



## FILOSOFICKÝ ÚSTAV AV ČR V.V.I.

ORGANISATION'S CONTACT DETAILS: JILSKÁ 1, PRAHA 1, 110 00, CZECH REPUBLIC

SUBMISSION DATE: MARCH 31, 2021

## ACTION PLAN



EUROPEAN UNION  
European Structural and Investment Funds  
Operational Programme Research,  
Development and Education



## 1. ORGANISATIONAL INFORMATION

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

<b>STAFF AND STUDENTS</b>	<b>FTE</b>
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	134,55
<i>Of whom are international (i.e., foreign nationality)</i>	21,55
<i>Of whom are externally funded (i.e., for whom the organisation is host organisation)</i>	0
<i>Of whom are women</i>	27,35
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	94,2
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	28,05
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	12,3
<i>Total number of students (if relevant)</i>	---
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	179,51
<b>RESEARCH FUNDING (FIGURES FOR MOST RECENT FISCAL YEAR)</b>	<b>€</b>
<i>Total annual organisational budget</i>	5 708 805,87
<i>Annual organisational direct government funding (designated for research)</i>	3 438 890,81
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	1 865 425,19

<i>Annual funding from private, non-government sources, designated for research</i>	404 489,87
<b>ORGANISATIONAL PROFILE (A VERY BRIEF DESCRIPTION OF YOUR ORGANISATION, MAX. 100 WORDS)</b>	
<p>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.</p>	

## 2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organisation.

THEMATIC HEADING OF THE CHARTER AND CODE	STRENGTHS AND WEAKNESSES
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## 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).

## RECRUITMENT AND SELECTION

### STRENGTHS:

- A properly functioning recruitment process based on open, fair, and internationally comparable procedures. There is no discrimination against disadvantaged groups.
- 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.

### WEAKNESSES:

- 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 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.

## 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.

## TRAINING AND DEVELOPMENT

### STRENGTHS:

- 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.

### WEAKNESSES:

- Absence of an internal system and strategy for staff 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).

### 3. ACTIONS

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

\*URL: <http://www.flu.cas.cz/en/about-us/hr-excellence>  
 Action Plan: <http://www.flu.cas.cz/en/about-us/hr-excellence/action-plan>

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 PRINCIPLES	TIMING	RESPONSIBLE UNIT	INDICATORS / TARGETS
<b>A1: TO ESTABLISH ETHICAL STANDARDS CORRESPONDING TO THE CHARACTER AND NEEDS OF THE INSTITUTE OF PHILOSOPHY.</b>	2. Ethical principles 3. Professional responsibility 27. Gender balance 34. Complaints/ appeals	1Q/2021 – 2Q/2022	Working Group for the Ethical Codex Management of the Institute of Philosophy	<p><b>TARGET:</b> To introduce an in-house ethical standard for the Institute of Philosophy and procedural foundations of dealing with complaints.</p> <p><b>INDICATORS:</b></p> <ul style="list-style-type: none"> <li>● Creation of an Ethical Codex of the Institute of Philosophy, its adoption by institute's Board, and incorporation into institute's system of internal norms at the institute.</li> <li>● Creation of an Ethics Committee of the Institute of Philosophy and adoption of its rules of procedure.</li> <li>● Establishment of proper procedures for addressing complaints and issues that will take into account creation of the Ethics Committee and its powers.</li> </ul>



<p><b>A2: TO CHANGE THE SETTINGS OF AND TO OPTIMISE INTERNAL COMMUNICATION WITH THE AIM OF KEEPING EMPLOYEES BETTER INFORMED.</b></p>	<p>4. Professional attitude 24. Working conditions</p>	<p>3Q/2021 4Q/2022</p>	<p>– PR specialist Management of the Institute of Philosophy and the secretariat Economic administration HR team</p>	<p><b>TARGET:</b> To improve the level of awareness of relevant information among staff (via better targeting and relevance of information) by improving information flow among staff, and between academic departments and institute’s management.</p> <p><b>INDICATORS:</b></p> <ul style="list-style-type: none"> <li>● Establishing a new electronic information system (EIS) that would enable digitalisation and sharing of information on a wide range of institute’s service agendas.</li> <li>● Optimisation of the intranet and where necessary separation of its interface from the institute website.</li> <li>● 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.</li> </ul>
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<p><b>A3: TO IMPROVE RESEARCHERS' AWARENESS OF FORMS OF PUBLICATION SUPPORT.</b></p>	<p>8. Dissemination, exploitation of results</p>	<p>3Q/2021 1Q/2022</p>	<p>– Scientific Secretary Publishing department HR team</p>	<p><b>TARGET:</b> To increase the accessibility of information about internal possibilities of publication support.</p> <p><b>INDICATORS:</b></p> <ul style="list-style-type: none"> <li>● 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.</li> <li>● Add further information on publication support and editing support to the Manual for Employees (Czech and English versions).</li> <li>● Inclusion of the subject of internal support for publication and high-quality editing in the programme of information days.</li> </ul>
<p><b>A4: TO INTRODUCE A COMPREHENSIVE INTERNAL POLICY OF THE INSTITUTE WITH REGARD TO OPEN ACCESS.</b></p>	<p>8. Dissemination, exploitation of results</p>	<p>1Q/2021 4Q/2022</p>	<p>– OA specialist</p>	<p><b>TARGET:</b> To create institute's own knowhow and introduce a policy of open science and open data (open access).</p> <p><b>INDICATORS:</b></p> <ul style="list-style-type: none"> <li>● Adoption of an Open Science Strategy at the Institute of Philosophy.</li> <li>● Creation of an Open Science Manual for staff and creation of Director's Method Guidelines for the implementation of open access.</li> <li>● Training of institute staff in at least three information seminars dedicated to open access.</li> </ul>

