender balance in the committees and ensuring the presence of external experts;

- Drawing up of a plan of support in the conduct of interviews (proposal for internal training for heads of selection committees, creation of a Handout of Rules, with a list of non/recommended questions to be used in interviews and suchlike);

- Define rules of communication with candidates to achieve a unified procedure for confirming receipt of applications, for keeping candidates informed on the different steps and phases of the selection procedure, for feedback and information regarding the final results, and for dealing with any complaints.

The area of setting of overall evaluation:

- The evaluation mechanism of the process of introduction of OTM-R policy will be based on a report submitted by the HR generalist to the Steering Committee each quarter. Analysis of the results achieved and contributions of the newly introduced OTM-R policy will be conducted biannually (every two years). This analysis will be submitted to the management of the Institute of Philosophy and followed by evaluation, which will lead to eventual revisions based on actual experience or feedback from the candidates.

On a practical level, the OTM-R principles will be applied by an HR generalist as a person who provides HR support during the recruitment process. The HR generalist will share the defined procedures with other staff during collaboration on particular selection procedures. The complex of created and adopted internal documents will play a supportive role and the practice of recruitment will be based on it. Transfer of the defined procedures into practice will be based on the principle of learning-by-doing, whereby the HR generalist will assist particular persons in the process of selection of new staff. HR manager and Director of the Institute of Philosophy will make sure that these procedures are compatible with the personnel policy and other internal processes. Optimal settings of the OTM-R policy will be supplemented by a formalised establishment of the onboarding process.

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

We have completed an analysis of the state of the recruitment process at the Institute and evaluation of the Institute from the perspective recommended by the OTM-R Checklist. Based on our findings and past experience from selection procedures, we have drafted **OTM-R Methodology**. This methodology spells out the rules and principles of a standardised recruitment process, which takes into account the requisite open, transparent, and merit-based criteria. The new document was on 6–26 January 2022 commented upon and discussed by a workgroup. Heads of units were acquainted with the document at the Director's Collegium. The new OTM-R Methodology was then published in a new section of Institute website.

In connection with the principles of recruitment OTM-R policy, we have created the following documents:

- A **Handbook of Recommended Procedures for Hiring, Onboarding, and Adaptation of Employees of the Institute of Philosophy** – this document describes, in a textual form, concrete steps and procedures pertaining to rules of advertising vacancies, organisation of the selection procedure, onboarding of new employees, and subsequent adaptation during the trial period and after it (see Handbook_of_recommended_procedures_for_hiring_v_1.2.pdf (cas.cz))

- **Practical Tips for Conducting Interviews with Candidates for a Position** – The purpose of this document is to help the senior staff who participate in conducting interviews with candidates, in a maximally clear and brief form, realise what should be borne in mind and mentioned during the interviews and what questions should rather be avoided. The document does not contain any comprehensive guidelines of 'how to conduct an interview'. Rather, it points to some problematic or potentially unclear aspects or insufficiently known or practiced recommendations (see Practical_tips_for_conducting_interviews_with_candidates_for_a_position_v_1.1.pdf (cas.cz))

- **Foreign Researcher's Guide** – is intended primarily for employees in leading positions to help them realise what steps and activities will be prepared for new members of their teams and departments. The document can also be used by newly hired employees to form an idea of what to expect after starting their work at the Institute of Philosophy, eventually who they should turn to with questions (see Foreigner_guide_-_internet.pdf (cas.cz))

- **Checklist for Onboarding and Adaptation of New Employees** – this document has the form of a brief table which describes the steps and activities that should be executed to facilitate successful and smooth onboarding of new colleagues. It also lists the persons responsible for particular areas (see Checklist_pro_nástup_a_adaptaci_v_1.2.pdf (cas.cz))

- **Template of advertising a new position** – this document lists the kinds of information a standard advertisement for positions at the Institute of Philosophy should include (see TEMPLATE_advertising_profile_position_new.docx (live.com))

