

Important message to institutions:

Site Visits: All HRS4R in-house audits planned for 2021 will be conducted remotely with the consent of the host institution. Should your institution be at renewal stage, once you submit your self-assessment online via the e-tool, the EC will be in contact with you to set a date for the remote visit together with a panel of independent experts. Should the institution prefer a classic on-site visit, the audit will be postponed. Meanwhile, institutions involved in the process can continue using the HR Excellence in research award.

Action Plan

Case number: 2020CZ518664

Name Organisation under review: Biofyzikální ústav Akademie věd ČR, v. v. i.

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

1. Organisational Information

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

STAFF & STUDENTS

FTE

STAFF & STUDENTS
FTE

How do you know?

Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	175
Of whom are international (i.e. foreign nationality) *	24
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	2
Of whom are women *	90
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	60
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	31
Of whom are stage R1 = in most organisations corresponding with doctoral level *	29
Total number of students (if relevant) *	33
Total number of staff (including management, administrative, teaching and research staff) *	47
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	7891415
Annual organisational direct government funding (designated for research)	3090979
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	3531059
Annual funding from private, non-government sources, designated for research	41700

Scientists of the Institute of Biophysics AS CR (IBP) are highly motivated specialists conducting research of fundamental importance. According to the results of the latest evaluation performed by an international committee IBP is one of the best research institutes of the Academy of Sciences of the Czech Republic. Each year researchers of the IBP publish approximately 100-150 original research papers in peer-review journals. These results are mostly of general significance and open new avenues of investigation for a number of other scientists worldwide. This expansion of knowledge leads finally to practical applications that are important for human society.

IBP is engaged in basic research in the field of biophysics and more precisely in the research of the structure, function, and dynamics of biological systems (biomolecules, cell components, cells, and cell populations). We use a broad spectrum of methods (molecular biology, biochemistry, biophysics, bioinformatics, etc.). The IBP contributes to increasing the level of knowledge and education, to the development of biotechnologies and to the transfer of research technologies to practical applications. Particularly, we are working in the field of clinical diagnostics and the treatment of human diseases. In the field of biophysics, researchers of the IBP are interested in international cooperation including organization of international conferences and seminars. In collaboration with universities, researchers of the IBP educate more than sixty Ph.D. students and substantially participate in teaching activities.

We aim to further increase our national reputation as a top center of excellent research and we want to become one of the best research centers according to international standards. In the future, the IBP will provide good working conditions for the most talented scientists to make discoveries in established research areas that improve the quality of life. It is well-known that scientists have academic freedom in our Institute and we guarantee a good financial and technical support.

In summary, the Institute of Biophysics, Czech Academy of Sciences (IBP) conducts basic research in various disciplines of biophysics, biology, and chemistry. Research is carried out through many methods, such as confocal microscopy, flow cytometry, fluorescent methods, CD spectroscopy, computer modeling and electrochemistry. Every year, more than 50 scientists of IBP are principal investigators of national grants and educate pre-graduate and post-graduate students. Also, many scientists are (were) the principal investigators in international projects including projects guaranteed by Norwegian funds, EU grants of Marie Curie, COST projects, projects supported by Howard Hughes Medical Institute and Wellcome Trust.

2. Strengths and weaknesses of the current practice

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

How do you know?

Note: Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.



Strengths and Weaknesses (max. 800 words)

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.



Strengths and Weaknesses (max. 800 words)

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.

WEAKNESSES:

- * 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.

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

How do you know?

Strengths and Weaknesses (max. 800 words)

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

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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.

How do you know?

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Training and development*



How do you know?

Strengths and Weaknesses (max. 800 words)

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.

3. Actions

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

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s):

<https://www.ibp.cz/cs/o-instituci/hr-award>

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

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

Action 1

Support of mobility for PhD students employed at the IBP – a career improvement. A new institutional regulation will be established.

