

INTERNAL REVIEW: Institute of Biophysics, Czech Academy of Sciences, Brno, Czech Republic

Name of Organisation under review: Institute of Biophysics, CAS

Case Number: 2020CZ518664

Organisation's contact details: Královopolská 2590/135, Brno, 612 65, Czech Republic

Web-Link to published version of organisation's HR Strategy and Action Plan:

<https://www.ibp.cz/en/about-ibp/hr-award>

Web-link to organisational recruitment policy (OTM-R principles):

<https://www.ibp.cz/en/about-ibp/hr-award>

SUBMISSION DATE TO THE EUROPEAN COMMISSION: 30.12.2023

1. ORGANISATIONAL INFORMATION

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	151,2 <i>Total R1, R2, R3 a R4 (110 researchers +65 Ph.D. students)</i>
<i>Of whom are international (i.e. foreign nationality)</i>	20,1
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	0
<i>Of whom are women</i>	78,7
<i>Of whom are stage R3 or R4¹ = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	67,7
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	13,3
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	22,75
<i>Total number of students (if relevant)</i>	24,35
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	43,40
RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	7309054
<i>Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)</i>	4235584
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	3073470
<i>Annual funding from private, non-government sources, designated for research</i>	35069
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>Institute of Biophysics, CAS (IBP) is focused to the basic research of fundamental importance. It involves the structure, function, and dynamics of biological systems. We use a broad spectrum of methods of molecular biology, biochemistry, biophysics, bioinformatics, etc. Researchers of the IBP are interested in collaboration with universities as well as international cooperation. We aim to further increase our reputation as a top centre of excellent research according to international standards. IBP provides good working conditions for the most talented scientists. These scientists have academic freedom, good financial and technical support in our Institute.</p>	

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE (NARRATIVE)

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

Ethical and professional aspects

Initial Phase 2021

STRENGTHS:

Freedom of research, respect to ethical principles as well as a professional responsibility. The Institute is well-recognized not only within the Czech Academy of Sciences but also worldwide. Ethics in scientific attitudes are promoted by a long tradition as well as strategic documents, stipulated at the IBP ([https://www.](https://www.;); the Organization Code, the Career Code, the Guideline on the Protection of Intellectual Property, the Code of Ethics etc.). Quality of research and management of human resources is also assured through additional internal regulations among other things. See <https://www.ibp.cz/en/> for more details on the infrastructure of the Institute.

Technology Transfer Office is not directly available at the Institute due to a low number of employees but commission managing Technology Transfer is under the government of the Czech Academy of Sciences.

Dissemination, exploitation of the results and public engagement are the following:

IBP webpage <https://www.ibp.cz/en/>

Printed magazine (Akademický Buletin), published by Czech Academy of Sciences

Organized "IBP Open Day, Trade Fair of Science, PR activities in Literary Café, etc.

WEAKNESSES:

- External Communication & Employer Branding: visibility of the Institute should be bolstered externally, not only with the Czech Academy of Sciences and local universities. In this regard, the institutional web site should be improved, especially the English version. The web page should be improved in order to appeal to the Institutional Career page.

- Missing much information, many rules and training courses in English, we need to improve the language barrier not only for Czech speaking researchers but also for scientists from abroad.

Interim Assessment 2023

STRENGTHS:

The research is focused to expanding knowledge for the good of mankind. Researchers have freedom in the selection of the subject of investigation, freedom of thought and expression, they use all methods available at the Institute. Good practice in research involves adoption of safe working practices and evaluation of the results using advanced scientific algorithms including statistical methods. They recognize limitations related mainly to budgetary and infrastructural reasons as well as intellectual property protection rules that are covered by internal regulation (see "Internal regulation on the protection of intellectual property rights resulting from research, development and innovation activities or created otherwise in the Institute of Biophysics of the CAS, v. v. i ." at our intranet, attached to the IR).

Our researchers recognise ethical principles related to their field of research and rules of work (e.g. working with embryonic stem cells or using ionizing radiation). These standards are documented in the Academic Ethical Codex as well as in the Institutional Ethical Codex (see Ethical Code of the Institute of Biophysics of the CAS - intranet, attached to the IR).

Researchers or the IBP are familiar with the research environment including funding and seek all necessary approvals before starting experiments. Our researchers avoid plagiarism of any kind, they validate new observations and reproduce experiments. They make every effort to ensure that their research is relevant to the society. They carefully select collaborators to be highly qualified and competent for the work required. They also adhere to the principles of sound, transparent and efficient financial management.

All researchers ensure that their results are disseminated and exploited, communicated or transferred into other research settings or, if appropriate, commercialised. Their research activities are made known to society at large in such a way that they can be understood by non-specialists (see our PR activities - action 11, <https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions>). Particularly important is the open science approach which is supported financially in the case of papers. In addition, we envisage the creation of a central database/central data repository for storing and managing data obtained from research activities. The exact form and parameters of the solution will be based on the accumulated requirements of the users.

WEAKNESSES:

We focus on the visibility and communication of the Institute to be bolstered (see our PR activities at Action 11, <https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions>). We are working on our institutional web site to be improved, especially the English version. New position have been established (PR Manager who will be responsible also for the web site). This activity will continue in the next period.

A number of important documents have been translated into English. Practically all scientific lectures, workshops and seminars were held in the past two years in English. We hope, the language barrier for scientists from abroad became less problematic. We will continue our effort to achieve better conditions for scientists from abroad.

Recruitment and selection

Initial Phase 2021

STRENGTHS:

The Institute of the Academy is also known for its strong commitment towards improvement; thus, the Academy of Sciences established a new call for the scientific position, which is the support of so-called “stem” employees.” We believe that this process encourages the employees and guarantees long term sustainability of the high quality of research at the IBP.

WEAKNESSES:

- According to the HR Award questionnaire, several weaknesses have been identified. Employees would like employment contracts with a longer duration than a 1-3 year period. However, the agreed employment duration always corresponds to the reasons on the part of the scientific project duration. Furthermore, according to the HR Award questionnaire the following areas for improvement were identified by researchers:

- Well-presented Institutional recruitment policy, fully opened criteria for new employees’ selection. Recommendations related to career breaks (a help to shorten maternity leave – children can be placed at kids’ corner), part-time jobs for parents of children up to 6 years. Home office tools etc.

- Establish an HR team for academic positions, department staff and/or non-academic positions.

- Financial bonuses for employees: Award for young scientists, The Best Paper of the Year, Application Award, Internal Cooperation Award, Methodological Award, etc.

- Missing HR Award training process (employees need to be well-informed about the principles of HR Award and educated in ethical aspects of scientific research.

- In the near future we must overcome the language barrier; thus, all institutional regulations and rules must be translated into English.

- There is a certain feeling of insecurity among researchers with respect to the duration of their employment contracts, especially in their early stage but not limited to this time frame only.

- Missing better visibility of women researchers and better gender & cultural diversity awareness.

Interim Assessment 2023

STRENGTHS:

Working group as well as the management of the Institute focused strongly to the improvement of the recruitment procedures in order to make them as near as possible to the principles and requirements of the Code of Conduct (see Internal Regulation "Recruitment and Selection of Researchers of the Institute of Biophysics of the CAS" from September 16, 2022, the document is attached to the IR). The procedures were open using all available instruments (advertising open positions at our web page, Euroaxess web page as well as in other possible sources of information). Effectiveness has been justified by means of committees specifically established for each position reflecting the needs of evaluation of necessary aspects of the candidates. Transparency consisted in open setting of the procedures (including detailed description of requirements and characteristics of jobs and positions at Euraxess), interviews with candidates, rules of selection, up to sending information about the results to all candidates. In order to document the improvement in detail, we have described the procedures in Action 2 in detail for each position. In order to check the opinion of our employees on the selection procedures we elaborated a questionnaire (on March 2023, e.i. 1 year and 4 months after the awarding of HRAW, <https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase>). The answer to the question "Are the selection procedures for positions at the IBP transparent?" was mostly positive. Many respondents answered "I do not know". It means that most employees are not acquainted with the selection procedure; those who can decide preferably select „Yes“ only with minor exceptions (only in 2 from 37 cases „No“).

WEAKNESSES:

The above mentioned weaknesses (Initial Phase) involve items that have been at least partially solved. Employees would like employment contracts with a longer duration than a 1-3 year period. The agreed employment duration always corresponds to the reasons on the part of the scientific project duration. In the case of new employees with good results there is always effort to keep them as long as possible (see chapter Evaluations at the Internal Rule: "The Career Development Rules of Research Workers at Institute of Biophysics of the CAS", attached to the IR as "Career rules").

Institutional recruitment policy and its criteria for selection are accessible for our employees at intranet (Internal Regulation on Recruitment, enclosed to the IR), therefore the recruitment policy is well-presented. Maternity leave, kids' corner, part-time jobs and home office are covered in the Work Regulations (Intranet, enclosed to the IR). HR teams involve employees from different positions and have responsibility for the whole recruitment process. The recruitment process and selection will be further improved, particularly for foreign candidates, in the next period of HRAW implementation. This is also related to the improvement of working conditions and training (see the next sections). The visibility of women researchers will be solved in the frame of the new action on "Gender Issues".

Working conditions

Initial Phase 2021

STRENGTHS:

An excellent situation exists in both the research environment and working conditions, in the sense of top infrastructures and facilities which are commonly open and shared among researchers, including the natural cooperation of highly skilled professional teams. The existing system allows adapting to researchers' specific needs related to their family/work balance, including part-time contracts, flexible working hours, etc. Also, there is the use of kids' corner; sports room, social events organized within the social fund.

Open spirit is also reflected by natural support and appreciation of co-authorships. The co-authorship of scientific papers are also supported by the newly implemented Czech National Methodology for Evaluating Research Organisations (called „Methodology 17+“). The Czech Academy of Sciences also has its own evaluation tools. Departments of the IBP are also annually evaluated by the Director according to scientometric parameters (measured according to Web of Science parameters) as well as by the International Scientific Advisory Board that was established in 2018 at the IBP.

Other principles are also naturally implemented, such as intellectual property rights (principle 31), wherein training as well as implementation are assured through the Centre for Technology Transfer of the Czech Academy of Sciences.

Researchers of the IBP also work as voluntary mentors and lecturers at universities (e.g. Masaryk University in Brno, Palacký University in Olomouc, etc.) Thus, equal demands and synergies in research and teaching (principle 33) are naturally implemented.

A democratic and open system (principle 35) is maintained by IBP management and the Council of the Institute.

WEAKNESSES:

The outcome from the Gap Analysis is the following:

Concerning international cooperation, a financial contribution for research team members' mobility (principle 29) is ensured at the IBP by means of the Division of international cooperation of the Czech Academy of Sciences. However, support of mandatory international mobility of PhD students employed at the IBP is missing. Therefore, it should be introduced (was introduced at the beginning of 2021). Rules for this support should be determined by a specific regulation. The regulation will be published on the IBP web page.