<p><b>A5: TO SUPPORT PUBLICATION OF RESEARCH RESULTS IN INTERNATIONAL CONTEXT IN OPEN ACCESS REGIME.</b></p>	<p>8. Dissemination, exploitation of results</p>	<p>1Q/2021 4Q/2022</p>	<p>– OA specialist</p>	<p><b>TARGET:</b> 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.</p> <p><b>INDICATORS:</b></p> <ul style="list-style-type: none"> <li>● The use of at least 75% of the funds for the support of open access publishing.</li> <li>● Evaluation conducted based on a comparison of changes in the number of publications in OA regime between 2020 and 2022.</li> </ul>
<p><b>A6: TO SUPPORT THE DEVELOPMENT OF POPULARISING ACTIVITIES WITH AN EYE TO BOTH THE SPECIALIST AND LAY PUBLIC.</b></p>	<p>9. Public engagement 39. Access to research training and continuous development</p>	<p>2Q/2021 4Q/2022</p>	<p>– PR specialist</p>	<p><b>TARGET:</b> To update the strategy and improve popularisation of research results.</p> <p><b>INDICATORS:</b></p> <ul style="list-style-type: none"> <li>● Revision of the Popularisation Strategy of the Institute of Philosophy.</li> <li>● 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.</li> <li>● Creation of new popularisation links (development of a network of contacts of collaborating journalists and schools).</li> </ul> <p><b>TARGET:</b> To strengthen researchers' ability to formulate and publicly present currently relevant subjects.</p>

				<p><b>INDICATOR:</b></p> <ul style="list-style-type: none"> <li>● Realisation of four training and two information seminars aimed at improvement of presentation skills among research staff.</li> </ul>
<p><b>A7: TO REMOVE DEFICITS IN COMMUNICATION WITH EMPLOYEES FROM ABROAD.</b></p>	<p>5. Contractual and legal obligations 24. Working conditions 39. Access to research training and continuous development</p>	<p>1Q/2021 4Q/2022</p>	<p>– Coordinator of international cooperation HR team (PR specialist)</p>	<p><b>TARGET:</b> To minimise the language barrier in communication between international employees and service departments.</p> <p><b>INDICATORS:</b></p> <ul style="list-style-type: none"> <li>● Creation of English versions of at least 80% of internal documents.</li> <li>● Expansion of the English version of web pages of the Institute of Philosophy.</li> <li>● On the intranet, establishment of a section for international staff with easily accessible internal documents.</li> <li>● Organisation of a long-term course (more than one year) for financial and administrative staff focused on the development of their English language skills.</li> <li>● Organisation of Czech language courses for international staff.</li> </ul>

<p><b>A8: TO SECURE THE DEVELOPMENT OF PRACTICAL KNOWLEDGE REGARDING CONTRACTUAL AND LEGAL OBLIGATIONS RELEVANT FOR RESEARCH ACTIVITY.</b></p>	<p>5. Contractual and legal obligations 39. Access to research training and continuous development</p>	<p>2Q/2021 4Q/2022</p> <p>–</p>	<p>Specialist for training and development</p>	<p><b>TARGET:</b> 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.</p> <p><b>INDICATORS:</b></p> <ul style="list-style-type: none"> <li>● Creation of a simplified account of internal guidelines on dealing with the outputs of work performed by institute staff.</li> <li>● Drafting a plan for further training of staff on intellectual property law, changes in the relevant regulations, and rules of grant competitions.</li> <li>● Realisation of at least two information seminars on copyright for researchers.</li> </ul>
<p><b>A9: TO SUPPORT STANDARDISATION AND TRANSPARENCY OF THE RECRUITMENT PROCESS.</b></p>	<p>12. Recruitment 13. Recruitment (Code) 14. Selection 15. Transparency</p>	<p>3Q/2021 3Q/2022</p> <p>–</p>	<p>HR generalist</p>	<p><b>TARGET:</b> To define procedural standards for the selection of new staff.</p> <p><b>INDICATORS:</b></p> <ul style="list-style-type: none"> <li>● Introduction of OTM-R policy.</li> <li>● Creation of Methods and Procedures for the Recruitment of Staff.</li> <li>● 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.</li> <li>● Creation of a handout of rules for conducting interviews for appointments.</li> </ul>