GAP Principle(s)

- (+/-) 18. Recognition of mobility experience (Code)
- (+/-) 23. Research environment
- (+/-) 24. Working conditions
- (+/-) 25. Stability and permanence of employment
- (+/-) 26. Funding and salaries
- (+/-) 29. Value of mobility

Timing (at least by year's quarter/semester)

Preparation of the regulation in 2021 -2022. Internal support of science via an institutional fund, also support of mobility of 1-5 researchers each year. We established the call for the Internal support of mobility and every year, up to 10 employees will be funded. Percentage of supported categories: 25/40/25/10; principles: 18, 23, 24, 25, 26, 29.

Responsible

Unit

Indicator(s) / Target(s)

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.

Action 2

Recruitment tool - the external part containing job advertisements

GAP Principle(s)

Timing (at least by year's quarter/semester)

GAP Principle(s)		Timing (at least by year's quarter/semester)
(++) 4. Professional attitude		Implementation 2021-2024 Recruited Czech Scientists via EURAXES; 10-15 scientists each year; R1-R4 categories 40/30/20/10 in percentage; principles: 4, 10, 12, 13, 14, 15. Recruited foreign scientists via EURAXES; 3-5 scientists each year; principles: 4, 10, 12, 13, 14, 15. Classification R1-R4 will be under the supervision of the Attestation Commission.
(+/-) 10. Non discrimination		
(+/-) 12. Recruitment		
(+/-) 13. Recruitment (Code)		
(+/-) 14. Selection (Code)		
(+/-) 15. Transparency (Code)		
Responsible		
Unit	Indicator(s) / Target(s)	

Responsible Unit	Indicator(s) / Target(s)
HR Award Team; ISAB members, Attestation Commission	Weblink to the job position Advancement of the existing internal recruitment tool. * Recruitment tool - the external part containing job advertisements is adjusted and contains 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. The scientific quality of department leaders will be every second year evaluated by the International Scientific Advisory Board (ISAB). Also, scientists will be evaluated by the Attestation Commission, organized annually by the Director. Indicators: 10-20 newly-recruited scientists each year; R1-R4 categories will be supported. 40/30/20/10 in percentage.

Action 3

Translation of all internal rules into English.

GAP Principle(s)

- (++) 1. Research freedom
- (++) 4. Professional attitude
- (+/-) 15. Transparency (Code)

Timing (at least by year's quarter/semester)

Implementation will be during the period 2020-2022. All rules and HR-related documents will be translated into English.

Responsible

Unit

Indicator(s) / Target(s)

HR Award Team,
Director

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.

Action 4

Evaluation of departments (bibliometric analyses of scientific results). Evaluation of departments and their leader is performed using two independent systems.

GAP Principle(s)

Timing (at least by year's quarter/semester)

GAP Principle(s)		Timing (at least by year's quarter/semester)
(++) 4. Professional attitude		Improvement of science evaluation, implementation in 2021, and 2022. Evaluation of departments will occur each year. According to the results of the evaluation, provided by management, and every 2nd year by ISAB, the budget for the departments will be modified.
(+/-) 10. Non discrimination		
(+/-) 11. Evaluation/ appraisal systems		
(+/-) 15. Transparency (Code)		
(+/-) 23. Research environment		
Responsible Unit	Indicator(s) / Target(s)	

Responsible Unit	Indicator(s) / Target(s)
HR Award Team and Deputy Director	<p>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). 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). 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. 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. Also, an independent evaluation is performed by the Academy of Sciences of the Czech Republic in the 5-year interval. Indicators: ISAB meeting documents, evaluation protocols. All categories R1-R4 will be acquainted with the results of the evaluation procedure.</p>

Action 5

The best PhD student award, Application Award, Internal cooperation Award, Methodology Award, and The scientific paper of the year.

GAP Principle(s)

- (++) 4. Professional attitude
- (+/-) 8. Dissemination, exploitation of results
- (+/-) 11. Evaluation/ appraisal systems
- (+/-) 15. Transparency (Code)
- (+/-) 16. Judging merit (Code)

Timing (at least by year's quarter/semester)

According to the recommendation of the supervisor and based on the evaluation of the Director's Collegium, the best diploma thesis will be awarded annually. Director will also select the paper of the year with the highest contribution of IBP-employees. These employees will be awarded a financial bonus.

