Action Plan HRS4R / HR AWARD for 2021 - 2022

	Action ID	Proposed action (short)	Proposed ACTIONS (detail)	Deadline /Timing	Responsible Unit	Targets	Indicators	Outcome Reference	Document	Training	Others	Status	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
ETHICS	APE 1	**Promote an ethical environment** Raise awareness of Research Ethics and Research Integrity by educational activities.	Organizing live lectures on Research Ethics and Research Integrity (series of online lectures for existing employees - in Czech language).	Q1/2021	WG Ethics HR Development	All researchers have opportunity to participate in lectures (by 'face to face' or other form).	• Number of trained researchers			x		To be Done								
			Creation e-learning (in Czech and English) to ensure training of new and existing employees (including so-called refresh training).	Q2/2022	WG Ethics HR Development	E-learning is implemented.	• Existence of e-learning • Number of researchers trained by e-learning		x	x		To be Done								
			Organizing Workshops on ECoC for early stage researchers - newcomers (especially R1, R2) - workshops on Research Ethics and Research Integrity and the application of ethical principles in science.	Q2/2021	Legal Office (K.Fidriková, P.Lančová)	All researchers R1, R2 have opportunity to participate in workshops.	• Number of trained researchers • Number of organized workshops			x		To be Done								
	APE 2	**Publishing Ethics** Rules for good publishing practice will be formally adjust.	Adjustment of publishing practice/co-authorship in a binding document as a part of the Managed Documentation.	Q3/2022	RCO	The issue of publishing practice/ co-authorship is regulated.	• Publishing of an internal document		x			To be Done								
	APE 3	**Open Science**	Drawing up recommendation for publishing in Open Access.	Q3/2022	RCO	The issue of publishing in Open Access is regulated.	• Publishing of an internal document		x			To be Done								
	APE 4	**Developing Effective Communication** Improving internal and external communication for different audience (staff and community, knowledgeable audiences, general audiences).	Creation of strategy for publishing of research results to the public (professional and general public, employees)	Q4/2021	PR	Strategy for publishing of research results is adopted.	• Publishing of an internal document		x			To be Done								
			Providing training for researchers in methods of popularizing science so that they are able to effectively communicate their research goals, activities and results to the general public and the mass media.	Q4/2021	PR	All researchers have opportunity to participate in trainings.	• Number of trained researchers • Number of trainings			x		To be Done								
	APE 5	**Setting goals in Gender equality**	Organizing workshops on the topic of gender equality policies in cooperation with the NKC (part of the Institute of Sociology of the Academy of Sciences).	Q1/2021	HR Development	All researchers have opportunity to participate in trainings.	• Number of trained employees • Number of trainings			x		To be Done								
			Gender equality plan will be adopted.	Q1/2022	HR Development	Gender equality plan is adopted.	• Publishing of internal document "Gender equality plan"		x			To be Done								
RECRUITMENT	APR 1	**Implementation of OTM-R Policy** (Recruitment and selection policy)	Establishing OTM-R Policy - the document will be created and published.	Q2/2021	HR + HR Development	Internal document is adopted and published.	• Publishing of internal document • OTM-R Policy web-link		x			To be Done								
			Implementation of OTM-R Policy - the document will be effective.	Q1/2022	HR + HR Development	All recruitments are in line with the OTM-R Policy.	• OTM-R Policy web-link				x	To be Done								
	APR2	**Familiarization with the OTM-R policy for Research Team Leaders and Members of Selection Committees**	Drawing up a methodological handbook that will help research team leaders and of selection committees' members to orientate themselves in the new elements that OTM-R policy introduces to the recruitment and selection process of new researchers. The handbook will contain procedures, templates for advertising, rules for candidate evaluation within the selection, appropriate questions for selection phase, channels for advertising. It will also include rules for setting up a selection committee (professional and gender balanced), methodology of the selection committee procedure during recruitment and selection, verification of references etc.	Q3/2021	HR + HR Development	Handbook is available for all members of selection committees .	• Existence of the methodological handbook		x			To be Done								
			Training of all research team leaders and members of selection committees.	Q4/2021	HR + HR Development	All research team leaders and members of selection committees are trained and act in line with the handbook.	• Number of trained employees			x		To be Done								