<p><b>A10: TO INTRODUCE A MANAGED PROCESS OF ADAPTATION OF NEW EMPLOYEES.</b></p>	<p>12. Recruitment</p>	<p>2Q/2021 – 4Q/2021</p>	<p>HR generalist</p>	<p><b>TARGET:</b> To facilitate adaptation of new employees to the working environment of the institute.</p> <p><b>INDICATOR:</b></p> <ul style="list-style-type: none"> <li>● 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.</li> </ul>
<p><b>A11: TO INTRODUCE AND DEFINE AGENDAS RELATING TO HUMAN RESOURCES AT THE INSTITUTE OF PHILOSOPHY.</b></p>	<p>12. Recruitment 13. Recruitment (Code) 24. Working conditions</p>	<p>1Q/2021 – 3Q/2021</p>	<p>HR manager</p>	<p><b>TARGET:</b> In connection with the HR Award process, to bring key processes of HR management at the Institute of Philosophy into line with the HRS4R (Human Resources Strategy for Researchers).</p> <p><b>INDICATORS:</b></p> <ul style="list-style-type: none"> <li>● Creation of a strategic conception of new definition of HR personnel agendas and competences of the persons responsible.</li> <li>● Creation of a functional scheme of institutional working procedures for HR management in the form of a workflow of HR processes.</li> <li>● Presentation of a new organigram informing employees about the structure of personnel activities and the people responsible on institute website.</li> </ul>

<p><b>A12: TO FURTHER DEVELOP THE PREMISES OF THE INSTITUTE OF PHILOSOPHY IN THE JILSKÁ–HUSOVA ACADEMIC COMPLEX.</b></p>	<p>23. Research environment</p>	<p>4Q/2021 1Q/2023</p>	<p>- Management of the Institute of Philosophy Scientific Secretary</p>	<p><b>TARGET:</b> To improve employee infrastructure at the Institute of Philosophy, including emphasis on ecological sustainability.</p> <p><b>INDICATORS:</b></p> <ul style="list-style-type: none"> <li>● Create a consultative group focused on ecological sustainability of the Institute of Philosophy and optimal use of its spaces.</li> <li>● 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.</li> <li>● Preparation of a more comprehensive approach to environmental impact and ecological sustainability on the institute and its activities in the next period.</li> </ul>
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<p><b>A13: TO OPTIMISE WORK–LIFE BALANCE AND EMPLOYEE BENEFITS.</b></p>	<p>24. Working conditions</p>	<p>2Q/2021 2Q/2022</p>	<p>- HR generalist</p>	<p><b>TARGET:</b> Support work–life balance of the staff and their optimal use of employee advantages and benefits.</p> <p><b>INDICATORS:</b></p> <ul style="list-style-type: none"> <li>● 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.</li> <li>● Creation of an information package with support measures for parents with children.</li> <li>● Electronic processing of records of leave (holidays) to enable employees to see how much leave they have used at a glance.</li> <li>● Recommendation to hold work meetings between 9 a.m. and 4 p.m.</li> <li>● Analysis of the possibilities of expanding the range of benefits for leisure activities within the economic possibilities of the institute.</li> <li>● 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.</li> <li>● Create a new web section (in Czech and English versions) presenting the full range of staff benefits offered.</li> </ul>
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<p><b>A14: TO SUPPORT STABILITY OF EMPLOYMENT.</b></p>	<p>25. Stability and permanence of employment</p>	<p>1Q/2022 4Q/2022</p>	<p>– HR manager</p>	<p><b>TARGET:</b> 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.</p> <p><b>INDICATORS:</b></p> <ul style="list-style-type: none"> <li>● 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.</li> <li>● Provide institutional support to increase in the number of work contracts for an indefinite period.</li> </ul>
<p><b>A15: O IMPROVE TRANSPARENCY IN REMUNERATION.</b></p>	<p>26. Funding and salaries</p>	<p>2Q/2021 4Q/2022</p>	<p>– HR generalist</p>	<p><b>TARGET:</b> To improve communication and transparency of awarding the various salary components above the basic tariff, especially personal evaluation/bonus.</p> <p><b>INDICATORS:</b></p> <ul style="list-style-type: none"> <li>● Training of senior staff in the field of personnel management with an emphasis on remuneration and rating of staff performance.</li> <li>● Add information on Internal Salary Regulations in both language versions of the Manual for Employees.</li> <li>● Include the subjects of remuneration and personnel agenda as one of the points in the information day programme.</li> <li>● 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.</li> </ul>