Responsible

Unit

Indicator(s) / Target(s)

HR Award
Team
Advisory
board
(Collegium of
the Director),
Head of the
Institutional
Council

Indicators: 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. Implemented in 2021-2024.

Action 6

Action 6

An improvement of attestation rules

GAP Principle(s)

- (+/-) 11. Evaluation/ appraisal systems
- (+/-) 12. Recruitment
- (+/-) 21. Postdoctoral appointments (Code)
- (+/-) 24. Working conditions
- (+/-) 26. Funding and salaries
- (++) 28. Career development
- (++) 30. Access to career advice
- (+/-) 35. Participation in decision-making bodies
- (+/-) 36. Relation with supervisors
- (+/-) 40. Supervision

Timing (at least by year's quarter/semester)

In attestation rules there will be established 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. Implementation: 2021-2024.

Responsible

Unit Indicator(s) / Target(s)

Responsible Unit	Indicator(s) / Target(s)
HR Award Team Attestation Commission	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, 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.

Action 7

Social equality in gender, age, education, and citizenship via the social fund.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 10. Non discrimination	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.
(++) 19. Recognition of qualifications (Code)	
(-/+) 20. Seniority (Code)	
(+/-) 27. Gender balance	
Responsible Unit	Indicator(s) / Target(s)

Responsible Unit	Indicator(s) / Target(s)
HR Award Steering Committee	Principles of equality are well implements at the institute, but new benefits from the social funds will be established. Also, 3 days of sick days are 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 Czech Academy of Sciences 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.

Action 8

Education courses

GAP Principle(s)	Timing (at least by year's quarter/semester)
(++) 2. Ethical principles	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.
(++) 4. Professional attitude	
(+/-) 7. Good practice in research	
(++) 28. Career development	
(++) 30. Access to career advice	
(++) 33. Teaching	
(++) 38. Continuing Professional Development	
(+/-) 39. Access to research training and continuous development	

Responsible Unit	Indicator(s) / Target(s)
Steering Committee	<p>*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: the 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 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>

Action 9

Child-corner (nursery directly at the Institute)

GAP Principle(s)

- (+/-) 9. Public engagement
- (+/-) 10. Non discrimination
- (+/-) 24. Working conditions

Timing (at least by year's quarter/semester)

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. 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

GAP Principle(s)	Timing (at least by year's quarter/semester)
	the institutional web page, in part showing activities within the HR Award. Implementation in 2021-2024.
Responsible Unit	Indicator(s) / Target(s)
HR Award Team - Steering Committee, Director	Indicators will be the following: The number of families using nurseries will be provided to the commission evaluated IBP implementation program. Contracts with external body-provided nurseries will be published on the National Register of Contracts. 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.

Action 10

Lectures provided by foreign scientists will be selected by young scientists working at the IBP and by PhD students.

GAP Principle(s)	Timing (at least by year's quarter/semester)

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 23. Research environment	It is essential to organize institutional seminars, meetings and discussion clubs. The call for nominations of speakers will be made at the beginning of every new year. 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,
(++) 38. Continuing Professional Development	
(+/-) 39. Access to research training and continuous development	
Responsible Unit	Indicator(s) / Target(s)
Steering Committee, WG	Minutes of meetings will be archived and translated into English. 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.

Action 11

Increased PR activities

GAP Principle(s)

(+/-) 9. Public engagement

(++) 22. Recognition of the profession

Timing (at least by year's quarter/semester)

The 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. We are going to present research results in media and popular science journals. Within PR activities we will also organize the IBP Open House Days. We will also introduce the Institute at the Science Fair. Also, we will participate in Mendel Festival in Brno. We will coordinate updating of the IBP website; improvements must be made in the English version. PR activities will be mediated through public journals and social media annually since 2021.