	APR3	**E-recruitment tool**	Implementation of an e-tool for the management of all recruitments with a link to the FNUSA-ICRC career pages.	Q2/2021 - Q3/2021	HR + HR Development	All recruitment processes are managed by e-tool.	• Percentage of recruitment processes managed by e-tool				x	To be Done								
	APR4	**Introduction of monitoring of recruitment process**	Initiation of monitoring the recruitment process for research positions and compliance with legislative requirement and internal OTM-R Policy.	Q1/2022	HR + HR Development	All recruitment processes are monitored.	• Percentage of monitored recruitment processes					To be Done								

Code	Measure	Action	Timeline	Responsible	Milestone	Indicator			Status
APWC1	**Strengthening internal cross team collaboration** Increasing Community cohesion of researchers from different teams at FNUSA- ICRC.	Organizing of informal events such as "Pint of Science".	Q3/2021	PR	Launch of organizing regular informal events.	• Number of informal events		x	To be Done
		Organizing of formal internal events with the presentation of research results (internal conferences R1, R2)	Q4/2021 + Q4/2022	PR	Launch of organizing regular formal events.	• Number of formal events		x	To be Done
APWC2	**Internationalization of FNUSA-ICRC** Support for the bilingual FNUSA-ICRC environment.	Translation of all documents in the Managed Documentation, with which FNUSA-ICRC employees are obliged to get acquainted.	Q1/2021 - Q4/2022	Quality Management	All documents in the Managed Documentation are issued in Czech and English simultaneously.	• Number of translated documents	x		To be Done
		Organizing of language courses for admin and research staff.	Q1/2021-Q4/2022	HR Development	All employees are able to communicate in English at such a level that they can provide sufficient support to foreign researchers (in the area of their own expertise).	• Number of employees who attended language courses		x	To be Done
APWC3	**Onboarding "Welcome package"**	Compose a welcome letter for employees indicating the institutional rules along with their references and links.	Q2/2021	HR	All new employees receive a welcome letter.	• Number of employees to whom the welcome letter was sent	x		To be Done
		Organizing of Orientation meeting on regular base - introduction to the FNUSA-ICRC environment.	Q3/2021	HR	All new employees attend the Orientation meeting.	• Number of employees who attended the Orientation meeting		x	To be Done
APWC4	**Update Intellectual Property Rules**	Update of Directive No. S/A/82999/01 "Management of research results and protection of intellectual property".	Q2/2021	Bussiness and Academic Relations Legal Office	Updated directive specifying the researchers' rights according to law and other agreements.	• Updated directive	x		To be Done
		Expand the offer of workshops to raise awareness of the utilization of research and development results and protection of intellectual property.	Q2/2021	Bussiness and Academic Relations	All researchers have opportunity to participate in workshops.	• Number of trained researchers		x	To be Done
		Publication of English version of brochures explaining intellectual property law according to legal norms and internal regulations.	Q3/2021	Bussiness and Academic Relations	Brochures are available in Czech and English.	• Number of brochures published in English version	x		To be Done
APWC5	**Ensure a functional complaint model**	Drawing up a document that defines a process for resolving complaints of employees taking account gender and cultural diversity.	Q1/2022	Quality Management	Document is adopted and published.	• Publishing of internal document	x		To be Done
		Creation of an e-learning training that will provide general awareness of how to proceed a complaint.	Q2/2022	Quality Management	E-learning is implemented.	• Existence of e-learning	x	x	To be Done
		Training of all employees (superiors and subordinates).	Q3/2022 - Q4/2022	Quality Management	All employees are trained.	• Number of trained employees		x	To be Done
APWC6	**Repeat Employees' Survey**	Repetition of the employee survey to compare data with 2020 survey as a feedback regarding working conditions, workplace relations, etc., and to ensure corrective action in areas where shortcomings are identified.	Q3/2021 Q3/2022	HR Development	Be able to compare data from 2020 with the following years and repeat the survey annually as a form of feedback.	• Survey conducted • Number of respondents	x		To be Done
APD1	**Personal & Career development plans**	Setting up a working group that will propose the individual parameters of personal & career development plan in relation to the training system.	Q1/2021	HR Development + Deputy Directors for Science	Designation of responsible persons. Launch of working group operation.	• Number of working group meetings		x	To be Done