According to the gap analysis questionnaire, there are the following issues:

- Missing internal institutional communication. This point will be improved via WG cooperation with individual department leaders. Institutional HR Award intranet was established in 2020-2021 and many institution rules were (will be) translated from Czech language into English and published on the HRS4R IBP web page.

- High administrative loads - these must be reduced.
- A lack of ecological activities.
- Increase in financial bonuses.
- Information strategy of the IBP management must be bolstered.
- IT system must be improved - a new PC infrastructure and update of webpages.

Interim Assessment 2023

STRENGTHS:

In spite of the fact that the financial situation worsened due to covid and subsequent conflict at Ukraine, the infrastructures and facilities commonly used by our researchers have been extended from institutional funding by several relatively small but important investments: modular screening station (ScanR), computer cluster graphical cards, microscope laser, hypoxic working box, trans-epithelial electric resistance station, centrifuge with supplementary equipment, computers for working offices, cell incubator, and some smaller equipment. We try to keep the research environment and working conditions at the best possible level. The infrastructure is open for common use and shared among researchers. Its performance is guaranteed by highly skilled professional teams.

Regulation of working conditions (attached as "Work Regulations") allows adapting to researchers' specific needs related to their family/work balance, including part-time contracts, flexible working hours, etc. For our employees, there is also the use of kids' corner and sports room (see Action 9 and Action 14, <https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions>). Social events are organized within the social fund (see Action 7).

An important part of working conditions is the evaluation of the results and their authors. General evaluation of the Institute is performed each year by the Czech national methodology called „M17+“ (the results are published at <https://hodnoceni.rvvi.cz/>, enclosed "Institutes CAS results of evaluation M17+"). Our Institute has been ranked "A" as one of the best research organizations in the Czech republic. On the other hand, the Czech Academy of Sciences has its own evaluation procedure involving deeper insight at the level of departments. The latest evaluation has been performed in 2020 (period 2015-2019) with rather positive results (see the enclosed "IBP report of evaluation in 2020"). As a result, our budget has been increased by approximately 4%. The IBP departments are annually evaluated by the Director according to scientometric parameters (measured according to Web of Science indicators) as well as by the International Scientific Advisory Board that was established in 2018 at the IBP. IBP evaluates also young scientists and students (see Action 13, see <https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions>). In addition, at the end of 2022, the following prizes have been awarded: Awards for the best postdoc research results (2 prizes), Awards for the best publications (2 prizes), Award for young scientists, Award for the best application, Award for internationalization, and Cooperation Award (see Action 5, <https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions>). These employees have also obtained financial bonuses. Regular and standard evaluation of all employees is accomplished using attestations (see Action 6, <https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions>) improving working conditions of our employees.

Other principles are also naturally implemented, such as intellectual property rights (see attached regulation), wherein training as well as implementation are assured through the Centre for Technology Transfer of the Czech Academy of Sciences.

Researchers of the IBP also work as voluntary mentors and lecturers at universities (e.g. Masaryk University in Brno, Palacký University in Olomouc, etc.) Thus, equal demands and synergies in research and teaching are naturally implemented.

Specific courses on topics required by scientists improve the professionalism and research standards at the Institute (see Action 8, <https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions>).

Lectures of famous foreign scientists as well as other workshops and conferences also contribute substantially to the improvement of professional level of our scientists (see Action 10, <https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions>).

We maintained democratic and open system in the recruitment and selection at IBP for both national and foreign scientists (see the section on recruitment and Action 2, <https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions>).

WEAKNESSES:

Concerning international cooperation, a financial contribution for the mobility of PhD students employed at the IBP has been established (see the enclosed regulation on "Internal Support of Mobility Program"). The regulation has been published on the IBP web page (Intranet pages).

Missing internal institutional communication has been improved via WG cooperation with individual department leaders. In addition, specific award for collaborative publications has been introduced. Evaluation of common publications from 2020-2023 years has been performed with the target to improve internal communication. We will continue with this activity in future.

Improved working conditions for foreign employees has been achieved by means of improved recruitment and selection procedures as well as by translation of all important documents into English. Foreign employees have equal conditions in all aspects of work and life in our Institute. An important fact is that practically all scientists are able to communicate in English. We will continue the social equality approach started in the frame of the previous period. Particular attention will be paid to gender issues. We have developed Gender Equality Plan, which represents extension of this activity in the direction of gender issues. We will continue activities focused to support women in science: we will organize „Successful women campaigns“ focused to grants, papers or other attributes of scientific work. We will also aim to increase work/life balance for women (parents) in science; we will enable part-time jobs for women (parents) with children up to 6 years old. We will encourage women to become department leaders and/or deputy department leaders. We will support the nursery (a kid's corner). In addition, “Successful Women” web page will be developed at our web page.

High administrative loads to department leaders and other scientists in preparation of grant applications have been reduced by means of introducing "Project manager" position. We hope, it will not only reduce the administrative loads in the case of writing the project but also increase the effectiveness in project application.

The lack of ecological activities have been improved introducing several actions: 1) Riding by bike to working place, target: contribution to energy saving, 2) Cleaning the territory of the Institute, target: ecological activity. These activities will be continued.

Increase in financial bonuses has been achieved by awarding a number of different aspects of scientific work (see Action 5).

Information strategy of the IBP management has been substantially bolstered using web pages, Facebook and e-mail communication (see Action 11, PR activities, <https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions>)

IT system will be improved - a new PC infrastructure and update of webpages - this weakness is in the process of improvement (PR specialist has been employed as a new position).

Training and development

Initial Phase 2021

STRENGTHS:

Although some improvements are needed, certain aspects of Continuing Professional Development (principle 38) and Access to research training and continuous development (principle 39).

WEAKNESSES:

- Based on the Gap Analysis, we will organize courses (that are missing) of biostatistics, graphics and we will bolster language courses and courses aimed at the management of science.
- Missing well-developed educational process for postdoctoral research fellows and training for early-stage researchers in academic writing and publishing.
- Insufficiency in professional leadership and communication skills and time management also applicable for senior researchers.
- There are not too many lectures provided by foreign scientists working at worldwide recognized laboratories.

Interim Assessment 2023

STRENGTHS:

In order to achieve continual professional development of our scientists, we organize regular courses on various aspects of research and scientific life starting from writing scientific articles (EMBO course), communication skills, biostatistics, Excel standard and advanced use, graphics, language courses and courses on the management of sciences. In order to improve awareness of our employees about gender issues, we elaborated Gender Equality Plan (see the attached "Gender Equality Plan") and organized several actions to realize it.

Professional development of young scientists is increased also by means of improved mobility activities under new regulation (see Action 1). They also participate at workshops and conferences at national as well as international level. In order to bolster biophysical aspect of professional development at the Institute, we

established the Czech Biophysical Association, which will ensure information sources related to the international IUPAB body and organize its own international conferences (see Action 10, Conference of CBA, <https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions>).

WEAKNESSES:

The activities in the previous period improved the weaknesses mentioned in the Initial Phase substantially. We have organized a number of courses increasing the professional level of our scientists and other employees including leadership, communication skills and management skills. Also the number of lectures providing by foreign scientists increased. We will continue to achieve further improvement.

Have any of the priorities for the short- and medium term changed?

We have developed the Gender Equality Plan that involves description of the current status and actions to improve it (see the enclosed document "Gender Equality Plan"). Owing to the fact that gender issues represent an indispensable part of HR aspects, new Action on Gender Issues have been added to the HR Award Action Plan in order to coordinate these activities.

Our approach to data management have been developed and published at our web pages (see <https://www.ibp.cz/en/about-ibp/open-data-and-it-network-rules>). Open science also represents an important aspect of HR and, therefore, it is involved in the Action Plan.

In 2022 finished the first term of Prof. Eva Bártoová as the director of IBP. On 14.3. the Academic Commission elected Prof. Eva Bártoová for the second term, which was approved by the Council of the Institute as well as by the Council of the Czech Academy of Sciences. The strategic priorities for the next period involve a number of points related to HR Award Implementation, e.g. "Support of teams presentations for public", "Support of academic freedom of teams", "Support of pregradual and postgradual education of students", "Focus to the quality and deepening of international collaboration", "Social activities", "Support of parents working in science", etc. In the presentation of Eva Bártoová, the Institute has been evaluated as one of the best in the Czech Academy of Sciences. As a striking weakness, the gender-imbalance in leadership positions have been pointed out, which contrasts with the demographics of students, post-docs and junior scientists. Steps should be put in place to encourage gender diversity in leadership positions. HR Award represents one of the most important steps in the future.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?

On May 11, 2022, we established an Application Laboratory for Agriculture Biotechnologies (for Press Release see our web page) connecting biotechnological research in the Institute with private companies engaged in agriculture, food and breeding. This platform has been established from the support of the project "Potraviny AV21" and belongs to the net of similar laboratories. The establishment of the laboratory is more important for the institute strategy, however, it will contribute to the improvement of the working conditions and thus there is also substantial contribution to the HR strategy.

Are any strategic decisions underway that may influence the action plan?

We have established Czech Biophysical Association (the seat at the Institute of Biophysics, CAS). The statutes of the association have been signed on October 27, 2022. The first meeting has been held on June 23-24, 2022 at Třešt. The goals of the association are: organization of various professional or social events focusing on the field of biophysics or other disciplines for both members of the association and the general scientific community, assistance in achieving and subsequent dissemination of scientific research results, organization, deepening and coordination of cooperation among association members each other and with other entities operating in the field of biophysics or other disciplines, the association's participation in various scientific organizations or other entities or the creation of an institutionalized forum enabling effective communication between the members of the association and their joint communication with third parties. International conference „Focus on microscopy and biophysical methods“ in the New Castle in the South Bohemia has been organized on June 7-9, 2023. Contribution to the HR strategy is obvious.

We have decided to apply for HRAW support in the frame of OP JAK programme. The call will be announced in the beginning of 2024. It will be possible to apply for support of all basic needs – salaries for HRAW team, support of courses, education and mobility of young researchers, development of data management plan hardware, support of PR activities, etc.