Responsible

Unit

Indicator(s) / Target(s)

Responsible Unit	Indicator(s) / Target(s)
Steering Committee, WG	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.

Action 12

An Improvement of job descriptions, advertisements, and strengthening of grant applications, and application to the Czech Academy of Sciences for postdoctoral support (PPLZ).

GAP Principle(s)

Timing (at least by year's quarter/semester)

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 3. Professional responsibility	Improvement of job descriptions for individual positions and implementation of a structured employee evaluation involving more transparent procedures. 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. A piece of information on how to prolong an employment contract via the Institutional support of funding will be provided in the individual advertisement.
(++) 4. Professional attitude	
(++) 6. Accountability	
(+/-) 9. Public engagement	
(+/-) 12. Recruitment	
(+/-) 13. Recruitment (Code)	
(+/-) 25. Stability and permanence of employment	
(+/-) 26. Funding and salaries	
Responsible	
Unit	Indicator(s) / Target(s)

Responsible Unit	Indicator(s) / Target(s)
Steering Committee, WG	A number of an advertisement on ERURAXESS portal are the 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 13

Evaluation of departments and students by the International Advisory Board (ISAB) and the Czech Academy of Sciences.

GAP Principle(s)

Timing (at least by year's quarter/semester)

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 24. Working conditions	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. Students will be evaluated annually. Working group will encourage department leaders to find new motivation tolls 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.
(-/+) 34. Complains/ appeals	
(+/-) 36. Relation with supervisors	
(+/-) 37. Supervision and managerial duties	
(+/-) 40. Supervision	
Responsible	
Unit	Indicator(s) / Target(s)

Responsible Unit	Indicator(s) / Target(s)
Steering Committee, Director and ISAB members, WG	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.

Action 14

Summer schools

GAP Principle(s)

- (+/-) 9. Public engagement
- (++) 33. Teaching

Timing (at least by year's quarter/semester)

We are going to organize Summer school 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.

Responsible

Unit

Indicator(s) / Target(s)

WG, management of the institute

Approximately 15-20 mentors from the IBP will organize the Summers school each year. The percentage of R1-R4 categories involved in this activity is the following: 25/40/25/10.

Unselected principles:

(+/-) 5. Contractual and legal obligations (++) 17. Variations in the chronological order of CVs (Code) (+/-) 31. Intellectual Property Rights

(++) 32. Co-authorship

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open Recruitment Policy and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) *

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.

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

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

URL:

4. Implementation

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

The employees of the Institute of Biophysics have a good understanding of the proposed HRS4R Gap Analysis (gap analysis questionnaire had 71% returnability, which shows an immense interest of employees in work/life balance).

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We aim to consolidate our position as a national centre for excellent research, while at the same time we are working on bolstering our position internationally. 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.

Base on the GAP analysis, we would like to support the mobility of scientists and students. Currently, they can obtain financial support for the mobility of research team members (accommodation costs and daily allowances) provided by the Division of international cooperation of the Czech Academy of Sciences. We are also going to establish a new IBP-internal program focused on the support of international mobility of university 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 bolster the evaluation of scientific results and other contributions. For example, during its on-site visit the International Advisory Board (ISAB) will evaluate all teams according to the level of their scientific papers, presentation of results, and visit of their laboratories. The ISAB provides an independent evaluation of all departments and their leaders, the nomination of the best PhD students for the ISAB award, and the recommendation of the best outputs for national evaluation. We will also award students with the best diploma thesis and we will establish the best paper of the year and other awards. If employees would like to increase their salaries, we will also establish the "improvement status" as a part of institutional attestations, wherein employees can introduce their results to the commission and can discuss how to improve their annual income. We will also strengthen and more specific rules for the recruitment of research scientists and department leaders. An Open-call for a new position will be advertised in scientific journals, EURAXESS, and on institutional web pages. We will also encourage women 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 the newly built children's corner (nursery), which will be 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. According to a preliminary survey (GAP analysis), 8-10 employees are interested in placing their children in such a pre-school facility.