- **Evaluation table of candidate's competencies** – should serve as a starting point for defining the requirements which a successful candidate for a position ought to meet (see Evaluation_table_v_1.0.pdf (cas.cz))

- Part of the newly introduced standardised communication with selected candidates or new employees is the official **Offer of a Position**. This document contains information about key aspects of the contract (see O:\Pracovni nabidky_Offer letters)

We have created a profile of the Institute of Philosophy on the EURAXESS website (see Organisation 1698162910 | EURAXESS (europa.eu)

A list of recommended resources and websites for advertising positions at the Institute has now been compiled and published (see section 1.3 of document Handbook of Recommended Procedures for Hiring, Onboarding, and Adaptation of Employees of the Institute of Philosophy)

Rules and recommendations connected with the principles of appointing selection committees are likewise contain in the abovementioned Handbook of Recommended Procedures for Hiring, Onboarding, and Adaptation of Employees of the Institute of Philosophy, in section 2.2).

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

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

4. IMPLEMENTATION

General overview of the expected implementation process: (max. 1000 words)

General Goals of the HRS4R Process

- Create high-quality work environment guaranteeing long-term professional growth of institute's research staff.

- Support institute's continuous development and integration into European Research Area.

- Increase institute's attractiveness as a globally prestigious employer.

- Improve and fully professionalise administrative and specialist support provided to researchers, including rationalisation of internal processes.

Priority Areas of the Action Plan

Regarding the four priority areas designated by the European Charter and Code of Conduct, the Action Plan (henceforth AP) defines the following priorities:

1.Priority Area: Ethical and Professional Aspects

PRIORITIES:

1.1. Strengthening of institutional culture founded on ethical and professional values

1.2. Raising the standard, numbers, and impact of popularising activities

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1.3. Support open access to scientific information

1.4. Internationalisation and development of international cooperation

2.Priority Area: Recruitment

PRIORITIES:

2.1. Raising the standard of staff selection

2.2. Implementation of an onboarding process

2.3. Professionalisation of the HR team

3.Priority Area: Work Conditions

PRIORITIES:

3.1. Creating stable working conditions for research work

3.2. Addressing issues of gender balance

3.3. Maintaining work–life balance

3.4. Strengthening the effectiveness of internal communication

4.Priority Area: Training and Development

PRIORITIES:

4.1. Support of career growth of researchers and development of their qualifications

4.2. Establishing a system of further training focused on soft skills and interpersonal skills

4.3. Support the development of junior researchers at the start of their career

4.4. Training and development of managerial skills of leading and senior staff

Stakeholders

- **Researchers:** Within AP realisation, researchers are top-priority end users of the HRS4R strategy; the planned measures are based on their needs and researchers will feature prominently in their implementation.

- **Service department staff, including the HR team:** Engaging this target group is relevant to increase quality in service support to researchers' work. This group will actively participate in developing internal processes by consultations, mapping practice, or as executive staff implementing specific actions.

- **Foreign members of research teams:** We will primarily focus activities aimed at the internationalization of the workplace on this target group.

- **Management of the institute** is the initiator and main supporter of the HR Award process; it supervises the achievement of long-term goals and decides about institute's strategic development.

- **Organs and boards of the institute** play an important role in the planning, adoption, provision of knowledge, and management of the implementation process; they are key stakeholders in linking the strategy with institute's organisational structure.

- **Representatives of the European Commission** provide expert supervision of alignment with HR Award standards.

Implementation framework

Within the defined priorities, the AP sets specific targets to be achieved by specific actions. The AP guides implementation of HRS4R strategy and helps check that its realisation proceeds according to predefined indicators and targets. Internal operating plans provide detailed lists of stages, activities, tasks, outputs, and milestones for each action. Thematic workgroups and administrators carry out, based on operating plans, implementation of actions leading to particular targets.

A Steering Committee is responsible for managing AP implementation, progress monitoring, and final evaluation on the highest level. It devolves the executive power to the head of implementation team in charge of HR agenda (henceforth 'HR implementation team') who is thus in charge of day-to-day coordination of activities linked to AP realisation with the support of the HRS4R Working Group.