		Implementation of personal and career development plans. (Linked to the APD2 action). **Pilot**	Q3/2021	Working Group + HR Development	Selected teams apply a personal and career development plan for selected subordinates.	• Percentage of researchers who have a personal and career development plan		x	To be Done
		Implementation of personal and career development plans. (Linked to the APD2 action). **Implementation**	Q1/2022	Working Group + HR Development	All researchers have the personal and carreer development plans.	• Number of researchers who have a personal and carreer development plan		x	To be Done
APD2	**Training system for researchers**	Adoption of training system for researchers, especially for early-stage researchers (R1-R2). The trainings will be divided according to areas: Compulsory trainings, Research Ethics, Project management, Transferable skills, Courses offered by different admin teams - Technology Transfer, Grant Support Center, Research Coordination Office, Finance etc..	Q2/2022	HR Development (+ all admin teams)	All researchers have defined the trainings that they should participate in.	• Number of trainings offered per year	x		To be Done
APD3	**E-Learning courses** To implement the e-learning courses especially in the field where is necessary to train all employees and repeat the training after several years.	Setting up a working group that will design the curriculum and content of chosen topics for e-learning.	Q3/2021	HR Development + Deputy Directors for Science	Designation of responsible persons. Launch of working group operation.	• Number of working group meetings		x	To be Done
		Building a database of e-learning courses and lectures (with video records) that will allow employees to attend and follow them after the face to face course has finished.	Q4/2021	Working Group + IT + HR Development	Existing database - open to all employees.	• Existence of database			To be Done

Area	Code	Title	Action	Deadline	Responsible	Goal	Indicator			Status	
DEVELOPMENT			Opening an e-learning database of compulsory courses and lectures.	Q2/2022	Working Group + HR Development	All courses that are compulsory for all employees exist also in the form of e-learning in both, Czech and English version.	• Percentage of all compulsory courses available in the form of e-learning		x	To be Done	
	APD4	All in-house training offers in one place	Establishing a database for the management of all in-house training events - technical suppport for organizing in-house trainings and other educational events.	Q2/2021	IT + HR Development	All in-house training events are inserted and managed in the internal IT system.	• Number of in-house training events inserted and managed in the internal IT system		x	To be Done	
			Placement of all in-house training offers on the FNUSA-ICRC website (section "For Employees").	Q2/2021	HR Development	The system is linked to the FNUSA-ICRC website.	• Existing subsection "Training events" on the FNUSA-ICRC website		x	To be Done	
			Raising awareness about this website.	Q2/2021	HR Development PR	All employees are familiarized with website.	• Traffic on website		x	To be Done	
	APD5	Role of supervisor	Adoption of document with description of what it means to be a supervisor including training responsibilities (evaluation of subordinates and personal development planning, coaching, mentoring etc.).	Q3/2021	HR + HR Development + Research Team Leaders	Document regulating the role of a supervisors is adopted and published.	• Publishing of an internal document	x		To be Done	
			Familiarization of supervisors and team members with the document "Role of Supervisor".	Q4/2021	HR + HR Development	All supervisors and team members are acquainted with the document.	• Number of employees acquainted with the document		x	To be Done	
			Implementation of regular training for supervisors in line with the adopted document "Role of Supervisor".	Q1/2022	HR + HR Development	All supervisors are trained.	• Number of trained supervisors		x	To be Done	
HR ACTIONS	APHR1	Networking HR AWARD community in the Czech republic	Participation in workshops organized by institutions in the Czech Republic that have already received or are applying for the HR AWARD.	Q1/2021 - Q4/2022	HR Development	Become a member of HR AWARD community in the Czech republic (networking).	• Number of events that HR AWARD team attended		x	To be Done	
			Organizing informal meetings for representatives of the HR department from institutions that have received or are seeking the HR AWARD and are currently based in the city of Brno. (SCI MUNI, MED MUNI, MENDELU, CEITEC, Czech Globe AV...).	Q3/2021 Q3/2022	HR Development	Share good practice	• Number of events organized by the HR AWARD team		x	To be Done	
	APHR2	Improving HR skills	Ensuring of training sessions on HR skills to HR personnel (Administrative expert, Communication skills, Recruitment and Selection – especially in connection with OTM-R Policy , Advising, Coaching, Intercultural sensitivity etc.).	Q1/2021 - Q4/2022	HR + HR Development	Share good practice	• Number of events/workshops		x	To be Done	