3. ACTIONS

Please consult the [list of all actions](#) you have submitted as part of your HR strategy. Please add to the overview the [current status of these actions as well as the status of the indicators](#). If any actions have been altered, omitted or added, please provide a commentary for each action.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings:

Current status options: NEW / IN PROGRESS / COMPLETED / EXTENDED

<i>Proposed actions 2021</i>	<i>Gap Principle(s)</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>	<i>Current status 2023</i>	<i>Remarks</i>
1. Support of mobility for PhD students employed at the IBP – a career improvement. A new institutional regulation will be established.	18, 23, 24, 25, 26, 29	Preparation of the regulation in 2021-2022. The call for the Internal support of mobility will be announced in December for the next year and evaluated by the end of January the next year. New Due Dates: reports on 4.Q 24-26	HR Award Team, Director of the IBP	Up to 10 supported PhD students and scientists per year. Supported R1-R4 categories in percentage: 25/40/25/10. Measurable indicator will be the number of supported PhD students/the number of students that applied for this type of support. Action 1. has high priority for both institutional strategy and HRS4R.	IN PROGRESS	<p>We focused on the support of working conditions and mobility of PhD students employed at the IBP. The work at the institute before and after the internship is thematically related to the work done during the internship and is financed by the institute. During the internship, the salary of the students is maintained by the institute. In addition, we have prepared a regulation (see the enclosed file: „Internal Support of Mobility Program“) to provide some financial support from the Institute for longer stays abroad of PhD students (at least 30 days). The competition has been announced by the Director of the Institute on December 1, 2022.</p> <p>In 2022 year 12 PhD students stayed abroad, 4 students stayed abroad for at least one month (see Action 1). In January, 2023, the mobility has been supported based on the regulation for 2 students: R. Mikesova and O. Hesko. 6 Ph.D. students visited laboratories abroad for more than one month without requesting financial support from the Institute based on the regulation: M. Kratka, I. Indu, J. Rudolf, Mgr. A. Rudolf, T. Staronova and L. Sislerova (Action 1). In December, 2023, a four-month stay of Mgr. J. Červinka has been supported at University of Copenhagen, Denmark.</p> <p>Measurable indicator (the number of students supported/the number of students requesting for the support) has been fulfilled to 100%. High priority for both institutional strategy and HRS4R.</p> <p>We will continue with this Action in the next period (2024-2026) in order to further improve working conditions of our Ph.D. students and optimize the support of the mobility in an appropriate form corresponding to the needs of students and scientists. The students will be also better informed about possible financial support from the Institute.</p>

<p>2. Recruitment tool - the external part containing job advertisements</p>	<p>4, 10, 12, 13, 14, 15</p>	<p>Implementation of the tool: 2022, the last quarter; In the period 2022-2024, each year information on recruited scientists will be provided at the last quarter of the year.</p>	<p>HR Award Team; ISAB members, Attestation Commission</p>	<p>Indicators: 10-20 newly-recruited scientists each year; R1-R4 categories will be supported, approximately 40/30/20/10 in percentage. Measurable indicator will be the number of recruited scientists/the number of scientists needed. The external part of the recruitment tool containing job advertisements will be adjusted and will contain web links to information on institution working conditions, benefits, etc. The part of the recruitment tool used for communication with candidates will be sophisticated and will allow for automatic feedback and other communication patterns. Department leaders will be selected based on fully open recruitment activity advertised in scientific journals. Action 2. has high priority for both institutional strategy and HRS4R.</p>	<p>COMPLETED</p>	<p>In 2022, we have advertised and subsequently selected 8 candidates to various positions. In 2023, we advertised 12 positions (PhD and postdocs) and selected so far 9 candidates (see Action 2, https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions). The number of applications was in average 11 candidates.</p> <p>In order to fulfil the OTM-R principles, the advertisements were published at the Institute web pages as well as Euraxess, with detailed description of the position (the field of work, period, required experience, knowledge of languages, salary and other conditions). In the advertisements the required documents were also listed. After the application deadline the candidates were carefully screened for the criteria of the position. The selection committees were instructed by Ing. Robin Ulrich on the HRAW rules and made an unbiased and non-prioritized assessment of the academic qualifications and experience with respect to the research area, technical skills, and other requirements. Subsequently, the selected applicants were invited to the interviews with presentations, they also received detailed information about the offered position. The winning candidates were selected exclusively on the merit (experience and good laboratory skills in relation to the future research).</p> <p>A new internal regulation on the recruitment and selection of researchers of the Institute of Biophysics of the CAS approved by our ISAB members has been adopted in September 16, 2022. The basics OTM-R principles are involved in this document and the future recruitments will be realized according to this regulation. The regulation is enclosed as: „Internal regulation on recruitment“</p> <p>The number of recruitments (20) as well as the spectrum of positions (R1-R4) has been approximately fulfilled. R1/R2/R3/R4 was 9/7/0/1, which corresponds to the expected percentages (40/30/20/10). Measurable indicator (the number of recruited scientists/the number of scientists needed) has been fulfilled to 90%. The OTM-R principles were respected (see the detailed descriptions) and substantially improved during the 2 years. The communication tools used involved presentations in the Institute as well as interviews through on-line tools (Zoom or other platforms). Action 2. had high priority for both institutional strategy and HRS4R.</p> <p>This action has been completed and the approach will be systematically applied in the future.</p>
--	------------------------------	---	--	--	-------------------------	---

<p>3. Translation of all internal rules into English.</p>	<p>1, 4, 15</p>	<p>Implementation will be realized during the period 2021-2022 (the last quarter 2022 is the deadline). All rules and HR-related documents will be translated into English</p>	<p>HR Award Team, Director</p>	<p>Within 2 years of implementation, all institutional regulations and rules will be translated into English. This activity will address all categories R1-R4 equally. Translated documents will be published on the IBP web page for HRS4R activities. Measurable indicator: number of documents translated/total number of documents. High priority HRS4R.</p>	<p>COMPLETED</p>	<p>In 2022 or earlier, basic regulations of the Institute as well as regulations important for foreign visitors such as "Organisational rules", "Career rules", "Hostel operating rules", "Ethical codex", "Internal regulations on recruitment", "Computer network rules", "Computer network administration rules", "E-mail rules", "Emergency Plan", "GDPR regulation", "Handling of Genetically Modified Organisms", "Handling or ionizing radiation sources", "Internal regulation on Intellectual property", "Internal regulation on the communication with media", "Internal Support of Research Program", "Operating rules of GYM", "Radiation Protection Assurance Program", "Rules of Organization", "Scheme of Organisation of the Institute", "Work Regulations", "Statement of records of working time" has been translated into English (see the enclosed files). In 2023 we have translated "Crisis Management Plan" and "Internal regulations on institutional endurance" (enclosed). Translation of all documents and regulations related to HRAW as well as translation of basic regulations of the Institute into English has been completed and carefully checked. 100% of new documents are translated into English directly. Measurable indicator: the remaining documents (approximately 30% remained in the Czech language) are of minor importance for foreign employees (e.g. archival documents or documents related to specific work not related to research). This step had high priority for HRS4R.</p>
---	-----------------	--	--------------------------------	--	-------------------------	--

<p>4. Evaluation of departments (bibliometric analyses of scientific results). Evaluation of departments and their leader is performed using two independent systems.</p> <p>Detailed information: Evaluation of departments and their leaders is performed using two independent systems. One is based on scientometry and the other is based on peer-review performed by the ISAB. Individual researchers of all categories are evaluated regularly using panels consisting of both internal and external experts. All these procedures are mostly transparent (accessible to all scientists of the Institute).</p> <p>During the on-site visit, ISAB evaluates all teams according to their publications, presentations and visits to their workplaces. ISAB provides independent evaluation/appraisal of all departments and their leaders and nomination of the best PhD students for the ISAB-president award. Members of ISAB provide recommendations of the best outputs for national evaluation.</p> <p>Internal evaluation by means of scientometry is performed each year using a 5-year period window. This evaluation procedure is organized by the Academy of Sciences of the Czech Republic. All outputs of the Institute are categorized using journal quality (journals are divided into quartiles and top decile according to the Article Influence Score). In addition, citations are also taken into consideration in a similar way (quartiles and top decile are calculated for each year, the field of science, and type of publication). These analyses are enclosed with the materials submitted to ISAB for consideration.</p> <p>Also, an independent evaluation is performed by the Academy of Sciences of the Czech Republic in the 5-year interval.</p>	<p>4, 10, 11, 15, 23</p>	<p>Improvement of science evaluation, implementation in 2021, and 2022 (the last quarter of 2022 is the deadline). Bibliometric evaluation of departments will occur at the end of each year; evaluation by International Scientific Advisory Board (ISAB will be performed biannually. According to the results of the evaluation, provided by management, and every 2nd year by ISAB, the budget for the departments will be modified.</p> <p><i>New Due Dates: reports on 4.Q 24-26</i></p>	<p>HR Award Team and Deputy Director</p>	<p>ISAB meeting documents, evaluation protocols. All categories R1-R4 will be acquainted with the results of the evaluation procedure. Measurable indicators: number of outputs for each team divided into quartiles according to journal quality (and by the number of citations), comparison to EU and world standard. Support of individual teams by ISAB evaluation in terms of "increase support of the team", "continue support of the team", "there are problems (suggestions to solve them). Action 4. has high priority for institutional strategy average priority for and HRS4R.</p> <p><i>The Action will be continued and focused to the new EU ARRA document. A new measurable indicator will be the number of bibliometric documents evaluated by the Council (ISAB)/number of documents created.</i></p>	<p>EXTENDED</p>	<p>The evaluation of departments and the Institute using bibliometry is performed each year using both own method (see Sub-Action 4.4), using outputs provided by the Czech Academy of Sciences (ASEP system, see Sub-Action 4.2) and using bibliometric part of the M17+ methodology of the national evaluation (see. Sub-Action 4.1). These results are used to check the performance of individual departments as well as the performance of the Institute in the meantime between regular evaluations.</p> <p>In addition, each year national evaluation is performed, in which the Institute is in the latest years marked "A" (the best ranking). Owing to the fact, that there are no pronounced problems in our departments or in the Institute and in agreement with ARRA (Agreement on Reforming Research Assessment), we postponed the possible budget adjustments in 2023 to more complex evaluation by the CAS or recommendations by ISAB. In 2022, ISAB evaluated young scientists and students (see Actions 5.1, 13.1 and 13.2, https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions). Therefore, we decided to organize the next ISAB meeting in 2024. A number of prizes (for the best publication, for collaboration between departments, for best application etc., have been awarded).</p> <p>Measurable indicators: number of outputs for each team divided into quartiles according to journal quality, comparison to EU and world standards. The results can be seen in Sub-Action 4.1. and 4.2. This step has high priority for both institutional strategy and for HRS4R.</p> <p><i>Owing to the new document accepted by the EU (ARRA-Agreement on Reforming Research Assessment), the action will be continued in the next period 2024-2026 with focus to ARRA, particularly to pay more attention to peer-review evaluation. All bibliometric data obtained will be carefully judged by the Council of the Institute (or by ISAB) or other competent committee.</i></p>
---	--------------------------	--	--	--	------------------------	--

