

## TEMPLATE 4: ACTION PLAN

**Case number:** 2020CZ488487

**Name Organisation under review:**

St. Anne's University hospital - International Clinical Research Center

**Organisation's contact details:** Pekařská 53, Brno, Czech Republic, 65691

**SUBMISSION DATE:** 31.12.2020

### 1. ORGANISATIONAL INFORMATION

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

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	137,99
Of whom are international (i.e. foreign nationality)	61,86
Of whom are externally funded (i.e. for whom the organisation is host organisation)	*
Of whom are women	59,21
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	58,95
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	44,3
Of whom are stage R1 = in most organisations corresponding with doctoral level	34,74
Total number of students (if relevant)	*
Total number of staff (including management, administrative, teaching and research staff)	<b>277,53</b>
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	14,84 mil. Eur (371 000 000 Kč)
Annual organisational direct government funding (designated for research)	720 tis. EUR (18 000 000 Kč)
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	13,4 mil EUR (335 000 000 Kč)
Annual funding from private, non-government sources, designated for research	720 tis. EUR (18 000 000 Kč)
<b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>	
The International Clinical Research Center (FNUSA-ICRC) of St. Anne's University Hospital Brno (FNUSA), one of the oldest university hospitals in the Czech Republic, focuses on translational medical research. Despite being established only in 2011, FNUSA-ICRC has already become a <b>center of excellence in many fields of clinical and pre-clinical research and currently takes pride in employing more than 400 people from 16</b>	

**countries. 30 research teams including 3 core facilities** follow the mission of FNUSA-ICRC and create the future of medicine by finding new solutions for prevention, diagnostics and treatment of cardiovascular, neurological and selected oncological diseases and disorders.

## 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 organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• <b>Ethical principles and ethical procedures</b> are set out in the Code of Ethics of FNUSA Hospital, of which the research center FNUSA-ICRC is a part.</li> <li>• The results of the survey show that the vast majority of respondents are satisfied with the FNUSA-ICRC approach to <b>research freedom</b>.</li> <li>• Existence of the internal regulation – the Directive “Complaints and Compliments”.</li> <li>• Professional support for researchers by administrative teams. Support for <b>intellectual property rights</b> provided by Legal Office, Technology Transfer Department and Research Coordination Office. The Legal Office also provides contractual support and general legal support to the FNUSA-ICRC as well as the implementation of public procurement. The Grant Support Center seeks suitable grant opportunities and supports the creation of project applications. The Project Management Office ensures the implementation of approved grants, coordinates activities in the sustainability period of individual projects, provides methodological support to research teams and ensures communication with grant providers. The Finance Department manages all sources of funding.</li> <li>• The <b>survey</b> and interviews showed satisfaction with the communication of management and admin teams towards research teams.</li> <li>• The <b>PR department</b> informs the public about what is happening at FNUSA-ICRC and provides contact with the media (TV, radio, press). FNUSA-ICRC has its own <b>bilingual</b> (Czech and English) <b>website</b> and actively uses the social networks Facebook, Twitter or LinkedIn. Information on research results for the public is regularly made available on the institution's website and sent to other research organizations in the form of a Newsletter.</li> </ul> <p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• <b>Lack of comprehensive training</b> on research ethics and research integrity for existing and new employees.</li> <li>• Insufficient regulation in the area of research ethics, especially on the handling of <b>patient data in research</b>.</li> <li>• Not all <b>internal documents</b> are available in <b>English</b>.</li> </ul>

	<ul style="list-style-type: none"> <li>• Missing official internal recommendations for publishing in <b>Open Access</b> mode.</li> <li>• Lack of a <b>gender equality plan</b>.</li> </ul>
Recruitment and selection	<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• <b>All vacancies</b> are advertised on the institution's website, <b>often</b> abroad on <b>EURAXESS</b> and other portals for researchers by specific field.</li> <li>• The applicant must <b>submit</b> only a <b>minimum of documents</b> within the recruitment process, by which we try to fulfil the principle of minimum administrative burden.</li> <li>• Job vacancies contain a <b>detailed description of the required knowledge and competencies</b>. Advertising targets a wide range of potential candidates, as evidenced by the high number of relevant candidates.</li> <li>• The <b>requirements</b> for the occupied position are <b>clearly defined</b> and always known in advance.</li> <li>• To assess the suitability of a candidate for a given job position, the qualification and experience in the field is crucial. Besides work experience, education or publishing, the <b>selection criteria also include soft skills</b>, whether the candidate fits into the team, his/her verbal and nonverbal expression, enthusiasm for science, etc.</li> <li>• It is clear from interviews with research team leaders that they evaluate the <b>mobility</b> of candidates positively and <b>perceive career breaks</b> mentioned in candidates' CVs <b>without prejudice</b>.</li> </ul> <p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• <b>Lack of internal regulation</b> governing the principles of open and transparent recruitment ("OTM-R policy").</li> <li>• Inconsistency in the recruitment process across all teams.</li> <li>• <b>Lack of written rules</b> for setting up a <b>selection committee</b> within an internal regulation.</li> <li>• The <b>composition of the selection committee</b> during recruitment - is often various, its composition and deadlines are not set in advance.</li> <li>• <b>Lack of an effective tool (e-tool)</b> for administrations of recruitments.</li> </ul>
Working conditions	<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• There are several <b>trade unions</b> at FNUSA and the relations between the employer, employees and trade unions are regulated by the Collective Agreement.</li> <li>• Precisely set functioning <b>health and safety rules</b> within the entire institution as well as in teams for work in a specific laboratory.</li> <li>• FNUSA-ICRC <b>laboratories are equipped</b> with hi-tech devices and technologies, and researchers have a library, conference and lecture halls at their disposal. There are several <b>Wi-Fi networks</b> throughout the hospital.</li> <li>• FNUSA-ICRC is involved in a number of <b>important academic interinstitutional collaborations and networks</b> of global and European importance. Since its establishment in 2011, FNUSA-ICRC has worked closely with the American Mayo Clinic (Rochester, Minnesota, USA and Phoenix, Arizona, USA), where 236 working stays have taken place by</li> </ul>