<p><b>A16: TO CREATE INSTITUTIONAL PRECONDITIONS FOR ESTABLISHING A GENDER EQUALITY PLAN.</b></p>	<p>2. Ethical principles 27. Gender balance 39. Access to research training and continuous development</p>	<p>3Q/2021 – 1Q/2023</p>	<p>HR Manager</p>	<p><b>TARGET:</b> A more balanced gender representation at the Institute of Philosophy.</p> <p><b>INDICATORS:</b></p> <ul style="list-style-type: none"> <li>● Management of the institute will appoint a person responsible for the gender equality agenda.</li> <li>● 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.</li> <li>● Creation of a working group for the Gender Equality Plan (GEP) agenda.</li> <li>● Increase women’s representation in official committees and groups at the Institute of Philosophy (e.g. attestation committees, selection committees).</li> <li>● Include gender subjects in the development of competences within the framework of planned training or information seminars (e.g. work–life balance, new ERA).</li> <li>● Support staff returning from maternal/parental leave through individual consultations.</li> <li>● Highlight gender sensitivity in the advertising of vacancies.</li> <li>● 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.</li> </ul>
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<p><b>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.</b></p>	<p>29. Value of mobility 39. Access to research training and continuous development</p>	<p>1Q/2021 4Q/2022</p>	<p>– Coordinator of international cooperation</p>	<p><b>TARGET:</b> To mapping the level of use of mobility and increase staff's awareness of the available possibilities.</p> <p><b>INDICATORS:</b></p> <ul style="list-style-type: none"> <li>● Update the Czech and English versions of the Manual for Employees by adding information on mobility.</li> <li>● Start regularly informing staff about the possibilities of various mobility programmes in the CR and abroad.</li> <li>● Organise training for employees on the possibilities of using mobility schemes.</li> <li>● Train the coordinator of international cooperation and other relevant employees on the legal aspects of sending staff abroad and receiving staff from abroad.</li> </ul>
<p><b>A18: TO UNIFY THE PRESENTATION OF OPPORTUNITIES FOR CAREER DEVELOPMENT.</b></p>	<p>28. Career development 40. Supervision</p>	<p>1Q/2021 4Q/2021</p>	<p>– Specialist for training and development</p>	<p><b>TARGET:</b> To simplify access to information on the possibilities of career development.</p> <p><b>INDICATORS:</b></p> <ul style="list-style-type: none"> <li>● Create guidelines “Opportunities for Career Development at Institute of Philosophy” for all levels of academic staff.</li> <li>● Present the material at information days of the Institute of Philosophy and ensure its accessibility on educational microsite.</li> </ul>

<p><b>A19: TO INTRODUCE A SYSTEMATIC APPROACH TO DEVELOPMENT AND EDUCATION.</b></p>	<p>39. Access to research training and continuous development</p>	<p>3Q/2021 3Q/2022</p>	<p>– Specialist for training and development</p>	<p><b>TARGET:</b> To facilitate staff acquisition of necessary knowledge and skills.</p> <p><b>INDICATORS:</b></p> <ul style="list-style-type: none"> <li>● Creation of a training and development strategy for institute staff that would include standards of the system of staff education.</li> <li>● Realisation of a broad spectrum of training activities in accordance with annual training plans.</li> </ul>
<p><b>A20: TO SUPPORT THE DEVELOPMENT OF COMPETENCES OF TEAM LEADERS AND SENIOR STAFF IN THE ROLE OF MANAGERS, SUPERVISORS, AND MENTORS.</b></p>	<p>14. Selection (Code) 37. Supervision and managerial duties 40. Supervision</p>	<p>3Q/2021 4Q/2022</p>	<p>– Specialist for training and development</p>	<p><b>TARGET:</b> A higher standard of knowledge and skills of team leaders and senior staff in the role of managers, supervisors, and mentors.</p> <p><b>INDICATORS:</b></p> <ul style="list-style-type: none"> <li>● 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.</li> <li>● Use the “Concept of the work role of persons in leading positions at the Institute of Philosophy” to plan further training of senior staff.</li> <li>● 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.</li> </ul>

<p><b>A21: TO SUPPORT THE PROFESSIONAL DEVELOPMENT OF JUNIOR RESEARCH STAFF.</b></p>	<p>28. Career development 36. Relation with supervisors 39. Access to research training and continuous development</p>	<p>2Q/2021 – 4Q/2022</p>	<p>Specialist for training and development</p>	<p><b>TARGET:</b> Facilitation of the beginning of an academic career for staff in the doctoral/post-doctoral phase.</p> <p><b>INDICATORS:</b></p> <ul style="list-style-type: none"> <li>● Creation of method guidelines for a mentoring programme.</li> <li>● Inclusion of the first mentors and mentees in the mentoring programme.</li> <li>● Design of an educational module for junior academic researchers.</li> <li>● Realisation of at least 6 educational activities focused on acquisition and consolidation of knowledge and skills necessary for academic work.</li> </ul>
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The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

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.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL: none

#### **4. IMPLEMENTATION**

General overview of the expected implementation process:



#### GENERAL GOALS OF THE HRS4R IMPLEMENTATION 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
- 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 ambassadors 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.