<p>5. The best PhD student award, Application Award, Internal cooperation Award, Methodology Award, and The scientific paper of the year.</p>	<p>4, 8, 11, 15, 16</p>	<p>According to the recommendation of the supervisor and based on the evaluation of the Director's Collegium, the above mentioned awards will be implemented and the winning scientists will be awarded (at the end of each year). Director may also select the paper of the year with the highest contribution of IBP-employees (own "know-how"). These employees will be awarded a financial bonus (also at the end of each year).</p> <p>New Due Dates: 4.Q 24-26</p>	<p>HR Award Team Advisory board Collegium of the Director, Head of the Institutional Council</p>	<p>Diploma and financial bonus for Awards. Awards in all categories will be selected by WG. These awards are open for all categories R1-R4 that have a chance to be annually awarded. Measurable indicators: % of awarded scientist from the maximum available. Action 5. has high priority for both institutional strategy and HRS4R.</p>	<p><i>IN PROGRESS</i></p>	<p>In 2022, the following prizes have been awarded (see Action 5, https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions): Awards for the best postdoc research results (2 prizes), Awards for the best publications (2 prizes), Award for young scientists, Award for the best application, Award for internationalization, and Cooperation Award. The awarded employees have also obtained financial bonuses. The prize for the best methodology have not been awarded.</p> <p>In 2023 the selection of prizes has been performed by means of more transparent approach - using the Collegium of the director. The nominated publications have been evaluated by the Collegium and suggested to the director for the corresponding category of prizes. The following prizes have been awarded: Award for the best publication, Award for the best application, Award for the collaboration among departments of IBP CAS, Award for the best publication obtained in international collaboration, Award for the best methodology, and Award for internationalization. The prizes have been awarded on December 15, 2023.</p> <p>These awards are open for all categories R1-R4 that have a chance to be annually awarded. Measurable indicator: number of awards from the maximum possible (4/5=80% for 2022 and 100% for 2023). This step has high priority for both institutional strategy and for HRS4R.</p> <p>The types of awards as well as the selection procedure have not been so far finally established and, therefore, we decided to continue this activity for the next 3 years.</p>
---	-------------------------	---	--	--	---------------------------	---

<p>6. An improvement of attestation rules</p> <p>Detailed description: The Attestation Commission works per roll or during the on-place meetings. Commission provides R1-R4 categorization, based on the suggestion of the department leaders. The minutes of the Attestation Commission will be translated into English. All categories R1-R4 will be evaluated by the Attestation Commission,</p>	<p>11, 12, 21, 24, 26, 28, 30, 35, 36, 40</p>	<p>Regulation will be adapted at the last quarter of 2022, attestations will be performed continually per roll and on-site at the end of each year.</p> <p>New due dates: reports on 4.Q 24-26</p>	<p>HR Award Team, Attestation Commission</p>	<p>All categories R1-R4 will be evaluated by the Attestation Commission, all employee has a chance to discuss his/her position and salary with the Attestation Commission, held every year. All employees will be acquainted with the OTM-R document. A new possibility: an employee, who is not satisfied with their salary, can apply for a salary improvement and can defend their scientific quality before the Attestation Commission. Measurable indicator: number of cases with improved salaries/number of employees required the improvement. Action 6. has high priority for and HRS4R, average priority for institutional strategy.</p>	<p>IN PROGRESS</p>	<p>The attestation rules have been improved by the new regulation „Career rules“ (enclosed). In 2022, positions have been improved for 33 employees during the per-roll attestations. Regulation has been adapted in 2022, attestations have been performed continually per roll in 2022 and on-site at the end of the year (December 6-7, 2022). In 2023, positions have been improved for 13 employees (up to November, 2023) during the per-roll attestations. The on-site attestation will be performed at the end of the year.</p> <p>Attestation Commission provided R1-R4 categorization, working hours and salaries, based on the suggestions of the department leaders and in agreement with the career rules. All employees had a chance to discuss his/her position and salary with the Attestation Commission. All employees have been acquainted with the OTM-R document as well as with Career rules. An employee, who is not satisfied with his salary, can apply for a salary improvement and can defend his scientific quality before the Attestation Commission. The minutes of the Attestation Commission have standard form; the template is translated into English (the template as well as all minutes are stored). Measurable indicator: number of cases with improved salaries/number of employees required the improvement (in 2022-23 there are no such cases). This reflects the fact that the employees are not sufficiently aware of such possibility. Therefore, we will continue this activity in order to achieve realistic results. Action 6 has high priority for HRS4R, average priority for institutional strategy.</p> <p>The activity will be continued in order to improve the self-confidence of our employees to properly check their positions in the Institute and require improvement. Some selected employees will be invited to the on-site attestation together with their leaders and their possible position improvements will be considered in detail. Increased involvement of young scientists into career rules will be stimulated.</p>
--	---	--	--	---	---------------------------	---

<p>7. Social equality in gender, age, education, and citizenship via the social fund.</p>	<p>10, 19, 20, 27</p>	<p>We will eliminate gender imbalance; we will support equality of age, citizenship, social categories, etc. From this view, we will use the support from the social fund working on solidarity level. Changes will be introduced gradually; we will inform about them at the last quarter of the year.</p>	<p>HR Award Steering Committee</p>	<p>Principles of equality are well implemented at the institute, but new benefits from the social funds will be established. For example, 3 days of sick days have been provided to employees. The kid's corner is working and our plan is to support social activity that will be available for all R1-R4 categories in 2021-2024. We will also apply to the CAS for a certificate called Emeritus employee; thus, we are going to support seniority. Via such activity, retired scientists have access to the workplace and can attend the library, scientific meetings, etc. Measurable indicator: number of employees with some benefit/total number of employees at given category (women, various social categories, etc.). Action 7 has high priority for HRS4R.</p>	<p>COMPLETED</p>	<p>We have performed important steps to the elimination of the gender imbalance and to achieve equality of employees with different age, citizenship, social categories, etc.</p> <p>First of all, we have elaborated "Gender Equality Plan" (see Sub-Action 7.1, https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions) with a number of activities and already in 2022 a very successful lecture of Mgr. P. Špondrova on "Gender in Leadership" was realized. The lecture continued in 2023 again by Mgr. P. Špondrová on "Equality between men and women". This course was available for all categories of employees. The course was focused to gender stereotypes, their negative influence on women and men. Some potentially discriminate cases were discussed. The "Anti-discrimination law" has been discussed and some principles were explained. We will continue this activity in the frame of the new Action of the Revised Action Plan 2024-2026 on gender issues (see New Actions in this Interim Review).</p> <p>In addition, we established the "Senior club" and organized "Meeting of senior employees with young scientists" (Sub-Action 7.6). Another meeting is planned to the end of 2023. Several medals and other forms of prizes have been awarded to employees of the Institute (Sub-Actions 7.2-7.4).</p> <p>We have also applied to the Czech Academy of Sciences for the certificate called Emeritus employee for our employees (see Sub-Actions 7.2 and 7.7); thus, we supported seniority. Via such activity, retired scientists have access to the workplace and can attend the library, scientific meetings, etc.</p> <p>Principles of equality have been improved and new benefits were established (using also social fund). Our plan is to support social activity that will be available for all R1-R4 categories.</p> <p>Measurable indicator: number of employees with some benefit/total number of employees at given category (women, various social categories, etc.). We estimate this percentage to achieve approximately 70%. Action 7 had high priority for HRS4R. The Action is completed, however, the principles of social equality will be applied in future. Gender issues will be considered separately in a new Action.</p>
---	-----------------------	---	------------------------------------	---	-------------------------	--

<p>8. Education courses</p> <p>Detailed information: Leadership and management skills are critical for a successful career in science. Employees of our Institute will be educated on how to be group leaders. The aim is to explore attendees' approaches to leadership. Negotiation skills in science: This workshop will focus on negotiation. Participants will gain understanding and mastery of the negotiation process, which will support them in reaching their professional goals. Workshop for female scientists: both professional and personal aspects of employment will be discussed. This course, however, is tailored specifically to women scientists to facilitate sharing experiences and insights. Language courses in Czech and English: Academy of Sciences organizes many language courses specializing especially in English. Within HR Award implementation, we are going to hire an English-speaking lector who will be available for department and group leaders. This lector will provide language consultations including written and spoken language. Course on intellectual Property Rights. In order to improve the knowledge of scientists in this area, course on IPR will be organized. Course of biostatistics and bioinformatics: Employees of the Institute of Biophysics are interested in the course of biostatistics and bioinformatics that will help them to perform appropriate statistical analysis of their scientific results. A course in graphics or alternatively ad hoc specialist in graphics. This specialist will be helpful for graphical illustrations used for scientific papers and oral presentations in PowerPoint. These courses will be available for all R1-R4 categories, indicators are provided in a Table summarizing IBP activities - see Strategy document on IBP web page for HRS4R. This table is showing the number of participants in the individual course.</p>	<p>2, 4, 7, 28, 30, 31, 33, 38, 39</p>	<p>We aim to organize the following courses: biostatistics, ethics in science, rhetoric, management of science, academic writing and lecturing, eLearning, knowledge on graphical software, language courses, GDPR course, ERC project application, science evaluation, etc. These courses will be organized gradually during 2022-2023, the exact data will be given for each sub-action.</p> <p>New Due Dates: 4.Q 24-26</p>	<p>Steering Committee</p>	<p>The courses will be available for all R1-R4 categories. Indicators and measurable indicators will be given for each sub-action. High priority for HRS4R, average priority for institutional strategy.</p> <p>These courses will be continued. They will be available for all R1-R4 categories, indicators will be given for each sub-Action. Measurable indicator: number of employees participating/number of employees interested. Action 8 has high priority for HRS4R, however, it strongly contributes to the institutional strategy.</p>	<p>IN PROGRESS</p>	<p>In 2022, eight courses have been organized for the employees of our Institute in 2022 and additional 8 courses (the language course continued) in 2023 in order to improve their abilities in various aspects.</p> <p>The ability of cultivated speech, the art of expressing oneself well, formulating one's opinion, presenting oneself, and the ability to respond well to questions was presented at the course on rhetoric by V. Hagenová.</p> <p>Biostatistics was comprehensively presented by M. Svoboda in a very intensive way (3 days course) starting from the theory up to practical training, the evaluation of science and its problems was introduced in the presentation of S. Kozubek.</p> <p>ERC grants (types of projects, criteria, evaluation, financial aspects, example of successful application) were presented by P. Fedorova (NCP for ERC), language courses are continuously provided by R. Vogel, M. LeBlanc and E. Škarková,</p> <p>Computer graphics (Adobe Photoshop, Corel Draw, MS PowerPoint) was comprehensively presented by V. Zelený.</p> <p>Management and Leadership in a nutshell has been presented by Dr. Zdeňka Brázdová.</p> <p>Gender problems were introduced in the lecture by P. Špondrová „Gender in leadership“ and continued by "Equality between women and men" in 2023.</p> <p>Writing of scientific publication was introduced by Céline Carret from EMBO (2023). Introduction to Excel basic functions was presented by S. Kozubek (2023) and Seminar on Cybersecurity was presented by D. Král from our IT department (2023).</p> <p>We have organized 8 courses in 2022 and 7 courses in 2023, including the course on „Physiotherapy at Working Conditions“ provided by Mgr. A. Tomáš. Measurable indicator: number of participants/number of participants supposed was between 80-100%.</p> <p>Details are described in the Action 8 (https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions)</p> <p>There are further courses remaining for the next years: GDPR course, course on intellectual properties and patent applications, continuation of language courses. We plan to arrange course on Excell (statistical functions and programming) and continuation of EMBO courses. Educational courses are highly popular among employees of the Institute.</p>
--	--	---	---------------------------	--	---------------------------	--