	<p>FNUSA-ICRC employees.</p> <ul style="list-style-type: none"> <li>• <b>International and multicultural environment</b> within the institution - FNUSA-ICRC currently employs <b>44% (FTE) of foreign researchers</b>.</li> <li>• Interviews with team leaders revealed a <b>strong understanding of the responsibilities of the research team leader role</b> with the need to combine managerial and research skills.</li> <li>• According to the survey, there is <b>90% satisfaction with interpersonal relationships at the workplace</b>, predominant satisfaction with financial rewards for work and with the work-life balance.</li> </ul> <p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• <b>Employment contracts</b> with researchers are concluded for a <b>definite period of time</b> (typically for 1 year, max. for the duration of the project) due to the fact that FNUSA-ICRC has various sources of funding and a substantial part comes from project funding. It is always in accordance with the conditions set by the Labour Code.</li> <li>• <b>Low representation of women in management positions</b>.</li> <li>• There is <b>no platform for getting to know researchers more closely across teams</b>, both formal and informal.</li> <li>• Fewer <b>opportunities</b> for development of <b>leaders' managerial skills</b> specific for research environment.</li> </ul>
Training and development	<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• In the employee survey, 74.4% of respondents answered in the affirmative that they <b>receive feedback</b> from their superior. <b>Most are satisfied</b> with the way their work performance is evaluated by their superior.</li> <li>• In 2019, a total of <b>234 FNUSA-ICRC employees took part in various trainings, seminars or conferences in the Czech Republic or abroad</b>. In 2019, 49 experts from abroad came to share their knowledge and experience with researchers at FNUSA-ICRC.</li> </ul> <p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• <b>Personal and career development plans are not implemented</b> in all teams and their implementation would be welcomed by almost 70% of respondents, according to the survey.</li> <li>• <b>Lack of a comprehensive training system</b> for personal and career development of researchers, especially early-stage researchers (R1 and R2), which would include the development of professional knowledge and skills, as well as transferable skills (eg Vitae, UK). There is a lack of a comprehensive and clear portfolio of all in-house trainings.</li> </ul>

### 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: <https://www.fnusa-icrc.org/en/hr-award-en>

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:

<b>Proposed ACTIONS</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
<p><b>APE 1 "Promote an ethical environment"</b></p> <p>"Raise awareness of Research Ethics and Research Integrity by educational activities."</p> <p><b>A)</b> Organizing live lectures on Research Ethics and Research Integrity (series of online lectures for existing employees - in Czech language</p>	2,3,7	Q1/2021	WG Ethics HR Development	<p><i>TARGET</i> All researchers have opportunity to participate in lectures (by 'face to face' or other form).</p> <p><i>INDICATORS</i> Number of trained researchers</p>
<p><b>APE 1 "Promote an ethical environment"</b></p> <p>"Raise awareness of Research Ethics and Research Integrity by educational activities."</p> <p><b>B)</b> Creation e-learning (in Czech and English) to ensure training of new and existing employees (including so-called refresh training).</p>	2,3,7	Q2/2022	WG Ethics HR Development	<p><i>TARGET</i> E-learning is implemented.</p> <p><i>INDICATORS</i> Existence of e-learning</p> <p>Number of researchers trained by e-learning</p>
<p><b>APE 1 "Promote an ethical environment"</b></p> <p>"Raise awareness of Research Ethics and</p>	2,3	Q2/2021	Legal Office (K.Fidriková, P.Lančová)	<p><i>TARGET</i> All researchers R1, R2 have opportunity to participate in workshops.</p>