We are also going to organize courses in management, biostatistics, language courses, eLearning, etc. for employees. Our scientific and social activities will be presented to a broader audience through our PR manager and his team.

In the case of evaluation/appraisal, the expected implementation process will represent relatively small improvements (already existing evaluation procedures are quite strong and robust). These improvements can be implemented relatively easily in the years 2021-2024. Career progression and evaluation are tightly related

How do you know?

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and can be connected by considering these aspects by the evaluation bodies (commissions, ISAB members). Job descriptions will be improved in connection with the more transparent evaluation. During the whole period 2021-2024, the focus of the ISAB will be directed to the most general problems of the Institute in order to support excellence in science

In summary, our aim is 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. Current departments will be supported according to their size and scientific contributions, as well.

In a frame of HRS4R, we will establish several motivation tolls, including the Methodology Award or the Application Award., and we are also going to organize several advanced courses per year.

We will eliminate gender imbalance; we will support equality from the view of age, citizenship, social categories. From this view, we will use the support from the social fund working on solidarity level.

We revised our classification system V1-V6 and normalized it on EU categorization of research positions R1-R4.

Our implementation activities are listed in the following table:

Table showing HRS4R activities, indicators, timing, employment categories, and principles

Action	Number of participants	Indicators		HRS4R Principles
		Timing	Percentage of R1/R2/R3/R4	
Language course	15-20/semester	each semester 2021-2025	30/30/30/10	2, 4, 38, 39
GDPR course	20/year	2022	40/30/20/10	4, 5, 7, 38, 39
The course of rhetoric and ethics in science	10-15	2021 and 2023	40/30/20/10	1, 2, 4, 5, 38, 39
Course of statistics	15	2022	40/30/20/10	4, 7, 38, 39

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Course on ERC project application	10	2022	0/10/40/50	3, 4, 7, 29, 30, 38, 39
Course of management	10-15	2023	10/10/40/50	4, 7, 29, 30, 38, 39
Course on advanced graphics	10-15	2022	20/20/40/20	4, 38, 39
Published joint scientific papers – a collaboration of several IBP departments	2-5	each year	20/20/40/20	3, 4, 6, 8, 32
Standard project applications to Czech Grant Agencies	10-15	each year	0/0/50/50	3, 4, 6, 9, 12, 13, 25, 26
Junior project applications to Czech Grant Agencies	1-3	each year	20/40/40/0	4, 6
Course on science evaluation	10-15	2022	20/20/40/20	4, 30, 38, 39
Talks of Czech scientists	5-10	each year	20/20/40/20	4, 8, 38
Meeting on intellectual properties and patent applications	10-12	2023	20/20/40/20	31, 38, 39
Talks of foreign scientists	2-3	each year	10/20/40/30	4, 38, 39
Recruited Czech Scientists via EURAXES	10-15	each year	40/30/20/10	4, 10, 12, 13, 14, 15
Recruited foreign scientists via EURAXES	3-5	each year	40/30/20/10	4, 10, 12, 13, 14, 15
Visits in foreign laboratories supported by the IBP	10-20	each year	40/30/20/10	1, 4, 8, 18, 38
Defended PhD thesis and support postdocs	5-10	each year	50/50/0/0	4, 6, 21, 33, 38
PR activities	10-12	each year	40/30/20/10	9, 22