<p>9. Child-corner (nursery directly at the Institute)</p> <p>Detailed information: Currently, we focus on the operation of a nursery garden; it will serve as institutional support for families with children. We consider the fact that the availability of public nurseries is considerably limited due to their low number, and we also consider low support from the government of the Czech Republic. We plan to establish a nursery with variable possibilities; children can attend this facility irregularly, that is mostly for several days a month, and/or regularly, that is every day. For parents, this nursery will provide effective service with huge variability. Nurseries can usually be entered from the age of 12 months. The admission process for children will be relatively flexible and dependent on parents' demands. Contracts with external body-provided nurseries will be published on the National Register of Contracts.</p>	<p>9, 10, 24</p>	<p>Implementation 2021-2024; at the last quarter of each year the report about the state of child-corner will be provided.</p>	<p>HR Award Team - Steering Committee, Director</p>	<p>The action is focused to the improvement of working conditions of women with children. This activity will be available for all R1-R4 categories in the following percentage: 30/30/20/10. Approximately 5-8 children per semester will attend this nursery. Annually, we will organize meetings with parents in order to discuss how to improve their working conditions. The number of families using nurseries will be mentioned in the final institutional report for stakeholders annually. This report will also be translated into English and will be posted on the institutional web page, in part showing activities within the HR Award. Measurable indicator: the number of families using nurseries/the number of families requiring it. Action 9. has high priority for HRS4R, average priority for institutional strategy.</p>	<p>COMPLETED</p>	<p>We have established a nursery (Elánek group) with variable possibilities; children can attend this facility irregularly, that is mostly for several days a month, and/or regularly, that is every day (five days a week). For parents, this nursery provides effective service with marked variability. Nurseries can usually be entered from the age of 12 months. The admission process for children is relatively flexible and depends on parents' demands. Financial support for the group depends on the number of children (6 children is obligatory).</p> <p>This action is focused mainly to the improvement of working conditions of women with children. The activity is available for all R1-R4 categories. Up to 6 children per semester may attend this nursery (according to the demand). We have organized meetings with parents in order to discuss how to improve their working conditions during the „Summer schools“ (see also Actions 14.1-14.2, https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions). The number of families using nurseries was 4 from 5 demanding in 2022 (one family used other nursery in the town). There are 6 children in the Elánek group in 2023.</p> <p>Measurable indicator: the number of families using nurseries/the number of families requiring it is 80-100%. Action 9. has high priority for HRS4R, average priority for institutional strategy.</p> <p>The activity will continue in the same extent in future, therefore, we consider it to be completed.</p>
---	------------------	--	---	---	-------------------------	---

<p>10. Lectures provided by foreign scientists will be selected by young scientists working at the IBP and by PhD students. We will also organize director's collegium, meeting of researchers, meetings of WG and SC, meetings of parents in science</p> <p>Detailed information: It is essential to organize lectures, institutional seminars, meetings and discussion clubs. Minutes of meetings will be archived and translated into English.</p>	<p>23, 38, 39</p>	<p>The call for nominations of speakers will be made at the beginning of every new year (I. quarter). Students will select 2-3 foreign speakers that will be invited for a lecture. A discussion on the scientific results and career possibilities will be organized annually since 2021. Also, several times a year, we will organize director's collegium, meeting of researchers, meeting of WG and SC, meeting of parents in science. Exact dates will be shown during the implementation phase.</p> <p>New Due Dates: lectures 3.Q 24-26; lectures and conferences 4.Q 24-26</p>	<p>Steering Committee, WG.</p>	<p>Meetings will be open for R1-R4 categories and will be organized according to the schedule published in the table, in the Strategy document of the IBP. The participation of scientists in these activities will be properly described in the Minutes of the meeting. Measureable indicators: number of participants/ number of available employees at given category (e.g. number of participants at the director's collegium/ number of members of the collegium). Action 10. has high priority for institutional strategy, average priority for HRS4R.</p>	<p>EXTENDED</p>	<p>In 2022, we organized 4 lectures by foreign scientists (K. Makova, H. Fulkova, P. Kumar, P. Kania), 2 Methodological Symposia, 2 times Director's Collegium, a meeting to establish „Czech Biophysical Association“, one ISAB meeting, IBP Career Day (organized by Hana Polášek-Sedláčková) where a discussion on career possibilities has been arranged and International meeting on Extracellular Vesicles organized by L. Kubala. In addition meeting with parents in science has been organized during the Summer schools (Action 14).</p> <p>In 2023, further lectures were organized in the Institute (L. Čermák, J. Vorel and J. Benada); Meeting of the Czech Biophysical Association: "Focused on Microscopic and Biophysical Techniques" was organized in Nové Hradky including 11 top lectures and 18 posters (see Action 10.16, https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions).</p> <p>The Czech Biophysical Association (CBA) has been founded on April 7, 2022 in order to provide information, arrange workshops and meetings in biophysics in the Czech Republic as well as keep the link to the International Union for Biophysics (IUPAB). The CBA was admitted to the Council of the Czech Biophysical Associations on April 24, 2023. In 2023, the Director's Collegium has been called with standard program (see Action 10.16, 10.22 and 10.28). During the first period (2022-2023) we have organized 6 meetings of the Working Group and 3 meetings of the Steering Committee (see https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase).</p> <p>Invitations and Minutes of these meetings have been archived and translated into English. Meetings are open for R1-R4 categories. The participation of scientists in these activities has been carefully checked. Measureable indicators: number of participants/number of available employees at given category (e.g. number of participants at the director's collegium/number of members of the collegium). In most cases, this indicator ranged between 60% and 100%. Action 10 has high priority for institutional strategy, average priority for HRS4R.</p> <p>The Action will be continued in the next period in order to develop the activity of the Czech Biophysical Association. More famous scientists will be invited to give lectures in the Institute, particularly EMBO members will be invited.</p>
---	-------------------	--	--------------------------------	--	------------------------	--

<p>11. Increased PR activities</p> <p>Detailed information: The PR manager provides activities related to PR (“public relations”). These activities will lead to the promotion of IBP research and its reputation in the public eyes.</p>	<p>9, 22</p>	<p>We are going to present research results in media and popular science journals (report will be given at the last quarter each year). Within PR activities we will also organize the IBP Open House Days (4. quarter, each year) . We will also introduce the Institute at the Science Fai (2. quarter, each year). Also, we will participate in Mendel Festival in Brno (3. quarter, each year). We will coordinate updating of the IBP website; improvements must be made in the English version (end of this year). PR activities will be mediated through public journals and social media annually (report will be given at the end of each year).</p> <p>New Due Dates: 4.Q 24-26</p>	<p>Steering Committee, WG</p>	<p>Advertisement on the IBP web page, social media, including Facebook, and Twitter. PR activity will be open for all categories, including students of all degrees, and secondary school students. At this point, 10-12 researchers will be engaged to organize PR activities each year. The percentage of categories involved in this activity is the following: 40/30/20/10. We will address the following principles: 9, 22 and this activity will be directed to students of all categories and the public. Measurable indicator: number of researchers involved in PR activities (% from all researchers). Action 11. has high priority for HRS4R, average priority for institutional strategy.</p>	<p>IN PROGRESS</p>	<p>In 2022, we have presented research results in media and our web pages (series on „How radioactivity damages our cells“ by M. Falk, information about the project „Structural gymnastics of nucleic acids“ by M. Fojta and "New achievements in the research of anti-cancer drugs" by V. Brabec).</p> <p>These activities were continued in 2023 (Variability of "Inverted Repeats in All Available Genomes of Bacteria" by V. Brázda, "Banning plant DNA editing is evolutionary suicide" by R. Hobza and "G-quadruplexes in the evolution of hepatitis B virus" by J.L. Mergny, new "Radiobiology textbook" by Martin Falk, "Publication in the Journal of Chemical Theory and Computation" by Jiri Sponer and "A new paper from the Department of Biophysics of the Immune System" by Lukas Kubala).</p> <p>Regular information has been presented at Facebook (at least 75 contributions in 2022 and 99 contributions up to October 2023), Twitter or Youtube (series of lectures covering genetics and evolution. 30 lectures in 2022 and 28 lectures in 2023).</p> <p>Within PR activities we also organized the IBP Open Days, Spring Concert, Nights of Scientists. We have taken part in the Science Fairs in both years (see Sub-Actions 11.5 and 11.15, https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions). We also participated in a large international actions "Mendel Festival in Brno" (see Sub-Actions 11.6 and 11.19).</p> <p>We updated some parts of the IBP website (further improvements are needed). Measurable indicator: number of employees participating/ number of all employees fluctuated between 10-90%.</p> <p>The Action will be continued owing to increasing PR activities of our employees and interest to provide information about our results to the public. We also improve the website in order to become more attractive. PR manager will be involved in these activities as well as in the development of a new web page of the Institute.</p>
---	--------------	---	-------------------------------	---	---------------------------	--

<p>12. An improvement of job descriptions, advertisements, and strengthening of grant applications, and application to the Czech Academy of Sciences for postdoctoral support (PPLZ).</p>	<p>2, 4, 6, 9, 12, 13, 25, 26</p>	<p>Improvement of job descriptions for individual positions and implementation of a structured employee evaluation involving more transparent procedures (2. quarter of 2023). All employees, departments and groups must be well visible to the public eye as well as the scientific community. It will help us to improve the quality of research and working conditions. Positions will be advertised on the EURAXESS portal and the IBP web page (starting from the beginning of 2022). A piece of information on how to prolong an employment contract via the Institutional support of funding will be provided in the individual advertisement (2. quarter of 2023).</p> <p>4. Q 24-26, advertisements: each year 4. Q 24-26</p>	<p>Steering Committee, WG</p>	<p>The numbers of advertisements on EURAXESS portal are the measureable indicators. We will address all categories R1-R4, but a number of calls depend on the grant efficiency and the level of Institutional funding from the Czech Academy of Sciences. From this view, WG will encourage scientists to apply to local and EU grant agencies and postdocs for PPLZ support. Annually, we plan to apply for 10-15 standard projects and 1-3 junior projects, and 2-4 PPLZ supports. Action 12. has high priority for both institutional strategy and HRS4R.</p>	<p><i>IN PROGRESS</i></p>	<p>Job descriptions have been improved, particularly, we have established relation between EU R1-R4 positions and V1-V6 positions of the Czech Academy of Sciences (see the enclosed file „Career Rules“). Positions are advertised on the EURAXESS portal and the IBP web page (the quality of advertisements approaches standards required by OTM-R, see the Action 2, https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions).</p> <p>We have applied to the Czech Grant Agency (GACR) (26 applications in 2022 and 22 applications in 2023) as well as to the Czech Academy of Sciences (Support of Human Resources, PPLZ – 3 successful applications in 2022, Otto Wichterle prize – 1 successful application in 2022; we were not successful in PPLZ and Otto Wichterle prize in 2023, however, the next application for PPLZ will be possible to the end of this year). In addition, we have granted 4 scientists from the Internal Support of Research Program (see Sub-Action 12.6). Measurable indicator: the number of advertisements on EURAXESS/total number of advertisements – 100%; the number of successful applications to GACR (2022): 30%, the number of successful applications to the Czech Academy of Sciences – 40%. Action 12 has high priority for both institutional strategy and HRS4R.</p> <p>The Action will be continued in order to further improve the grant applications to both national and international agencies (Project Manager will be responsible for the improvement in this direction)</p> <p>New Due Dates: results on grant applications: each year March 31, 2024-26, applications to CAS: December 31, 2024-26, advertisements: each year December 31, 2024-26</p>
---	-----------------------------------	---	-------------------------------	--	---------------------------	---