<p>Research Integrity by educational activities."</p> <p><b>C) 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.</b></p>				<p><i>INDICATORS</i></p> <p>Number of trained researchers</p> <p>Number of organized workshops</p>
<p><b>APE 2 "Publishing Ethics"</b></p> <p>Rules for good publishing practice will be formally adjust.</p> <p>Adjustment of publishing practice/co-authorship in a binding document as a part of the Managed Documentation.</p>	8,32	Q3/2022	RCO	<p><i>TARGET</i></p> <p>The issue of publishing practice/ co-authorship is regulated.</p> <p><i>INDICATORS</i></p> <p>Publishing of an internal document</p>
<p><b>APE 3 "Open Science"</b></p> <p>Drawing up recommendation for publishing in Open Access.</p>	8	Q3/2022	RCO	<p><i>TARGET</i></p> <p>The issue of publishing in Open Access is regulated.</p> <p><i>INDICATORS</i></p> <p>Publishing of an internal document</p>
<p><b>APE 4 "Developing Effective Communication"</b></p> <p>Improving internal and external communication for different audience</p>	8,9	Q4/2021	PR	<p><i>TARGET</i></p> <p>Strategy for publishing of research results is adopted.</p> <p><i>INDICATORS</i></p> <p>Publishing of an</p>

(staff and community, knowledgeable audiences, general audiences).  <b>A)</b> Creation of strategy for publishing of research results to the public (professional and general public, employees).				internal document
<b>APE 4 "Developing Effective Communication"</b>  Improving internal and external communication for different audience (staff and community, knowledgeable audiences, general audiences).  <b>B)</b> 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.	8,9	Q4/2021	PR	<i>TARGET</i> All researchers have opportunity to participate in trainings.  <i>INDICATORS</i> Number of trained researchers  Number of trainings
<b>APE 5 "Setting goals in Gender equality"</b>  <b>A)</b> 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)	10,27	Q1/2021	HR Development	<i>TARGET</i> All researchers have opportunity to participate in trainings.  <i>INDICATORS</i> Number of trained employees Number of trainings
<b>APE 5 "Setting goals in Gender equality"</b>	10,27	Q1/2022	HR Development	<i>TARGET</i> Gender equality

<p><b>B) Gender equality plan will be adopted</b></p>				<p>plan is adopted.</p> <p><i>INDICATORS</i> Publishing of internal document "Gender equality plan"</p>
<p><b>APR 1</b> <b>"Implementation of OTM-R Policy"</b>  (Recruitment and selection policy)</p> <p><b>A) Establishing OTM-R Policy.</b> the document will be created and published.</p>	12,13,14	Q2/2021	HR +  HR Development	<p><i>TARGET</i> Internal document is adopted and published.</p> <p><i>INDICATORS</i> Publishing of internal document OTM-R Policy web-link</p>
<p><b>APR 1</b> <b>"Implementation of OTM-R Policy"</b>  (Recruitment and selection policy)</p> <p><b>B) Implementation of OTM-R Policy - the document will be effective.</b></p>	12,13,14	Q1/2022	HR +  HR Development	<p><i>TARGET</i> All recruitments are in line with the OTM-R Policy.</p> <p><i>INDICATORS</i> OTM-R Policy web-link</p>
<p><b>APR2</b> <b>"Familiarization with the OTM-R policy for Research Team Leaders and Members of Selection Committees"</b></p> <p><b>A) Drawing up a methodological handbook that will help research team leaders and of selection committees' members to orientate themselves in the new</b></p>	14,15,16,17,18,19,20	Q3/2021	HR +  HR Development	<p><i>TARGET</i> "Handbook is available for all members of selection committees.</p> <p><i>INDICATORS</i> Existence of the methodological handbook</p>



<p>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</p>				
<p><b>APR2</b>  <b>"Familiarization with the OTM-R policy for Research Team Leaders and Members of Selection Committees"</b></p> <p><b>B)</b> Training of all research team leaders and members of selection committees</p>	14,15,16,17,18,19,20	Q4/2021	HR + HR Development	<p><i>TARGET</i>  All research team leaders and members of selection committees are trained and act in line with the handbook.</p> <p><i>INDICATORS</i>  Number of trained employees</p>
<p><b>APR3</b>  <b>"E-recruitment tool"</b></p> <p>Implementation of an e-tool for the management of all recruitments with a link to the FNUSA-ICRC career pages.</p>	13	Q2/2021	HR + HR Development	<p><i>TARGET</i>  All recruitment processes are managed by e-tool.</p> <p><i>INDICATORS</i>  Percentage of recruitment processes managed by e-tool</p>

<p><b>APR4 "Introduction of monitoring of recruitment process"</b></p> <p>Initiation of monitoring the recruitment process for research positions and compliance with legislative requirement and internal OTM-R Policy.</p>	13	Q1/2022	HR + HR Development	<p><i>TARGET</i> All recruitment processes are monitored.</p> <p><i>INDICATORS</i> Percentage of monitored recruitment processes</p>
<p><b>APWC1 "Strengthening internal cross team collaboration"</b></p> <p>Increasing Community cohesion of researchers from different teams at FNUSA- ICRC.</p> <p><b>A)</b> Organizing of informal events such as "Pint of Science"</p>	8,9,38	Q3/2021	PR	<p><i>TARGET</i> Launch of organizing regular informal events.</p> <p><i>INDICATORS</i> Number of informal events</p>
<p><b>APWC1 "Strengthening internal cross team collaboration"</b></p> <p>Increasing Community cohesion of researchers from different teams at FNUSA- ICRC.</p> <p><b>B)</b> Organizing of formal internal events with the presentation of research results (internal conferences R1, R2)</p>	8,38	Q4/2021 + Q4/2022	PR	<p><i>TARGET</i> Launch of organizing regular formal events.</p> <p><i>INDICATORS</i> Number of formal events</p>