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ISAB meetings	1	every 2nd year 2021, 2023, 2025.	0/10/40/50	4, 11, 15, 35, 37, 40
A number of organization documents translated into English	5-10	2021-2023	10/10/40/40	4, 10, 15
Publication award according to IF	30-40	each year ²	20/40/30/30	4, 16
Paper of the year award	1	each year	40/20/20/20	4, 11, 16
Innovation of methodology Award	1	every year	40/20/20/20	4, 8, 15, 16
Application Award	1	2022	40/20/20/20	8, 16
The best PhD student Award	1-3	each year	40/40/0/0	4, 16
Meeting for parents in science	15-20	each year	40/20/20/20	10
Kids' corner	4-8	each semester	30/30/20/10	9, 10, 24
Science evaluation according to bibliometric data	10 departments	each year	20/20/30/30	4, 10, 11, 15, 23
Number of PPLZ applications (postdoctoral support)	1-2	Every semester	50/50/0/0	4, 9, 10, 38
Reassignment of scientists according to the principles of categories R1-R4	5-15	Every semester	25/40/25/10	17, 19, 20, 22, 23, 27, 28
Strengthening the status of emeritus scientist	2	2021	0/0/50/50	20, 23, 27
Social equality in gender, age, education and citizenship cover by the social fund	150-220	each year	25/25/25/25	10, 19, 20, 27
Internal support of science via the institutional fund, also support of mobility	1-5	each year	25/40/25/10	18, 23, 24, 25, 26, 29

How do you know?

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Summer Schools	15-20	each year	25/40/25/10	33
Attestation Commission and meeting with the Director	15	each year	0/0/10/90	11, 12, 26, 28, 30, 34, 35, 36, 40
Director's collegium	15-20	4x per year	0/0/30/70	11, 12, 34, 35, 36, 40
Meeting of researchers	50-60	3x per year	30/30/30/10	11, 12, 34, 35, 36, 40
Working Group meeting	10-15	4x per year	30/30/30/10	11, 12, 34, 35, 36, 40

How do you know?

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Note: Click on each question of the checklist to open the editor.

How will the implementation committee and/or steering group regularly oversee progress?*

Detailed description and duly justification (max. 500 words)

The Steering Committee will also act as the Implementation Committee. All steps will also be discussed with the Council of the Institute. Reviews will be provided to the Director and Council of the Institute quarterly. All actual advertisements will be posted on the HR Award web page of the Institute.

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How do you intend to involve the research community, your main stakeholders, in the implementation process? *

*



How do you know?

Detailed description and duly justification (max. 500 words)

The action plan will be revised by the end of 2020. The Revised Action Plan implementation will be set up in 2021. Detailed Action plan fulfilment will be regularly reviewed, and feedback will be revised.

* Workgroup is represented by the Director's collegium, consisting of department leaders and their deputy department leaders. The action plan will be updated electronically on the HR Award institutional web page.

The steering committee is represented by the Director, Deputy Director, Chairman of Council of the Institute, Head of Economic Administration and Head of Technical Administration.

* Communication and dissemination of the action plan will be discussed with department leaders.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy. *

*



Detailed description and duly justification (max. 500 words)

Director's Instruction positioning HR implementation as the Institutional HR Strategy has been issued and published on the Institutional HR website (<https://www.ibp.cz/en/about-ibp/hr-award>). We will also enclose the English version of the Annual Report of the Institute, as well as the Institutional Strategic Plan 2020 - 2022, which will be updated every year.

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How will you ensure that the proposed actions are implemented?*

Detailed description and duly justification (max. 500 words)

Implemented activities will be posted on the institution HR web page with appropriate description and documentation by photographs and/or schematic illustrations.

How do you know?

How will you monitor progress (timeline)?*

Detailed description and duly justification (max. 500 words)

We will monitor the Action Plan's evolution through the Steering committee and we will publish on HR web page the Working group reviews.

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



How do you know?

Detailed description and duly justification (max. 500 words)

We will evaluate all our implementations through discussion with department leaders and their deputies. ISAB will evaluate (every 2nd year) the quality of research departments. Indicators are an improvement of the infrastructure, the existence of kid's corner, solar panels. Improvement of strategy in education of employees, forthcoming courses, improvement of salary strategy, scientific lectures of internationally recognized speakers, improvement of mobility of researchers, better IT support, the possibility of career improvement - new career rules. All institutional regulations are translated into English. An optimal work/life balance is guaranteed by a social fund (support of cultural and sports activities). Home office for scientists writing papers and project applications, evaluation (by attestation commission) duration of the working contracts. An attempt to increase collaboration with foreign laboratories.

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

No additional remarks and comments about the implementation process.