<p>13. Evaluation of departments and students by the International Advisory Board (ISAB) and the Czech Academy of Sciences.</p> <p>Detailed information: ISAB will solve the most general problems of the Institute such as focusing on research in the most promising areas and establishment of new departments or reduction of less successful ones. We are keen to build new laboratories at the Institute. During sessions of the Attestation Commission, all department leaders will be motivated to improve the quality of research and working conditions at their laboratories. Working group will encourage department leaders to find new motivation tools for the work of excellent students. We have to find a way how to recruit the best students of local universities, and these students must fruitfully interact with their supervisors.</p>	<p>24, 34, 36, 37, 40</p>	<p>Meetings of ISAB are biannual, the next meeting is planned in 2023. Students will be evaluated annually (at the end of the year).</p> <p>New Due Dates: 4.Q 24 and 4.Q 26</p>	<p>Steering Committee , Director and ISAB members, WG.</p>	<p>Every 2nd year, ISAB will evaluate individual departments, the Director, the scientific incubator and the progress of Internal support of science. Annually, the Attestation Commission will evaluate categorization R1-R4, and every 5th year the Czech Academy of Sciences evaluation departments and the whole institute. Minutes from the meetings will be available online on the HRS4R IBP web page. All categories R1-R4 will be engaged in this activity. Measurable indicator: number of departments (students) evaluated positively/total numbers. Action 13. has high priority for institutional strategy, average priority for HRS4R.</p>	<p><i>IN PROGRESS</i></p>	<p>Hybrid meeting of ISAB was organized on October 6, 2022. The program involved introductory presentation by the director of the Institute, Eva Bártoová. Main points of the program were the following: 1) The ISAB statement for OP-JAC project. 2) Selection of 2 of the best young scientists (students) awarded by the ISAB, 3) ISAB opinion on MDPI journals, 4) Recruitment of young scientists to build new teams), 5) Recommendation of prof. Mergny for a new contract.</p> <p>In order to encourage excellent young scientists and students in their research, ISAB evaluated presentations and subsequently 2 young scientists and 1 student obtained a prize awarded by the director, Eva Bártoová (see 5.1 and 13.2).</p> <p>In 2023, we had no ISAB meeting owing to more detailed national evaluation (see Sub-Action 13.3, https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions) and financial situation (expected reduction of financial support of research in 2024 by 10%), which do not allow substantial changes or investments in the subsequent year. We can rely on results of evaluation by the Czech Academy of Sciences in 2020 and more recently on the latest evaluation by M17+ methodology (national evaluation).</p> <p>Measurable indicator: number of presentations of young scientists or students evaluated positively/total number of presentations – near to 80%.</p> <p>The Action will be continued, with the next meeting of ISAB in 2024 and 2026 involving evaluation of the departments and solving our most important problems.</p>
--	---------------------------	--	--	--	---------------------------	--

14. Summer schools	9, 33	<p>We are going to organize Summer school (2.-3. quarter each year) in a frame of IBP activity and the activity of the Society for the Czech biophysics, This school will be intended for kids of employees who will participate as mentors and will familiarize their kids with basic principles of laboratory work, biophysics, biology and chemistry.</p> <p>New Final Due Date: 4.Q 26</p>	WG, management of the institute	<p>Approximately 15-20 mentors from the IBP will organize the Summer schools each year. The percentage of R1-R4 categories involved in this activity is the following: 25/40/25/10. Measurable indicator: the number of children participating. Action 14. has high priority for HRS4R.</p>	<i>IN PROGRESS</i>	<p>Summer schools have been organized on July 18-22, 2022 and August 8-12, 2022 in the frame of IBP activity and the activity of the Czech Biophysical Association.</p> <p>Also in 2023 similar school has been organized on July 10-14, 2023 and on August, 2023. The schools were devoted to kids of employees who participated as mentors. The kids were familiarized with laboratory work and science in very popular way (for detailed description see Sub-Actins 14.1, 14.2, and 14.3, https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions). Meetings with parents were organized where working conditions and possible improvements were discussed.</p> <p>Measurable indicator: the number of children participating: 9-12. Action 14 has high priority for HRS4R.</p> <p>This Action will be continued in the next period with possible extension to older children (the age of up to 12 years).</p>
--------------------	-------	--	---------------------------------	---	--------------------	--

<p>15. Open Science – Data Management Plan</p> <p>Detailed description: We envisage the creation of a central database/central data repository for storing and managing data obtained from research activities. The exact form and parameters of the solution will be based on the accumulated requirements of stakeholders (users and other stakeholders). From the point of view of data inputs, we assume the creation of a series of data pumps. This tool will extract and automatically upload data from all data sources obtained in the project at regular intervals. We assume the creation of so-called universal connectors, which will be possible to parametrically set for other new ones in the future resources of a similar format. We currently assume a universal data connector in the form of an input for measuring devices, which enable direct communication with the data storage and input for data in xls, lif, tif, jpg, docx, pptx format. Maximal the data storage capacity will be 100 TB. The most volume data will be from confocal microscopes, in the order of tens of GB per one experimental measurement. The data will be made available to a wide professional public, including scientists and students of other entities, possibly the application and commercial spheres.</p> <p>In addition, we will try to get financial sources for open access for publications (OP JAK project).</p>	<p>1, 2, 3, 4, 5, 7, 15, 31, 32</p>	<p>Report will be given at the end of each year.</p> <p>Due date: 4.Q 26</p>	<p>WG, management of the institute</p>	<p>The FAIR principles will be followed: Research data will have a persistent identifier, will have sufficient metadata description. Metadata will always be available online and will be searchable, keywords will be part of metadata. Data and metadata will be accessible via a persistent identifier using standard communication protocols. Data will be stored in common formats and adhere to recognized standards. Metadata will be followed by industry standards. The data will be reusable, will be provided with detailed documentation and a license. The license will contain information about possibilities of using data. Metadata will contain information about the origin of the data.</p> <p>Measurable indicator: volume of the data stored/volume of the data produced</p>	<p>New</p>	
---	-------------------------------------	--	--	--	------------	--

<p>16. Gender Issues</p> <p>Detailed description: We will continue the social equality approach started in the frame of the previous Action 7. In addition, we have developed Gender Equality Plan, which represents extension of this activity in the direction of gender issues. We will continue activities focused to support women in science: we will organize „Successful women campaigns“ focused to grants, papers or other attributes of scientific work. We will also aim to increase work/life balance for women (parents) in science; we will enable part-time jobs for women (parents) with children up to 6 years old. We will encourage women to become department leaders and/or deputy department leaders. We will support the nursery (a kid's corner) and establish a so-called family room for school children (in the case new infrastructure is built). In addition, “Successful Women” web page will be developed at our web page.</p>	<p>10, 24, 27, 28</p>	<p>Report will be given at the end of each year.</p> <p>Due date: 4Q 26</p>	<p>WG, management of the institute</p>	<p>Indicators/Targets will include:</p> <ol style="list-style-type: none"> 1) Gender equality in recruitment and career progression, 2) Gender-related inappropriate manners, 3) Changes at the cultural and institutional level, 4) Gender-related research outputs, 5) Gender-related improvements in leadership, 6) Changes on the interpersonal level, 7) Changes on the individual level. <p>Measurable indicator: number of women satisfied/total number of women</p>	<p>New</p>	
--	-----------------------	---	--	--	------------	--

<p>17. Employee Satisfaction Survey</p> <p>Detailed information: before the end of the next period, a new survey will be performed in order to get feedback on the effect of HR Action Plan.</p>	<p>2, 4, 7, 12, 15, 19, 22, 23, 24, 27, 34, 38</p>	<p>Due dates: 1.Q 25 and 3.Q 26</p>	<p>WG, management of the institute</p>	<p>Satisfaction of the employees with the fulfilment of the Actions and correspondence to the principles. Measurable indicator: number of actions fulfilled successfully/number of actions.</p>	<p>New</p>	
<p>18. OP JAK project to support HRAW activities</p> <p>Detailed information: at the beginning of the next year (2024) our Ministry of Education will open Operational Program Jan Amos Komensky supporting HR Award applicants and holders. We will apply to get financial support. Practically all activities will benefit from such resources if supported.</p>	<p>All Actions</p>	<p>Due date: 4.Q 24</p>	<p>WG, management of the institute</p>	<p>Indicators/Targets: successful application/ not successful</p>	<p>New</p>	

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

Please provide the link to the dedicated webpage(s) on your organisation's web site *: <https://www.ibp.cz/en/about-ibp/hr-award>

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

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

We established an Open Recruitment Policy via the OTM-R document published in English on the HRS4R IBP web page. A key element in the HRS4R strategy is to start with the advertisement of the scientific position for all categories R1-R4 on the EURAXESS internet portal.

1. The recruitment and selection of IBP researchers is open, transparent, with an assessment of the merits of the candidates and excluding any discrimination (OTM-R).
2. Openness and transparency - each candidate is informed about the number of available positions and about the description of specific job positions through job advertisements. All candidates are informed of the outcome of the competition without undue delay after the competition is closed. Recruitment and selection of an employee take place according to this document, which is freely accessible to the general public via the website www.ibp.cz.
3. Benefit-based approach - when selecting a suitable candidate for a particular job position, the full range of the candidate's job history is taken into account. The benefit is assessed both qualitatively and quantitatively. Not only previous experience is evaluated, but the overall potential in a broader context.
4. Non-discrimination - Candidates are not discriminated against on the basis of their age, sex, worldview, beliefs, social and national origin, ethnicity, sexual orientation, language skills, disability, potential opinion, social or economic conditions, etc. to strengthen the principle of equality between men and women, between young and older workers, between workers living in different family groups with and without children, between foreign workers and workers with Czech citizenship.

All scientists will be informed in advance about the evaluation procedure of their work. In general, academic evaluation of science is based on the principle of open and transparent attitudes. OTM-R procedure is also based on the recommendation of the evaluation committee as written below:

STRENGTHS:

Evaluation of departments and their leaders is performed using two independent systems. One is based on scientometry and the other is based on peer-review performed by the International Scientific Advisory Board (ISAB) or by the evaluation committee established by the Czech Academy of Sciences. Individual researchers of all categories (V1-V6 = R1-R4) are evaluated regularly using panels consisting of both internal and external experts. All these procedures are mostly transparent (accessible to all scientists of the institute).