<p><b>APWC2</b></p> <p><b>"Internationalization of FNUSA-ICRC"</b></p> <p>Support for the bilingual FNUSA-ICRC environment.</p> <p><b>A)</b> Translation of all documents in the Managed Documentation, with which FNUSA-ICRC employees are obliged to get acquainted</p>	4,5	Q1/2021 - Q4/2022	Quality Management	<p><i>TARGET</i> All documents in the Managed Documentation are issued in Czech and English simultaneously.</p> <p><i>INDICATORS</i> Number of translated documents</p>
<p><b>APWC2</b></p> <p><b>"Internationalization of FNUSA-ICRC"</b></p> <p>Support for the bilingual FNUSA-ICRC environment.</p> <p><b>B)</b> Organizing of language courses for admin and research staff.</p>	23	Q1/2021- Q4/2022	HR Development	<p><i>TARGET</i> 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).</p> <p><i>INDICATORS</i> Number of employees who attended language courses</p>
<p><b>APWC3 "Onboarding - Welcome package"</b></p> <p><b>A)</b> Compose a welcome letter for employees indicating the institutional rules along with their references and links.</p>	23,24	Q2/2021	HR	<p><i>TARGET</i> All new employees receive a welcome letter.</p> <p><i>INDICATORS</i> Number of employees to whom the welcome letter was sent</p>
<p><b>APWC3 "Onboarding</b></p>	23,24	Q3/2021	HR	<p><i>TARGET</i></p>

<p><b>- Welcome package"</b></p> <p><b>B)</b> Organizing of Orientation meeting on regular base - introduction to the FNUSA-ICRC environment.</p>				<p>All new employees attend the Orientation meeting.</p> <p><i>INDICATORS</i> Number of employees who attended the Orientation meeting</p>
<p><b>APWC4</b> <b>"Update Intellectual Property Rules"</b></p> <p><b>A)</b> Update of Directive No. S/A/82999/01 - Management of research results and protection of intellectual property.</p>	8,31	Q2/2021	Business and Academic Relations  Legal Office	<p><i>TARGET</i> Updated directive specifying the researchers' rights according to law and other agreements.</p> <p><i>INDICATORS</i> Updated directive</p>
<p><b>APWC4</b> <b>"Update Intellectual Property Rules"</b></p> <p><b>B)</b> Expand the offer of workshops to raise awareness of the utilization of research and development results and protection of intellectual property.</p>	8,31	Q2/2021	Business and Academic Relations	<p><i>TARGET</i> All researchers have opportunity to participate in workshops.</p> <p><i>INDICATORS</i> Number of trained researchers</p>
<p><b>APWC4</b> <b>"Update Intellectual Property Rules"</b></p> <p><b>C)</b> Publication of English version of brochures explaining intellectual property law according to legal norms and internal regulations.</p>	8,31	Q3/2021		<p><i>TARGET</i> Brochures are available in Czech and English.</p> <p><i>INDICATORS</i> Number of brochures published in English version</p>
<p><b>PWC5</b> <b>"Ensure a functional</b></p>	34	Q1/2022	Quality Management	<p><i>TARGET</i> Document is</p>

<p><b>complaint model"</b></p> <p><b>A)</b> Drawing up a document that defines a process for resolving complaints of employees taking account gender and cultural diversity.</p>				<p>adopted and published.</p> <p><i>INDICATORS</i> Publishing of internal document</p>
<p><b>PWC5</b></p> <p><b>"Ensure a functional complaint model"</b></p> <p><b>B)</b> Creation of an e-learning training that will provide general awareness of how to proceed a complaint.</p>	34	Q2/2022		<p><i>TARGET</i> E-learning is implemented.</p> <p><i>INDICATORS</i> Existence of e-learning</p>
<p><b>PWC5</b></p> <p><b>"Ensure a functional complaint model"</b></p> <p><b>C)</b> Training of all employees (superiors and subordinates).</p>	34	Q3/2022 - Q4/2022		<p><i>TARGET</i> All employees are trained.</p> <p><i>INDICATORS</i> Number of trained employees</p>
<p><b>APWC6 "Repeat Employees' Survey"</b></p> <p>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.</p>	24	Q3/2021 Q3/2022	HR Development	<p><i>TARGET</i> Be able to compare data from 2020 with the following years and repeat the survey annually as a form of feedback.</p> <p><i>INDICATORS</i> Survey conducted  Number of respondents</p>
<p><b>APD1 "Personal &amp;</b></p>	28,30,36,37,38,39	Q1/2021	HR	<i>TARGET</i>