Ambassadors assigned to each action are responsible for meeting specific targets, indicators defined for particular actions, and deadlines. Activities are carried out through collaboration between ambassadors 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. Ambassadors 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 action ambassadors, 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:

CHECKLIST	*DETAILED DESCRIPTION AND DULY JUSTIFICATION
<p>HOW WILL THE IMPLEMENTATION COMMITTEE AND/OR STEERING GROUP REGULARLY OVERSEE PROGRESS?</p>	<p>The Steering Committee will regularly be informed by the person with overall responsibility for the <u>Enhancing IP Development</u> project, the executive manager of this development project, and the HR manager about progress in implementation of the action plan, interim outputs, benefits, risks, and changes. Based on these reports, the Steering Committee will assess the fulfilment of the individual actions of the AP, consider necessary changes, or propose solutions to problems. Over and above the regular provision of information on progress in realisation of activities of the AP, the HR implementation team will consult with the Working Group on subsidiary aspects of realisation of the actions. It will be within the competence of the Working Group to propose additional measures, assist in addressing problems associated with implementation, ensure exchange of information, or help with its experience. Planned frequency of meetings will be as follows:</p> <p><b>STEERING COMMITTEE</b> - 1x every 6 months an online/personal meeting, at which the Steering Committee will be informed of the course of fulfilment of the actions. The Steering Committee will exercise oversight over AP realisation, fulfilment of schedule, effectiveness of fulfilment, and in case of difficulties or other risks will propose measures to resolve them.</p> <p><b>WORKING GROUP</b> - At least 3x a year, there will be a meeting of the Working Group where information on the steps undertaken in the given period will be presented. Members of the Working Group will distribute information on the progress in AP implementation also to other staff of their departments. If needed, they will obtain feedback from the staff of their departments on whether the measures taken have the anticipated results. At the same time, they can propose new ideas and suggestions. Meetings are convened operatively.</p> <p><b>HR IMPLEMENTATION TEAM</b> - Meetings on a running basis (at least 1x monthly), at which priorities and interim goals for the next period will be set and the fulfilment of previous goals evaluated.</p> <p><b>THEMATIC WORKGROUPS</b> - Their members are research or service staff with an interest in addressing particular burning issues or activities. Ambassador of an action related to a particular workgroup can also invite people to cooperate, especially those whose position at the Institute of Philosophy is relevant to</p>

the action or goals concerned. In the context of specific actions (or clusters of actions), the workgroups will then work independently and in parallel on fulfilment of the designated activities in line with an operating plan and receive feedback from their colleagues. If the progress of implementation of a particular action fails to correspond to the plan, then based on reconsideration of current conditions for realisation, a requisite revision of the AP may be undertaken. After modification of the procedure, the workgroup will proceed in realisation until the specific target is achieved. Interim communication and meetings will be held accordingly to internal operating plans.

HOW DO YOU INTEND TO INVOLVE THE RESEARCH COMMUNITY, YOUR MAIN STAKEHOLDERS, IN THE IMPLEMENTATION PROCESS?

The Action Plan is conceived so as to enable researchers to co-create solutions. Its realisation will therefore be guided by the following principles of broad participation:

- employees themselves provide key input information;
- implementation of solutions must be based on a deeper understanding of the context and impacts on staff;
- realisation of changes demands a wide-ranging involvement of key actors in discussion and consultation;
- implementation is always conducted by an assigned workgroup, never an individual.

Shortcomings emerging from gap analysis will be addressed through a [bottom-up approach](#), based on an investigation of the core of the problem and search for a solution on the ground - in general based on teamwork. To that purpose, thematic workgroups responsible for implementation of measures in particular areas will be created to address specific AP targets. Staff members interested or specially competent in particular areas will be invited to join workgroups. A workgroup will be coordinated by an ambassador responsible for a particular action of the AP. The workgroups' work will be based on discussion (supplemented by consultation with staff) leading to a proposal of a solution. Work on particular themes might start e.g. with a workshop with key staff on the current state of the issue (how we do it now) and its desired state (how it should work). In cooperation with staff, we will identify key values.

Auxiliary tools to ensure [consistent communication](#) with institute staff will include creation of an informationally robust *HRS4R website, creation of email groups, informal methods of communication, and institute intranet*. Thanks to thorough *training and development programme* for 2021–2022, institute staff will have opportunities to develop necessary skills and to keep pace with the changes taking place within the institutional culture of the workplace. Regular [info days/sessions](#) will be revived and offer opportunities to present subjects connected with institute's functioning via brief presentations on activities of the departments, institute's academic strategy, information for newcomers, mobility offers, publication support, developments in popularisation or internal communication, implementation of HR Award, support offered by service departments etc..

Implementation procedure of [new organisational policies/processes](#) will respect the need for the resulting materials, especially manuals and handbooks, to be maximally user-friendly, including sufficient visualisation. Information meetings/webinars will help familiarise the staff with documents that will be widely used in practice.