The International Scientific Advisory Board (ISAB), an advisory body of the Director, has already been established. It is composed of high-ranking foreign scientists working in the fields of interest to the Institute. The composition of the ISAB is weighted according to the spectrum and size of the fields of research at our Institute. ISAB is nominated by department leaders, the Council of the Institute, and the Director; members of ISAB are approved by the Council and the Director. During the on-site visit, ISAB evaluates all teams according to their publications, presentations, and visits of their workplaces and provides to the Institute independent evaluation/appraisal of all departments and their leaders, nominations of best PhD students for director award and recommendations of the best outputs for national evaluation.

Independent evaluation is performed by the Academy of Sciences in a 5-year interval (see methodology on internet pages of the Czech Academy of Sciences) with the primary goal to provide for the institute detailed information about its teams. The management of the Institute will use this information to improve team research activity, its focus as well as personal, equipment, and other aspects.

In-between academic evaluations, internal evaluation is performed by means of scientometry. All outputs of the institute are categorized using journal quality (journals are divided into quartiles and top decile according to the Article Influence Score). In addition, citations are also taken into consideration in a similar way (quartiles and top decile are calculated for each year, the field of science, and type of publication). These analyses are enclosed with the materials submitted to ISAB for consideration.

Especially, ISAB can provide recommendations on how to improve OTM-R strategy, and this part will be discussed with ISAB members every 2nd year and also OTM-R strategy will be analyzed and discussed with representatives of the Czech Academy of Sciences.

In the case of job advertisements for the job position of a researcher, the content of the advertisement is the classification of the profile of the researcher.

There are four criteria and levels:

- a. first stage researcher (R1) - doctoral student; early-stage researcher with less than four years' experience.
- b. Recognized researcher (R2) - holder of a Ph.D. academic degree; not yet fully independent with more than four years of research experience;
- c. Experienced researcher (R3) - high degree of independence with more than four years of research experience;
- d. Chief Researcher (R4) - leads his / her own research area.

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

We have established an Open Recruitment Policy via the OTM-R document published in English on the HRS4R IBP web page (<https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase>, the regulation is enclosed to IR as "Internal regulation on recruitment"), which represents an internal guide setting out clear OTM-R procedures and practices for all types of positions. We start with the advertisements of the scientific positions for all categories R1-R4 on the EURAXESS internet portal, web pages of our Institute, Facebook and in some cases on other platforms (mostly e-recruitment tools). The recruitment of researchers is open and transparent, the required documents are clearly described and reduced to minimum in order to keep the administrative burden as low as possible.

The selection is based on committees selected according to clear rules (see the Regulation). The composition reflects particular field of sciences as well as the requirements on the quality of human resources. In addition, the committees are selected to be gender-balanced. The members of the committees are sufficiently trained in the area of OTM-R by Ing. Robert Ulrich (member of the Steering Committee for HRAW) who is responsible also for advertisements at Euraxess. The guidelines and templates for advertising positions represent a part of the Regulation for recruitment (enclosed). Open and transparent rules encourage external candidates to apply (most of the candidates are from abroad) including candidates from underrepresented groups. The number of candidates (in average 11 candidates) shows that the working conditions offered are sufficiently attractive, which is in line with OTM-R policy.

The assessment and selection is performed transparently with feedback to all candidates using the assessment of the merits of the candidates and excluding any discrimination (OTM-R). Each candidate is informed about the number of available positions and about the description of specific job positions through job advertisements. All candidates are informed about the outcome of the competition without undue delay after the competition is closed. The interviewees are provided with an adequate feedback to the interviews. The complaint mechanism consists in the possibility to write to the director of the Institute as well as to the whistleblower. Recruitment and selection of an employee takes place according to the OTM-R document, which is freely accessible to the general public via the website www.ibp.cz. Merit-based approach consisted in the selection of a suitable candidate for a particular job position, when the full range of the candidate's job history was taken into account. The benefit was assessed both qualitatively and quantitatively. Not only previous experience was evaluated, but the overall potential in a broader context. New positions are monitored by the department leaders as well as by the Attestation Committee in order to evaluate their performance and provide some estimation whether most suitable researchers applied and were selected.

Candidates are not discriminated on the basis of their age, sex, worldview, beliefs, social and national origin, ethnicity, sexual orientation, language skills, disability, potential opinion, social or economic conditions, etc. to strengthen the principle of equality between men and women, between young and older workers, between workers living in different family groups with and without children, between foreign workers and workers with Czech citizenship. All scientists are informed in advance about the evaluation procedure of their work. In general, academic evaluation of science is based on the principle of open and transparent attitudes.

OTM-R procedure is supervised by the International Scientific Advisory Board (ISAB), an advisory body of the Director. ISAB is composed of high-ranking foreign scientists working in the fields of interest to the Institute. The composition of the ISAB is weighted according to the spectrum and size of the fields of research at our Institute. ISAB is nominated by department leaders, the Council of the Institute, and the Director; members of ISAB are approved by the Council and the Director. During the on-site visit, ISAB evaluates all teams according to their publications, presentations, and visits of their workplaces and provides to the Institute independent evaluation/appraisal of all departments and their leaders, nominations of best PhD students for director award and recommendations of the best outputs for national evaluation. ISAB provides recommendations on how to improve OTM-R strategy, and this part is discussed with ISAB members. OTM-R strategy is also analyzed and discussed with representatives of the Czech Academy of Sciences (CAS). These discussions provide quality control of the OTM-R procedure.

In case your organisation has entered the HRS4R process prior to the publication of the OTM-R toolkit and recommendations by the European Commission (2015), please fill out the OTM-R checklist⁴⁵.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website. Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

<https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase>

N.B. Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the renewal phase at the latest.

4. IMPLEMENTATION (MAX. 1 PAGE)

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

The implementation process started with a great interest from both our Working Group, Screening Committee and Director of the Institute. The employees of the Institute of Biophysics had a good understanding and appreciation of the HRS4R activity keeping in mind the Gap Analysis and significance of the HRS4R process.

Our aim to consolidate the position of a national as well as international centre for excellent research cannot be achieved without HR Award. Every year more than 50 scientists of IBP participate (as principal investigators) in national grant projects and educate more than 70 pre-graduate and post-graduate students. Also, many scientists are (were) principal investigators in international projects. We have increased the professional level of our scientist by better recruitment and selection (see Action 2, <https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions>), increased mobility (see Action 1), lectures (see Action 10), educational activities (see Action 8) and evaluation procedures (see Action 4 and 13.)

We supported the mobility of young scientists and students (see Action 1). They can obtain financial support for the mobility (accommodation costs and daily allowances) provided by the Division of international cooperation of the Czech Academy of Sciences. In addition, we have established a new IBP-internal program focused on the support of international mobility of the students, who realize their PhD study at the Institute. We plan to provide this support in parallel with several activities offered by universities (e.g., Erasmus+, CEEPUS, ISEP, Stella Junior, etc.).

Within the HR Award strategy, we will bolstered the evaluation of scientific results and other contributions (see Action 2 and 13). For example, during its on-site visit the International Advisory Board (ISAB) have evaluated all teams according to the presentations of their young scientists or students. The ISAB provided an independent evaluation of the best PhD students for the ISAB award.

We have awarded students with the best diploma thesis and we have established the best paper of the year and other awards (see Action 5). If employees would like to increase their salaries, we have also established the “improvement status” as a part of institutional attestations, wherein employees could introduce their results to the commission and could discuss how to improve their annual income (see Action 6).

We have also strengthened more specific rules for the recruitment of R1-R4 positions (see Action 2). An Open-call for a new position have been advertised in scientific journals, EURAXESS, and on institutional web pages, the selection and feedback for candidates have been ensured. The OTM-R principles have been established (see Action 2 and Comment on the Implementation of OTM-R principles). We have also encouraged women in science (see Action 7 and 8). Scientists returning after parental leave have a long-term problem with the placement of their children in pre-school facilities, especially in nurseries (for children aged from 1 to 3 years). The management of the Institute aimed to maintain the newly built children's corner (nursery), which have been rented by a company taking care of preschool children. Therefore, the care for pre-school children will be on a high level and will be considered as an essential prerequisite for the recruitment of the highest quality researchers. In average 6 employees are interested in placing their children in such a pre-school facility (see Action 9).

We have also organized courses in rethorics, ERC projects, science evaluation, management, biostatistics, language courses, advanced computer graphics, Excell and 2 lectures on gender issues for employees (see Action 8). Our scientific and social activities have been presented to a broader audience through our PR manager and his team using web pages, Facebook, Twitter, and several academic or national scientific activities such Science Fair, Night of Scientists, Mendel Festival, Open Days, etc (see Action 11).

In the case of evaluation/appraisal of the Institute and its departments, the expected implementation process represented relatively small improvements (already existing evaluation procedures are quite strong and robust). These improvements have been implemented relatively easily in the years 2022-2023. Career progression and evaluation are tightly related and can be connected by considering these aspects by the evaluation bodies (commissions, ISAB members). Job descriptions have been improved in connection with the more transparent evaluation. During the whole period 2022-2023, the focus of the ISAB have been directed to the most general problems of the Institute in order to support excellence in science (see Action 13).

Our aim to strengthen the so-called scientific incubator, recruit talented scientists with the potential to build a new perspective team, and submit their projects to the ERC agency is in progress. Current departments are supported according to their size and scientific contributions. In the frame of HRS4R, several motivation tools have been established: Internal Cooperation Award, the Application Award and the Scientific paper of the year. We also organized several advanced courses for scientists (advance graphics, biostatistics, Excell statistics, see Action 8).

We have eliminated to a great extent gender imbalance; lectures on gender issues have been organized and presented in the Institute. We have supported equality from the view of age, citizenship, social categories (see Actions 7 and 8). We have revised our classification system V1-V6 and normalized it on EU categorization of research positions R1-R4 (see Action 6).

In spite of responsible approach to HRS4R, some aspects or parts of Actions were not completely finished. For example, we have introduced regulation on mobility for students, however, the number of those drawing money is not large enough (some improvements are needed). We have several systems of evaluation, however, we have to check their compatibility to ARRA (Agreement on Reforming Research Assessment). We started with gender issues, however, continuation is needed. We improved professional level of our scientists, however, some aspects were not sufficiently accented (e.g. Open Science). Some other less important questions are mentioned in the evaluation of individual actions.

Make sure you also cover all the aspects highlighted in **the checklist below**:

How have you prepared the internal review?

How have you prepared the internal review?