<p><b>Career development plans"</b></p> <p><b>A)</b> Setting up a working group that will propose the individual parameters of personal &amp; career development plan in relation to the training system</p>			<p>Development + Deputy Directors for Science</p>	<p>Designation of responsible.</p> <p>Launch of working group operation persons.</p> <p><i>INDICATORS</i> Number of working group meetings</p>
<p><b>APD1 "Personal &amp; Career development plans"</b></p> <p><b>B)</b> Implementation of personal and career development plans. (Linked to the APD 2 action). Pilot</p>	<p>28,30,36,37,38,39</p>	<p>Q3/2021</p>	<p>Working Group + HR Development</p>	<p><i>TARGET</i> Selected teams apply a personal and career development plan for selected subordinates.</p> <p><i>INDICATORS</i> Percentage of researchers who have a personal and career development plan</p>
<p><b>APD1 "Personal &amp; Career development plans"</b></p> <p><b>C)</b> Implementation of personal and career development plans. (Linked to the APD2 action)</p>	<p>28,30,36,37,38,39</p>	<p>Q1/2022</p>	<p>Working Group + HR Development</p>	<p><i>TARGET</i> All researchers have the personal and career development plans.</p> <p><i>INDICATORS</i> Number of researchers who have a personal and career development plan</p>
<p><b>APD2 "Training system for researchers"</b></p> <p>Adoption of training system for</p>	<p>38,39</p>	<p>Q2/2021</p>	<p>HR Development (+ all admin teams)</p>	<p><i>TARGET</i> All researchers have defined the trainings that they should</p>

<p>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..</p>				<p>participate in.</p> <p><i>INDICATORS</i> Number of trainings offered per year</p>
<p><b>APD3 "E-Learning courses"</b></p> <p>To implement the e-learning courses especially in the field where is necessary to train all employees and repeat the training after several years.</p> <p><b>A)</b> Setting up a working group that will design the curriculum and content of chosen topics for e-learning</p>	38,39	Q3/2021	<p>HR Development + Deputy Directors for Science</p>	<p><i>TARGET</i> "Designation of responsible persons.</p> <p>Launch of working group operation.</p> <p><i>INDICATORS</i> Number of working group meetings</p>
<p><b>APD3 "E-Learning courses"</b></p> <p>To implement the e-learning courses especially in the field, where is necessary to train all employees and repeat the training after several years.</p> <p><b>B)</b> Building a database of e-learning courses and lectures (with video records) that will allow employees</p>	38,39	Q4/2021	<p>Working Group + IT + HR Development</p>	<p><i>TARGET</i> Existing database - open to all employees.</p> <p><i>INDICATORS</i> Existence of database</p>

to attend and follow them after the face to face course has finished.				
<p><b>APD3 "E-Learning courses"</b></p> <p>To implement the e-learning courses especially in the field, where is necessary to train all employees and repeat the training after several years.</p> <p>Q2/2022 Opening an e-learning database of compulsory courses and lectures</p>	38,39	Q2/2022	Working Group +  HR Development	<p><i>TARGET</i> All courses that are compulsory for all employees exist also in the form of e-learning in both, Czech and English version.</p> <p><i>INDICATORS</i> Percentage of all compulsory courses available in the form of e-learning</p>
<p><b>APD4 "All in-house training offers in one place"</b></p> <p><b>A)</b> Establishing a database for the management of all in-house training events - technical support for organizing in-house trainings and other educational events.</p>	38,39	Q2/2021	IT +  HR Development	<p><i>TARGET</i> All in-house training events are inserted and managed in the internal IT system.</p> <p><i>INDICATORS</i> Number of in-house training events inserted and managed in the internal IT system</p>
<p><b>APD4 "All in-house training offers in one place"</b></p> <p><b>B)</b> Placement of all in-house training offers on the FNUSA-ICRC website (section "For Employees").</p>	38,39	Q2/2021	HR Development	<p><i>TARGET</i> The system is linked to the FNUSA-ICRC website.</p> <p><i>INDICATORS</i> Existing subsection "Training events" on the FNUSA-ICRC website</p>
<p><b>APD4 "All in-house training offers in one place"</b></p>	38,39	Q2/2021	HR Development	<p><i>TARGET</i> All employees are familiarized</p>