HRS4R implementation will involve further [boards and bodies of the institute](#), such as its Board, Popularisation Board, or workgroup for the Code of Ethics composed of researchers and staff from several departments. Popularisation Board will, in collaboration with a PR specialist, support cooperation with the public and the media. The Board will discuss, comment on, and adopt strategic documents e.g. for open access or popularisation. Workgroup for the Code of Ethics will supervise the creation and implementation of the Code of Ethics: its proposals will be sent for comments to researchers and relevant staff of the service departments. Setting of recruitment process standards will take place in close collaboration with department heads so as to consider the needs of all departments whose specific requirements will differ depending on particular areas of science.

HOW DO YOU PROCEED WITH THE ALIGNMENT OF ORGANISATIONAL POLICIES WITH THE HRS4R? MAKE SURE THE HRS4R IS RECOGNIZED IN THE ORGANISATION'S RESEARCH STRATEGY AS THE OVERARCHING HR POLICY.

The priorities of the HRS4R Action Plan arise from the conception of a continuous development of Institute of Philosophy specified in the *Plan for the Operation of the Philosophical Institute of the Academy of Sciences of the Czech Republic and the Steering of its Activities, including the Future Development of the Workplace*. The Action Plan thus fully corresponds to a comprehensive vision of the functioning of the institute, including the main areas such as the forms of organisation of research, high-quality working conditions, organisational principles, and the establishment of service agendas.

The [Strategy of the Institute of Philosophy](#) likewise emphasises the long-term and multifaceted development of the workplace. It explicitly declares that work standards and the quality of the work environment, including care for staff of the Institute of Philosophy, is based on the principles defined in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Certification of HR Excellence in Research Award will thus confirm and accelerate these efforts.

With approval by the Board of the Institute of Philosophy, the Action Plan document thus acquires an official status and will become the baseline material for a formal concept of human resources management of the institute. The financial resources and much of the personnel resources for realisation of the AP and corresponding HR Award related tasks are going to the activities of the project “*Enhancing professional development at the Institute of Philosophy*” (referred to as [Enhancing IP Development](#) project), whose realisation will run until the end of 2022 at the earliest. Within the framework of this strategic project and thanks to its funds, the institute was able to create some key positions in HR, PR, OA, international cooperation, and suchlike. These staff will take over the relevant agenda as well as establish and develop it further at the institute in the context of actions set out in the AP.

The results of much of the undertaken actions will be documents in the form of manuals, strategies, method guidelines or handbooks, which after approval will be incorporated into the set of institute's internal documents and in some cases acquire the status of internal regulation. The management of the Institute of Philosophy and its bodies will hold key responsibility for ensuring that the work standards arising from the AP are well tuned, comprehensible, and fit into the overall procedurally founded frame of the organisation. As part of the AP activities, a number of new strategic documents will be created to designate and define how particular agendas will function in practice. Examples include an open science strategy at the Institute of Philosophy, its popularisation strategy, training and development strategy, or the OTM-R Policy.



HOW WILL YOU ENSURE THAT THE PROPOSED ACTIONS ARE IMPLEMENTED?

The planning and introduction of HRS4R policy is fully supported by institute's management. The AP was consulted and approved by the institute's Board, which decides on the strategic plan for institute development. AP will be a publicly accessible document and staff will be informed about its implementation through all available information channels (HRS4R Working Group, Director's College sessions, website, social networks etc.). During AP implementation, we plan discussions and consultation with staff (individual conversations, department meetings, focus groups, surveys, email groups, requests for comment on drafts). The Director, as institute's statutory representative, will guarantee AP implementation and he/she is also ultimately responsible for the strategic project [Enhancing IP Development](#). HR implementation team consisting of HR manager, HR generalist, and training and development specialists will coordinate, work together, and support the ambassadors of other AP actions; they will also realise measures pertinent to HR agenda. The executive manager of the [Enhancing IP Development](#) project will monitor AP implementation in terms of adherence to schedule and evaluation of outputs. The Steering Committee will oversee interim realisation of strategic goals and will be consulted on compatibility with internal processes and concrete implementation steps.

Once the Action Plan is activated, we will call a [kick-off meeting](#). After obtaining the right to use the HR Award logo, we will agree on its application in internal/external communication. Furthermore, information about the grant of HR Award logo and Action Plan goals will be distributed across the institute. HRS4R Working Group members will communicate AP priorities to their departments and seek out colleagues willing to participate in realisation of some measures and improvements of the work environment. These people will be kept informed of progress in areas that interest them and invited to join the thematic workgroups, email groups, focus groups, consultations, etc.. If interested, they can educate themselves in areas addressed in the AP thanks to possibilities offered by the 2021–2022 training programme. HR implementation team will try, in terms of communication and organisation, to create a favourable environment for realisation of various AP actions for which the [ambassadors](#) will be responsible. The latter will manage the [thematic workgroups](#), which will work on realisation of specific actions of the AP in line with [internal operating plans](#). Operative implementation plans will build on the strategic AP and include goals for specific focus areas, basic specifications of procedures for realisation of activities, milestones, schedules, and success indicators. [Thematic workgroups](#) will consult their proposals with institute staff. Outputs will thus rest on a broad consensus facilitating acceptance by users and easier practical introduction. Finally, outputs will be approved by key institute bodies and included among internal documents as [binding internal instructions](#). Transfer and establishment of solutions in working practice will be the responsibility of staff in charge of particular institute's agendas. On the level of service