Administrators assigned to each action are responsible for meeting specific targets, indicators defined for particular actions, and deadlines. Activities are carried out through collaboration between administrators and thematic workgroups according to a conception based on an operating plan whose preparation is the first

step in realisation of each action. Participation in workgroups is expected to be voluntary and based on interest in a particular area, eventually may be based on appointment by the Steering Committee. Administrators should collaborate on particular actions with the departments concerned.

The method of implementation of actions includes a preparatory and implementation phase. During preparation, a thematic workgroup drafts – after consultations with institute staff – a proposed solution. After a broader discussion, the draft is revised, and final specification of proposed measures defined. Contribution of this solution is evaluated and depending on its outcome, a) current procedure modified, b) further elaborated as part of subsequent AP, c) revised within the current AP.

Realisation of the AP will be continuously evaluated in accordance with predefined milestones (always for half a year). Head of the HR implementation team will, in collaboration with other administrators, present a report on implementation progress. At the end of the implementation period, a final evaluation of AP actions and targets will take place based on data drawn from reports on progress in proposed actions and other relevant sources.

Collaboration and participation in the implementation process

HRS4R implementation involves from the beginning of the assessment phase two bodies: a Steering Committee and a Working Group. Eight-member Steering Committee consists of high-level representatives of the institute, its management, its economic management, and a HR manager who is also included in the Working Group and leads the HR implementation team. The HR manager thus links the managing and executive administration. Working Group HRS4R consists of an executive core (a three-person HR team) and representatives of all twelve scientific units as well as service units of the institute. During implementation, its members function as HRS4R liaison officers for their departments. For the following two years, AP implementation will be financed from strategic project Enhancing IP Development which is supported from European funds. This project enabled the creation of new positions in HR, PR, OA, international collaboration, etc. These employees will importantly participate in AP implementation.

The AP is published on institute website and employees are informed about its progress using all information channels available, including information days. Information about key events and successes of HRS4R will be disseminated by the HR team via HR Excellence website, institute Facebook page, and purpose-built mailing lists. Since institute staff will be involved not only in thematic groups but also in focus groups, information about dates will be sent to all institute employees who will be able to confirm their participation using the institute's education microsite.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail: / Ujistěte se, že se zabýváte také všemi aspekty uvedenými v kontrolním seznamu níže, které budete muset podrobně popsat:

Checklist	Detailed description and duly justification (max. 500 words)
Have you ever prepared an internal review?	We have conducted a survey that took place in January–February 2023. The questions focused on both the professional and ethical aspects of research and its return rate was 60%, meaning that 150 of the total of 250 employees have taken part. The survey contained 19 questions. In February 2023, we have conducted individual interviews pertaining to the recruitment process. All in all, 29 employees have taken part (11 assistants, 4 heads of departments, 2 project coordinators, the Scientific Secretary, Deputy Director for Conceptual Development, Deputy Director, Vice-Chair of the Council of the Institute, 4 newly hired employees, 4 members of staff from the Financial Office). Feedback regarding working conditions was generated in focus groups. There were two focus groups, whereby one was intended for international researchers. All in all, 15 employees took part. Throughout 2022, there also took place regular meetings with the management of the Institute, heads of departments, and rank-and-file employees on the subject of working conditions. Feedback regarding training was generated via individual meetings and surveys after each training event. A specialist for development and training investigated the individual needs of employees on an ongoing basis during the entire period of two years.
How did you involve the research community, your main stakeholders, in the implementation process?	Actively involved in the implementation process were the Steering Committee, Working Group, HR department, and individual guarantors for key areas. Meetings were regularly organised to discuss: - all proposed actions within all areas; - evaluation of any implemented changes; - evaluation of defined processes. Participants in the meetings were: the management of the Institute, research departments, service departments, and guarantors for the individual areas. The research community was informed about all these actions via the Director's Collegium, at meetings of management of the Institute with heads of the individual research and service departments, and via email communication or the Slack application.
Do you have an implementation committee and/or a steering group that would regularly assess the progress?	A Steering Committee has been overseeing progress of the implementation based on information received from the HR Department.