C) Raising awareness about this website			PR	with website. <i>INDICATORS</i> Traffic on website
<b>APD5 "Role of supervisor"</b>  A) 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.	36,37,40	Q3/2021	HR +  HR Development +  Research Team Leaders	<i>TARGET</i> Document regulating the role of a supervisors is adopted and published.  <i>INDICATORS</i> Publishing of an internal document
<b>APD5 "Role of supervisor"</b>  B) Familiarization of supervisors and team members with the document "Role of Supervisor"	36,37,40	Q4/2021	HR +  HR Development	<i>TARGET</i> All supervisors and team members are acquainted with the document.  <i>INDICATORS</i> Number of employees acquainted with the document
<b>APD5 "Role of supervisor"</b>  C) Implementation of regular training for supervisors in line with the adopted document "Role of Supervisor".	36,37,40	Q1/2022	HR +  HR Development	<i>TARGET</i> All supervisors are trained.  <i>INDICATORS</i> Number of trained supervisors
<b>APHR1 "Networking HR AWARD community in the Czech republic"</b>  A) Participation in workshops organized by institutions in the Czech Republic that	12,24	Q1/2021 - Q4/2022	HR Development	<i>TARGET</i> Become a member of HR AWARD community in the Czech Republic (networking).  <i>INDICATORS</i>

have already received or are applying for the HR AWARD.				Number of events that HR AWARD team attended
<p><b>APHR1 "Networking HR AWARD community in the Czech republic"</b></p> <p><b>B)</b> 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...)</p>	12,24	Q3/2021 Q3/2022	HR Development	<p><i>TARGET</i> Share good practice.</p> <p><i>INDICATORS</i> Number of events organized by the HR AWARD team</p>
<p><b>APHR2 Improving HR skills</b></p> <p>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.).</p>	12,24	Q1/2021 - Q4/2022	HR + HR Development	<p><i>TARGET</i> Share good practice</p> <p><i>INDICATORS</i> Number of events /workshops</p>

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.

Already during the preparation of documents for the creation of HRS4R, we considered the area of recruitment and selection of new employees to be one of the key areas. Given that one of the shortcomings and weaknesses of our institution is the lack of a document that would clearly and concisely inform candidates how the recruitment and selection process works, and at the same time the managers themselves do not have any methodological manual to explain the process, clarifying individual steps and providing them with valuable advice on how to proceed during recruitment and selection, we decided to focus on the creation and implementation of the OTM-R policy immediately in the first action plan.

Unlike universities, which in the Czech Republic are obliged to have a publicly available document for recruitment directly by law, our research center as part of the hospital does not have this obligation and has not yet created its own regulation concerning the recruitment of researchers.

The aim is to implement the principles enshrined in the Code of Conduct for the Recruitment of Researchers so that the new policy reflects these principles in the recruitment and selection process. Our intention is to set and show candidates and members of the selection committee clear rules that will make the whole process "open, transparent and merit based". This new document should unify the procedures, which, as shown by the interviews with the leaders of the research teams, are now very different and each team de facto recruits in its own way.

In the action plan, the adoption and implementation of the OTM-R policy is addressed in one whole section, which is divided into 4 actions. They are spread over the years 2021 and 2022 and are closely interconnected.

**The first of the actions is the adoption of a binding document** setting out the rules for the recruitment and selection of new researchers, with this document being made publicly available so that all applicants can have an idea of the process itself. We anticipate that researchers will be invited to the creation phase of this document in order to effectively communicate our intent and explain the principles contained in the Code, thereby removing obstacles that could undermine implementation itself.

**The second action is the creation of a handbook**, which we consider to be as important as the publication of the document itself, and which will be available to team leaders and selection committees' members. The manual should be an interpretation of the rules set out in the OTM-R. Unified advertising templates will be part of this guide. The handbook will explain the rules for setting up commissions, describe in more detail the whole process from advertising, pre-selection, interviews, evaluation of candidates to notifying candidates with the possibility of feedback.

Part of this event will be the training of all members of selection committees to ensure acquaintance with the new document and awareness of the essence of this measure, which is the introduction of the principles of "open, transparent and merit based" recruitment.

**The third event is the purchase of an online tool** for managing all tenders. The new e-tool should be linked to the career websites of our institution and should significantly simplify the management of recruitments. From this event, we expect simplification of the work of colleagues who deal with recruitment and unification of procedures within the HR department.

Thanks to the new online tool, we have the opportunity **to competently monitor and determine the**

**quality of newly adopted measures, which is the action No. 4** in this section of our action plan. At the end of the two-year action plan, we should have data corresponding to the newly adopted measures from the whole year of 2022, from which the new recruitment and selection regulation should be effective. Then we will be able to evaluate whether the new measures deliver on its objectives.

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: ---

#### 4. IMPLEMENTATION

General overview of the expected implementation process:

The start of the implementation of new measures is planned for the beginning of 2021.

The following quantitative methods were used to collect data for the GAP Analysis:

- In-depth Interviews with research team leaders, of which we conducted a total of 25 (May, June 2020)
- Focus Groups focused on young early-stage researchers, foreign researchers and as well on the area of recruitment and selection of new employees (June - July 2020)
- An online Survey among employees organized in August 2020

The obtained information were used to evaluate the current state of all 4 areas covered by C&C. Based on the identified gaps, an Action Plan was created, which fully corresponds to the actual state and is based directly on the suggestions of the researchers themselves. Researchers have identified gaps that they consider necessary to address and the Action Plan should meet their needs and respond to their impulses.