departments, newly introduced procedures will be reflected in job descriptions, which will guarantee their practical implementation. Institute management will in accordance with existing control mechanisms evaluate adherence. Implementation will be checked annually with Steering Committee's support.

HOW WILL YOU MONITOR PROGRESS (TIMELINE)?

On the level of thematic workgroups, progress will be monitored in terms of interim fulfilment of milestones of the operating plan and will be recorded in terms of ongoing revision of its content. The basis for continual monitoring of AP implementation on the level of management will be regular reports from the action ambassadors on interim outputs of the realisation of activities. The ambassadors will submit reports on individual actions to the head of the HR implementation team every 6 months. The head of the HR implementation team will submit a summary report to the Steering Committee. Over and above this framework, revisions to the AP can be made with higher frequency at least 1x every three months on the basis of operative information meetings with ambassadors of actions. One tool for monitoring the fulfilment of stipulated activities will be a traffic-light system in Excel tables, where green will mean fulfilment, orange will mean ongoing fulfilment, and red failure to fulfil an activity. There will be a larger scale interim evaluation of progress at the end of 2021. This will be the basis for the prioritisation of actions in the next year.

From its position, the HR implementation team will gather ideas and feedback from staff as they emerge from conversations, cooperation, email communication (including short surveys) with the aim of monitoring whether the institute staff are noticing any improvement. On the basis of this information, we will identify on a running basis – and annually assess – whether we are actually achieving progress in particular areas. If there are complications in practice or some measures turn out to be ineffective, the AP will be revised so as to reflect the current state, actual conditions for realisation of actions, and proposed measures as well as the identified risks. The HR implementation team will, in collaboration with the HRS4R Working Group, look for ways to remove obstacles or modify procedures to make them more effective in practice. The audit and where necessary updating of the AP will be conducted under regular oversight and support of the HRS4R Working Group and the Steering Committee. Data for monitoring purposes will be gathered at a shared database of electronic documents. The HR implementation team will progressively (as they appear) share all relevant outputs of the AP with other responsible departments, people, or thematic workgroups. The overview of ongoing/undertaken actions, activities and events will be regularly updated on the Institute of Philosophy web devoted to HR Excellence.

HOW WILL YOU MEASURE PROGRESS (INDICATORS) IN VIEW OF THE NEXT ASSESSMENT?

Final assessment of the fulfilment of the Action Plan will take place at three levels:

- Assessment of **indicators of outputs**: based on reports submitted by the ambassadors of actions; the result will be information on immediate indicators of AP implementation;
- Assessment of **outcomes**: demonstration of the extent to which specific set targets have been reached; the result will be information on the immediate effects of AP implementation and the assessment will also take into account the results of questionnaire survey of staff satisfaction;
- Assessment of **impact**: the Steering Committee will assess the impact of the results of AP implementation on the fulfilment of strategic priorities. Based on its conclusions, it will approve another strategic decision and entrust the head of the HR implementation team with drawing up a new action plan.

A two-track assessment of results achieved at the end of the monitored period will be conducted in the form:

- A final self-assessment, including rating of the level of fulfilment of indicators set out in the AP;
- A questionnaire survey of staff satisfaction at Institute of Philosophy (whether there have been improvements in specific areas that were parts of changes included in the AP).

The basic requirement for correct assessment of progress will be a transparency of implementation of activities of the Action Plan such that the results be visible to staff. Towards the end of the implementation period, there will be a final evaluation of fulfilment of specific goals of the AP from the perspective of their benefits for the staff and the institution. Representatives of the HRS4R Working Group will pass on feedback from the position of the individual departments. This level of evaluation will be self-assessment from the perspective of all members of the team involved in AP implementation (i.e. all ambassadors in relevant departments, the main sponsor of the Enhancing IP Development project, the executive manager of this project, and others). The tool used for self-assessment will be a checklist of policies and practices reflecting the state achieved. Conclusions regarding the actual state of organisational processes/procedures and areas requiring improvement will be integrated into a draft new action plan for the next period (the following 36 months).