Are organisational policies aligned with the HRS4R? For example, is the HRS4R recognised in the organisation's research strategy and in the general HR policy?	Organisational policies of the Institute are in line with the principles of HRS4R. Based on this increasing alignment, a number of strategic documents have been created pertaining to the areas of HR, OA, PR, international collaboration, equal opportunities, and training. Revision of earlier strategic documents took place in line with HRS4R principles; this pertains in particular to the Employment Code, Collective Agreement, and others.
How did your organisation ensure that the proposed actions would also be implemented?	The HR Department had created a schedule covering the entire period of implementation of the Action Plan and the schedule was approved by the Steering Committee. Particular proposed actions were supervised by a workgroup and implementation of particular actions was conducted by guarantors of the particular relevant areas. HR manager had monitored the entire process, aimed at meeting all the set deadlines, while making sure that the quality of outputs corresponds to the pre-agreed parameters.
How do you monitor progress (schedule)?	Within the schedule of activities for the entire period of implementation, deadlines were set for execution of particular activities and crucial milestones (such as completion of a manual, methodology, or a handbook). Thanks to these steps, the entire process was monitored. In case of failure to meet objectives of the plan, the Steering Committee decided upon remedial steps. At the same time, the HR Department held regular meetings with the Steering Committee aimed at informing the committee about progress in the implementation of changes.
How will you measure progress (indicators) in view of the next assessment?	Implementation of particular changes will remain the responsibility of guarantors for individual areas who report to the Steering Committee. Progress is measured by meeting indicators in the revised Action Plan.
How do you want to prepare for the next external review?	We will acquire new feedback following up on the existing form of feedback. Based on this feedback, we will prepare a presentation that would reflect changes (both successful and unsuccessful ones) implemented so far. Naturally, then we will prepare an Improved Action Plan – a revised Action Plan for the next three-year period.

Additional remarks/comments about the proposed implementation process (max. 1000 words):

The scope of actions in the AP was conceived with the aim of addressing the priority development needs in the areas of popularisation, open science, internal communication, internationalisation, recruitment, onboarding, gender balance, work life balance, stability of employment, career growth, and training and development.

Most of these areas have been entrusted to new employees, for whom the Institute created the following positions:

- PR and internal communication – PR specialist

- Open Science – Open Access specialist
- HR – HR manager, HR specialist, HR specialist for employment of foreign employees, specialist for training and development
- International collaboration – coordinator for international collaboration
- Grant agenda – grant specialist

Feedback had shown that employees perceive a fundamental improvement in all of the abovementioned areas. They also feel positively about the work of staff employed specifically in those positions.

Project Enhancing IP Development was concluded on 31 May 2023. To ensure continuity of projects launched within the framework of HR Award, the key positions (HR manager, open access, PR coordinator, grant specialist) were preserved. Current financial situation does not permit adequate employment of staff for the remaining areas. Their agendas were therefore divided among current staff who will thus continue to work towards meeting the goals of the revised Action Plan.

We plan to use new grant schemes, especially operation programmes and programme Horizon Europe. With their help, we should be able to develop more intensively all the areas listed in the revised Action Plan and realise steps which follow from successful realisation of the first two years of implementation of the Action Plan. So far, we have managed to acquire in 2022 the ERA CHAIR project, which within the framework of existing plans supports important areas of strategic development of the Institute.

All of the documents mentioned here are available at:
- Internet website of the Institute of Philosophy in case the documents are intended for broader public: HR Excellence - Institute of Philosohpy AS CR (cas.cz); annual report - Institute of Philosohpy AS CR (cas.cz)
- Intranet of the Institute of Philosophy in case those are internal documents intended only for internal needs of the Institute. Links to the intranet are highlighted in yellow in the text.
- On internal discs of employees responsible for particular areas, we put such documents in attachments.