In October 2020, a new FNUSA-ICRC strategy was adopted, in which priorities are defined: the first priority is excellence in research and the second priority of our research center is professional management. The objectives are further divided as follows: Consolidation and further development of professional administrative services, Effective PR and internal communication policy, Effective quality management, Big Data management and Personnel policy and clear definition of the personnel processes. Among the main tools for achieving HR goals is maximization of the potential of the HR Award project and successful acquisition of the HR Excellence in Research Award.

In October 2020, the HRS4R Action Plan was agreed by all working groups and in early November it was introduced to the Steering Committee. After incorporating the comments, the individual topics (actions with a common denominator, e.g. Recruitment and Adaptation) are now communicated together with the results of the survey in the internal newsletter (Newsweek), so that all

researchers have the opportunity to get more acquainted with the Action Plan.

The Action Plan includes actions of various types. The first type are actions aimed at the adoption of a document: strategy, concept, new internal regulation, methodology, etc. The second type are educational events, whether lectures, workshops or e-learning, and the third type are actions that result in data acquisition from another survey among employees.

A large circle are events related to professional development - setting up plans for personal and career development and creating a concept of education provided in-house. Within this group of events, the development of managerial skills of research team leaders and their role of supervisors is also intended.

Another group of events are events whose common feature is the area of ethics in the broader sense of the Charter (i.e. including events related to gender issues, effective communication, Open Access, publishing ethics).

In the Action Plan, we will also find actions aimed at building stronger links between researchers, strengthening their cooperation and opportunities to meet, or resolving complaints, which are included in the section on working conditions.

The last chapter contains events for HR staff - to strengthen ties with the community of institutions implementing HRS4R and to improve HR skills.

The FNUSA-ICRC is aware that more than 40% of researchers (FTE) are already foreigners today, and emphasizes the international element and thus the need for absolute bilingual nature of communication and publishing of all documents. For this reason, English language courses for employees and translations of not only HR documents, but especially internal regulations, which are part of the managed documentation, will take place. In the future, all documents in the managed documentation should be accepted simultaneously in both languages, so as not to discriminate against employees who do not use Czech as their working language, but only English.

Actions related to the recruitment and selection of new researchers are commented on the issue related to the implementation of OTM-R Policy.

For some actions, a pilot test is planned in the first phase, so that, after evaluating the taken measures, real measures can be set up at institutional level in a form acceptable and feasible to all, i.e. that problems are already resolved and eliminated in the initial pilot phase of implementation.

The implementation of the proposed measures should eliminate or mitigate the identified gaps in the GAP Analysis, increase the compliance of internal regulations with the principles enshrined in C&C and improve working conditions for researchers. From the institution's point of view, the attractiveness of the FNUSA-ICRC as an employer on a domestic and international scale should increase.

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>Working groups composed of experts in individual fields will continue to operate for the next two years. These working groups were set up in early 2020 (after joining C&amp;C). Currently, there are 6 working groups that, in addition to HR, focus on ethics, quality, good research practice, work environment and PR. The leader of each of them will be responsible for the preparation and launch of individual actions from the action plan, monitoring and evaluating the implementation of these actions and reporting interim reports to the HRS4R coordinator at FNUSA-ICRC. The composition of the working groups should remain the same as during the preparation of the documents for the EC and the creation of the Action Plan, as we consider it important to maintain continuity - that those who co-created the actions remain members of the working groups and be responsible for actions, which they themselves proposed. Given that the working groups are mainly made up of administrative staff, an "Opinion maker" group will be set up consisting of researchers at all levels (R1, R2, R3 and R4) in order to provide regular feedback, both in the drafting phase, thus during the implementation of the actions and the evaluation of the impact of these actions on the researchers themselves. The Steering Committee, which will oversee the progress of the project, will be in the same composition as during the preparation of the documents during the HRS4R initial phase. The members of the Steering Committee will continue to be representatives of the institution's management - Executive Director and both Deputy Directors for Science, as well as representatives of researchers (R2 - R4), representatives of FNUSA-ICRC top management - Operations Director, Finance Director, Head of HR and Deputy for Human Resources at FNUSA hospital, of which FNUSA-ICRC is a part.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>Researchers of various levels (R1 - R4) will be involved in the HRS4R implementation process, especially through the "Opinion makers" group, will be members of some working groups and will continue to be represented in the Steering Committee, which should guarantee the participation of the research community in all activities related to HRS4R implementation. Researchers will be involved in the creation and approving of new internal regulations,</p>