	<p>The assessment of fulfilment of the long-term (general) goals of HRS4R strategy in its relation to the Institute of Philosophy Strategy will be conducted by institute's management and the Steering Committee. It will form the basis for updating of priorities for the next period of implementation of HRS4R and the HR implementation team will be given instructions on planning and coordinating actions for the next period.</p>
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Additional remarks/comments about the proposed implementation process:

<p>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. Regarding to the scope of implemented topics, we should also mention the fact that some key employees implementing the AP had only started to work at the Institute of Philosophy in 2020. They need time to establish their agendas and thoroughly familiarise themselves with the functioning of its institutional processes/procedures. Below, we present comments on specific aspects of realisation of the AP and links between the AP and Gap analysis.</p> <p><b>1. ETHICAL AND PROFESSIONAL ASPECTS</b></p> <p><b>AD A2:</b> Optimisation of internal communications relates to several independent departments and several principles mapped in the Gap analysis. For this reason, we need to approach the fulfilment of particular activities from more than one direction and the character of measures will be much more comprehensive and/or complex than in cases where the structure of responsibility is simpler and lies within the purview of a single department or one specific person/post.</p> <p><b>AD PRIORITY 9. PUBLIC ENGAGEMENT:</b> Consideration of popularising activities and mobility in the course of attestation procedure is an established part of the system, which is why we did not elaborate on it in the context of Action Plan activities. If, in the long-term, practice during attestation seems to diverge from the established criteria of assessment (i.e. popularising activity or mobility is not being taken into sufficient account), the subject will be explicitly highlighted in the goals of AP for the next period.</p> <p><b>2. RECRUITMENT</b></p>
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**AD A9:** The need for an explicit rating scale of competences for the assessment of candidates (R1–R4) during selection procedure, which is demanded by the OTM-R Toolkit, is already contained in the requirements and categorisation of academic levels in the Career Regulations of the Czech Academy of Sciences. This is why it is not highlighted in the specification of measures for implementation of the OTM-R policy.

**AD A11:** Up to 2020, the personnel department focused on the processing of personnel agenda. Capacity and expertise for the employee caring and development were lacking. Currently the personnel agenda of administrative character is covered by the personnel department team. As part of the Enhancing IP Development project, the personnel sector was reinforced at the level of HR agenda, which since 2020 has been the responsibility of a team composed of HR manager, HR generalist, and a training and development specialist. At the level of AP implementation, this team is known as the HR implementation team or HR team and is in charge of the strategic development of HR agenda and connected processes.

### 3. WORKING CONDITIONS

**AD A12:** Major changes to the complex where the Institute of Philosophy is housed are prevented by the fact that part of the buildings of the complex are cultural monuments (and so it impossible to make them entirely barrier free, for example). Another circumstance limiting the possibility for modifying the buildings is the fact that they and their adjacent grounds are owned by three independent subjects (Institute of Philosophy, the Sociological Institute of the CAS and the Art History Institute of the CAS). Hence the possibility of optimal use of the building appears in Part A12 as a prospect for the next period. It is assumed that existing joint negotiations will continue, but external factors mean that no commitments can be made (the agreement of all three owners is needed to move forward). Overall we can say that the building is hitting the limits and despite the best efforts of institute's management (e.g. renting of external spaces), proposals regarding a common room for socialising or the use of the yard require – especially in view of difficulties with assigning working space to new staff – a longer-term perspective for finding a solution. It is therefore an AP priority to start an institute-wide discussion on this subject.

**AD PRIORITY 26. FUNDING AND SALARIES:** Salary rates and dependence on grant financing is systemic and the institute cannot influence it from its position. Given the underfinancing of humanities, we identified some potential for improvement in greater transparency of the system of remuneration and greater awareness of the budget structure among institute staff (see A15).

**AD A17:** Sharing practice on mobility is an integral part of training of staff in position of Coordinator of International Collaboration. It is one of the new positions created as part of Enhancing IP Development project. This is why this aspect was not emphasised in the AP as part of institutional processes. Nevertheless, sharing of experience will be an integral part of creation of institute knowhow in this area.

**AD PRIORITY 34. COMPLAINTS/APPEALS:** The 2021–2022 Action Plan had intentionally not emphasised the practical aspects of complaint submission (aside from statutory representatives of the institute). These will be set only in connection with creation of the Code of Ethics of the institute and once the powers of the Ethics Commission are defined. A detailed analysis of functionality of these measures will be possible only after their practical implementation, which is why it will be addressed in the subsequent action plan.

#### 4. TRAINING AND DEVELOPMENT

**AD A20:** The basic organisational unit of the Institute of Philosophy is a scientific unit (department, centre) headed by a head who decides upon the personnel and research strategy of the organisational unit. Researchers are encouraged to work on joint projects headed by project leaders/chief investigators. Junior researchers also receive supervision from their supervisors and as soon as a mentoring programme is introduced, they will have the option of turning to their mentor. Proposed measures in the area of training and development relate mainly to these leading roles.

#### 5. TECHNICAL REMARKS

**AD LINKS:** Some of the organisational documents are accessible only to institute staff from the internal server or via the VPN. If necessary, we will be happy to provide these documents upon request.



EUROPEAN UNION  
European Structural and Investment Funds  
Operational Programme Research,  
Development and Education