—

The Internal Review (IR) has been prepared in collaboration of Working Group, Steering Committee and Director of the Institute. We carefully discussed all Actions, their fulfillment, possible continuations or extensions. The Sub-Groups dedicated to each Action (see Reports for 2022-23) were responsible for their part of work. In addition, we introduced new actions with the aim to bring our activities closer to the aims of EU introduced into new Charter. The fulfillment of individual Actions has been described in Reports summarizing all sub-Actions in the Internal Review, the sub-Actions are again described with a lot of details including some documents enclosed and pictures (<https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions>). The other related documents (that are not public and not enclosed to IR as pdf file) are stored by responsible person (Jana Poláková).

Before writing IR, we have performed an ongoing questionnaire (enclosed), where the response of our community to the HR Award activities has been investigated. The questionnaire survey has been prepared by Working Group and all employees of the Institute has been invited to participate in the survey. The survey was anonymous and prepared in both Czech and English versions. The Analysis of the Questionnaire has been elaborated (see <https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase>).

The survey consisted of 53 questions related mainly to the running Action Plan. The total number of respondents with identified position was 89. In 53% of cases the respondents were women, 36% men and in 12% gender was not specified. 54% of employees who completed the survey work at our Institute for 10 years or longer, 39% work 2-10 years and only 7% work up to 2 years. There was no strong correlation with gender, however, there was correlation with positions. All R4 employees work at the Institute for over 10 years. Let us have a look at the answers of the questionnaire. The question „Do you know that IBP is a holder of the HR Award/HR Excellence? „ answered 88% respondents „Yes“. Gender does not influence the conclusion that the activities of HR Award are beneficial or motivating for our employees. Important aspect is recruitment and selection procedures. The answer to the question: „Are the selection procedures for positions at the IBP transparent?“ was mostly positive, however, many respondents answered „I do not know“. It means that many employees are not acquainted with the selection procedure; those who can decide preferably select „Yes“ only with minor exceptions (only in 2 cases „No“).

The questionnaire provided for us very important platform both for IR and for new Action Plan (AP). We can be sure that the HR activities are useful for our employees and further continuation will be meaningful.

How have you involved the research community, your main stakeholders, in the implementation process?

The research community actively participated in the implementation process. Most activities were designed to support particular aspects of scientific professional life, working conditions, career aspects, training and development. Also recruitment detailed methodology has been supported and fully applied by group and department leaders in vast majority of cases. Participation of the community in individual Actions can be seen in indicators for each sub-action. The total satisfaction with the HR implementation process can be seen from the answer to the question: Are the HR activities (courses, seminars, awards) beneficial or motivating for you? „ With the exception of non-research respondents and students in all research categories the activities related to HR Award were found to be highly beneficial or motivating. See our Analysis of the Questionnaire (<https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase>). The question „Do you perceive the environment of the institute positively, such as the garden, common room, lecture rooms?“ has been answered „Yes“ in ALL CASES. Similar questions such as „Do you rate other employee benefits, such as the annual distribution of vitamins, positively? or „Do you perceive contributions to recreation and lunches from the social fund as a significant employee benefit?“ have been answered „Yes“ in the vast majority of cases. Also sports and other leisure activities organized at the work place are seen positively. Majority of respondents also consider social policy of the Institute adequate. The working place is considered „safe“ practically for all employees. The vast majority of workers would recommend a job at the Institute to his friends.

From the above mentioned statements of our employees we can judge that the research community was not only involved in the implementation process but also contributed to its successful course and feel good from HR implementation after the initial 2 years. All important questions related to the implementation have been considered in Working Group (24 members from about 180 employees) which has tight relations with individual departments and represents different interests of employees.

Do you have an implementation committee and/or steering group regularly overseeing progress?

Yes, there is both the Working Group (WG) and Steering Committee (SC) regularly overseeing the process in the Institute (<https://www.ibp.cz/en/about-ibp/hr-award>). During the implementation of the HR Award, the WG organized regular meetings related to the fulfillment of the AP (quarterly) and SC supervised the progress and made the most important decisions together with the Director of the Institute. WG represents all departments (10 departments in the Institute), all categories of employees (R1-R4) as well as non-scientific employees. Thus members of the WG are able to arrange tasks related to HRAW in their departments as well as inside different categories of employees. The members of Sub-Groups were responsible for their part of activities, participated in preparation and realization of the corresponding Sub-Actions and contributed to the Internal Report by their parts. In the next period (2024-26) the WG will be extended in order to involve members responsible for the new Actions (IT specialist for the Data Management Plan, new PR- Manager, Project Manager).

In the SC there are representatives of the management of the Institute, including the Director, Prof. Eva Bártoová, which covers responsibility and

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy?

EC recommended us to make visible the link between HR strategy and institutional strategy. The corresponding document ("Strategy Plan of IBP and HRS4R") can be seen in Additional remarks/comments about the proposed implementation process (<https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/implementationembedding-the-hrs4r-process>).

We have strengthened and more specified the rules for the recruitment policy OTM-R of the research scientists, department leaders and other positions. An Open-call for a new position is advertised in scientific journals, institutional web pages, and EURAXES portal. We established a new IBP-internal program focused on the support of the international mobility of students from the Universities that realize their Ph.D. study at the Institute, and abroad. In the frame of HR Award, we strengthen the evaluation of scientific results and other contributions. During the on-site visit, the International Advisory Board (ISAB) evaluates all teams according to the level of their scientific papers, presentation of the results, and visits their laboratories. ISAB provides an independent evaluation, the nomination of the best Ph.D. students for the ISAB award and recommendation of the best outputs for national evaluation. We also award students with the best diploma thesis and we have established the award called the best paper of the year, innovation award, application award. If employees would like to increase their salaries, we have also established the "improvement status," as a part of institutional attestations. In this regard, employees can introduce their results to the commission and can discuss how to improve their income. We encourage women and parents in science. Scientists returning after parental leave have a long-term problem with the placement of their children in pre-school facilities, especially in nurseries (for children aged from 1 to 3 years). The management of the institute aims to maintain a newly built children's corner (nursery), which is rented by a company taking care of preschool children. Therefore, the care for pre-school children is on a high level and is considered as an essential prerequisite for the recruitment of the highest quality researchers. We have organized Summer Schools for kids of employees as well as Summer School of biophysical methods for students and post-docs. We have also organized courses in management, biostatistics, and language courses, rhetoric course (see Action 8 at <https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/actions>). Our scientific and social activities are presented to the broader audience via our PR manager and his team. In the case of evaluation/appraisal, the expected implementation process represented relatively small improvements (the already existing evaluation procedures were quite strong and robust). Career progression and evaluation are tightly related and can be connected by considering these aspects by the evaluation bodies (commissions, ISAB members). The job description has been improved in relation to the more transparent evaluation.

How is your organisation ensuring that the proposed actions would be also implemented?

The management of our Institute appointed a number of specific positions improving both HRS4R implementation and research policy. The Working Group has been specifically established for HRS4R and involves 24 members which represents a large percentage of our employees (15%) from all departments and categories. Therefore, sub-committees can be formed to solve specific problems (e.g. for some courses or lectures, PR activities, children corner, Summer school, etc). In addition, specific committees with high competence are formed to select candidates for recruitment, the advertisements are elaborated in detail and distant or present consultations are performed with the best ones. All employees but particularly members of the WG, SC and management of the Institute including the Director, Eva Bártoová are highly motivated to fulfil the tasks of our Action Plan with an effort to get the best profit for our employees. The participation of our employees in the fulfillment of HRS4R has been already shown in the previous sections, the WG, SC and Director of the Institute ensured careful implementation of all Actions even in the case of substantial costs. Owing to worsening of the financial situation in the research and specifically in the Academy of Sciences, there are substantial restrictions (e.g. scientific facilities could not be provided by the central academic financial resources in the last year). Therefore, the costs and benefits of the HRS4R Actions have to be always weighted and the best possibilities are selected. In spite of this situation, we fulfil the AP carefully and provide detailed description of all sub-Actions realized for each activity. We fulfilled some most important Actions completely (e.g. A2 on recruitment), the other are substantially fulfilled with some minor shortages that will be accomplished during the next years.

How are you monitoring progress (timeline)?

The progress of the AP is monitored by both the WG and mainly the SC that continually reviews the accomplished achievements against the AP. Practically each month we have had several activities (can be seen at our web pages) and the number of sub-Actions (individual activities) is in average 6 per month with the total number of about 170 sub-Actions per 2 years. Some of them represent more activities (e.g. PR reports on Facebook or Twitter are shown as one sub-Action but involve 75 contributions in 2022 and 99 up to November 2023). The timeline is described in each Action and practically in all cases we fulfilled the time schedule. In some cases, the number of participants at lectures or the number of students involved in mobility plan is lower as anticipated, which will be the subject of discussions and improvements in the future period (2024-2026).

How will you measure progress (indicators) in view of the next assessment?

We expect the next assessment (External Review) in 2026 as an on-site visit. The progress of the Revised Action Plan (RAP) implementation will be evaluated. Therefore, we will focus on reviewing targets/indicators of the RAP in a similar way as we did for the previous period: in regular periods the progress of each Action will be discussed by the WG, the required decisions on the support will be provided by the SC and Director of the Institute. We will apply to the Ministry of Education for the OP JAK project focused on the support of HRS4R activities. The call will be announced in the beginning of 2024. Such contribution will enable substantial extension of our activities as well as extension of the HRS4R team.

How do you expect to prepare for the external review?

We have already created a functional HRS4R structure. Working Groups with its leader (Stanislav Kozubek), Sub-Groups responsible for individual Actions, Steering Committee with the chairmen (Director of the Institute, Eva Bártová) and employees who are aware of the existing HRS4R activities and they are helping with their realization.

- 1) We will monitor the HRS4R Revised Action Plan implementation (fulfillment of its goals, indicators/targets) on the level of the WG, SC and Director of the Institute according to the timeline given for each Action.
- 2) Our WG and SC will meet regularly (WG quarterly, SC biannually) and discuss the latest period and plan the next activities.
- 3) Each year, information will be provided for all employees about the process, its achievements and shortages.
- 4) Questionnaire will be elaborated in the meantime (2024-2025) to get information in the form of Employee Survey on HRS4R.
- 5) Best practices get in the frame of networking with other institutions implementing HRS4R will be discussed and, if possible, implemented.
- 6) Workshops and info days organized by European Commission will be attended and their recommendations utilized.

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

We have improved the Action Plan according to the recommendations given in the EC Consensus Report (mainly timing is set more precisely, measurable indicators are included in order to have SMART actions and priorities for institutional strategy as well as for HRS4R strategy are given). The improved Action Plan can be seen at our HR web page, A) Implementation of the Action Plan (2022-2023) (<https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase>).

EC recommended us to make visible the link between HR strategy and institutional strategy. The corresponding document ("Strategy Plan of IBP and HRS4R") can be seen in Additional remarks/comments about the proposed implementation process (<https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase/implementationembedding-the-hrs4r-process>).

New documents can be found at our web page (<https://www.ibp.cz/en/about-ibp/hr-award/implementation-phase>): the Revised Action Plan for the next period 2024-26, the HR Strategy of the Institute and the description of our OTM-R Strategy including regulation on recruitment and selection of researchers.