	<p>methodologies and other documents, in setting up training concepts, personal and career development plans, OTM-R policies, etc. One of the planned actions is the annual repetition of the survey, which can be attended by all employees, which should be another channel to get feedback on actions that will be gradually introduced. The HR Development department will regularly inform the community of researchers about current events, implementation and running of individual actions, through the internal newsletter - Newsweek and on the website in the HRS4R section.</p> <p>The HRS4R coordinator will regularly inform the leaders of the research teams in person, as it was during the initial phase.</p> <p>All researchers will be able to participate in discussions in focus groups, which we want to connect with educational events, and we would like to take advantage of the fact that specific trainings / workshops are attended by smaller groups of researchers (eg foreign staff, PhD students, etc.) and there is a possibility for discussion.</p> <p>If the need to identify researchers' needs on a particular topic becomes apparent, HR Development will conduct further online surveys to varying degrees via REDCap in order to obtain the views of as many employees as possible on the topic.</p>
<p>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.</p>	<p>In the newly defined FNUSA-ICRC strategy, HRS4R (called HR AWARD) is mentioned several times in connection with building a high-quality work environment at FNUSA-ICRC. The FNUSA-ICRC's top management is fully aware of the urgency and need to improve the care of researchers, their working conditions and other related issues and supports the whole HRS4R implementation process. The Executive Director and both Deputy Directors for Science are the members of the Steering Committee, which we believe is a sign of how important the implementation of HRS4R at FNUSA-ICRC is considered.</p> <p>The Action Plan that we have created clearly and concretely shows what steps will be implemented in the next two years to improve and enhance the level of all 4 areas of the Charter. The main goal is to change the internal culture of the FNUSA-ICRC itself through the adoption of documents, methodologies that will help</p>

	<p>shape a new direction, e.g. within the OTM-R policy, greater emphasis on the role of supervisor, widespread implementation of personal and career development plans, organizing more educational events based on needs and the requirements of the researchers themselves, and other actions set out in the Action Plan.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>With the decision to accede to the Charter and the Code, a new HR Development department was created, to which both human and financial resources were allocated, which should help to ensure the successful implementation of HRS4R. This department is part of HR and its agenda consists not only of organizing educational activities, but its employees are engaged in conceptual activities, creating strategies and preparing new documents. The department consists of the HR AWARD project coordinator, the HR AWARD officers (ensuring, among other things, the preparation of internal regulations and documents in the field of HR and their compliance with Czech legislation, with the requirements of European regulations and directives and with the C&amp;C). Another team member is the HR officer, whose agenda is closely linked to recruitment and thus the implementation of the OTM-R policy.</p> <p>Responsibility for meeting the set goals will primarily lie on the working groups. All working groups will cooperate with the HRS4R coordinator and she will submit information on the implementation process to the Steering Committee at minimum twice a year.</p> <p>In the case of new documents, they will always go through a process of comment by stakeholders, which will ensure a favourable opinion on the final form of the newly emerging internal regulations and methodologies.</p>
<p>How will you monitor progress (timeline)?</p>	<p>The Action Plan is scheduled for individual quarters of the year and the implemented steps will be continuously monitored and evaluated through set indicators and targets. The working groups (persons responsible for the implementation of actions according to the Action Plan) and the HRS4R coordinator are fully responsible for monitoring the progress in the Action Plan. These persons are also responsible for any corrective measures that will be necessary in case of impossibility to meet the set goal in case of obstacles or change of circumstances (including the</p>



	<p>solution of delays).</p> <p>The Steering Committee will meet at minimum twice a year from the date the Action Plan starts being implemented. The HRS4R coordinator is a member of the Steering Committee, which will also provide feedback to the working groups. Among other things, the HR Development department, which coordinates the implementation, will have the task of raising awareness of these events among researchers of all levels (R1 - R4) during the implementation of individual actions.</p> <p>FNUSA-ICRC will share HR practice with other research institutions in Brno, in the Czech Republic and abroad that share best practices, draw inspiration and seek new ways to fulfil the principles stated in C&amp;C, and expects to receive feedback in this way as well.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>The aim of the working groups was to clearly set indicators that would be comparable to the current situation and to the goals that were set. If there is a matter of creating internal regulations, methodologies, brochures, etc., the result will be the document itself, which will be published, employees will be acquainted with it and, if necessary, training will follow either by face-to-face or online form or an e-learning module will be prepared.</p> <p>It is assumed that interviews will be held with the leaders of research teams as well as focus groups for specific groups of employees, which will continue to be a source of information on the actual situation (as during the initial phase).</p> <p>In the summer of 2021 and 2022, further online surveys will be conducted, including questions about the progress made in implementing HRS4R and whether the individual measures taken have met the expected improvements and benefits for researchers.</p> <p>The working groups will continuously monitor and control the progress and quality of implementation of the individual measures taken throughout the next two years. The HRS4R coordinator will submit the summary results at minimum twice a year to the Steering Committee. Through the coordinator, the working groups will inform the members of the Steering Committee not only about the implementation of the Action Plan, but also about possible</p>

	<p>pitfalls and newly proposed ways of solving or modifying the steps leading to the fulfilment of the set goals. The Steering Committee should always provide further insight and its task is to provide advice and help to achieve the project outcomes.</p>
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Additional remarks/comments about the proposed implementation process:

Given the size of the FNUSA-ICRC, it is not realistic to take more action in this first phase, although we are aware that the GAP analysis has revealed other gaps and possible challenges for the coming years. Our goal was to cover those gaps that seemed to us to be striking and the most important, and at the same time we wanted to start with steps in all 4 areas - ethics, recruitment, working conditions and professional development. The main goal of our efforts is the gradual change of internal culture and the creation of working conditions for researchers that would be fully competitive with foreign countries.