ACTION PLAN
HRS4R 2020-2026

Process Phase Origin	EU Charter Pillar	Action ID eTool	Proposed action (short)	Proposed ACTIONS (detail)	Deadline /Timing	Responsible Unit	Indicators	Status eTool Interim 2023
Initial	ETHICS	1	Promote an ethical environment Raise awareness of Research Ethics and Research Integrity by educational activities.	Organizing live lectures on Research Ethics and Research Integrity (series of online lectures for existing employees - in Czech language).	Q1/2021	WG Ethics HR Development	• Number of trained researchers	Completed
Initial	ETHICS	2	Promote an ethical environment Raise awareness of Research Ethics and Research Integrity by educational activities.	Creation e-learning (in Czech and English) to ensure training of new and existing employees (including so-called refresh training).	Q2/2022	WG Ethics HR Development	• Existence of e-learning • Number of researchers trained by e-learning	Completed
Initial	ETHICS	3	Promote an ethical environment Raise awareness of Research Ethics and Research Integrity by educational activities.	Organizing Workshops on ECoC for early stage researchers newcomers (especially R1, R2) - workshops on Research Ethics and Research Integrity and the application of ethical principles in science.	Q2/2021	Legal Office (K.Fidriková, P.Lančová)	• Number of trained researchers • Number of organized workshops	Completed
Initial	ETHICS	4	Publishing Ethics Rules for good publishing practice will be formally adjust.	Adjustment of publishing practice/co-authorship in a binding document as a part of the Managed Documentation.	Q3/2022	RCO	• Publishing of an internal document	Extended
Initial	ETHICS	5	Open Science	Drawing up recommendation for publishing in Open Access.	Q3/2022	RCO	• Publishing of an internal document	Extended
Initial	ETHICS	6	Developing Effective Communication Improving internal and external communication for different audience (staff and community, knowledgeable audiences, general audiences).	Creation of strategy for publishing of research results to the public (professional and general public, employees)	Q4/2021	PR	• Publishing of an internal document	Completed
Initial	ETHICS	7	Developing Effective Communication Improving internal and external communication for different audience (staff and community, knowledgeable audiences, general audiences).	Providing training for researchers in methods of popularizing science so that they are able to effectively communicate their research goals, activities and results to the general public and the mass media.	Q4/2021	PR	• Number of trained researchers • Number of trainings	Completed
Initial	ETHICS	8	Setting goals in Gender equality	Organizing workshops on the topic of gender equality policies in cooperation with the NKC (part of the Institute of Sociology of the Academy of Sciences).	Q1/2021	HR Development	• Number of trained employees • Number of trainings	Completed
Initial	ETHICS	9	Setting goals in Gender equality	Gender equality plan will be adopted.	Q1/2022	HR Development	• Publishing of internal document "Gender equality plan"	Completed
Initial	RECRUITMENT	10	Implementation of OTM-R Policy (Recruitment and selection policy)	Establishing OTM-R Policy - the document will be created and published.	Q2/2021	HR + HR Development	• Publishing of internal document • OTM-R Policy web-link	Completed
Initial	RECRUITMENT	11	Implementation of OTM-R Policy (Recruitment and selection policy)	Implementation of OTM-R Policy - the document will be effective.	Q1/2022	HR + HR Development	• OTM-R Policy web-link	Completed
Initial	RECRUITMENT	12	Familiarization with the OTM-R policy for Research Team Leaders and Members of Selection Committees	Drawing up a methodological handbook that will help research team leaders and of selection committees' members to orientate themselves in the new elements that OTM-R policy introduces to the recruitment and selection process of new researchers. The handbook will contain procedures, templates for advertising, rules for candidate evaluation within the selection, appropriate questions for selection phase, channels for advertising. It will also include rules for setting up a selection committee (professional and gender balanced), methodology of the selection committee procedure during recruitment and selection, verification of references etc.	Q3/2021	HR + HR Development	• Existence of the methodological handbook	Completed
Initial	RECRUITMENT	13	Familiarization with the OTM-R policy for Research Team Leaders and Members of Selection Committees	Training of all research team leaders and members of selection committees.	Q4/2021	HR + HR Development	• Number of trained employees	Completed
Initial	RECRUITMENT	14	E-recruitment tool	Implementation of an e-tool for the management of all recruitments with a link to the FNUSA-ICRC career pages.	Q2/2021 - Q3/2021	HR + HR Development	• Percentage of recruitment processes managed by e-tool	Completed
Initial	RECRUITMENT	15	Introduction of monitoring of recruitment process	Initiation of monitoring the recruitment process for research positions and compliance with legislative requirement and internal OTM-R Policy.	Q1/2022	HR + HR Development	• Percentage of monitored recruitment processes	Completed
Initial	WORKING CONDITIONS	16	Strengthening internal cross team collaboration Increasing Community cohesion of researchers from different teams at FNUSA-ICRC.	Organizing of informal events such as "Pint of Science".	Q3/2021	PR	• Number of informal events	Completed
Initial	WORKING CONDITIONS	17	Strengthening internal cross team collaboration Increasing Community cohesion of researchers from different teams at FNUSA-ICRC.	Organizing of formal internal events with the presentation of research results (internal conferences R1, R2)	Q4/2021 + Q4/2022	PR	• Number of formal events	Completed
Initial	WORKING CONDITIONS	18	Internationalization of FNUSA-ICRC Support for the bilingual FNUSA-ICRC environment.	Translation of all documents in the Managed Documentation, with which FNUSA-ICRC employees are obliged to get acquainted.	Q1/2021 - Q4/2022	Quality Management	• Number of translated documents	Completed
Initial	WORKING CONDITIONS	19	Internationalization of FNUSA-ICRC Support for the bilingual FNUSA-ICRC environment.	Organizing of language courses for admin and research staff.	Q1/2021- Q4/2022	HR Development	• Number of employees who attended language courses	Completed
Initial	WORKING CONDITIONS	20	Onboarding "Welcome package"	Compose a welcome letter for employees indicating the institutional rules along with their references and links.	Q2/2021	HR	• Number of employees to whom the welcome letter was sent	In progress
Initial	WORKING CONDITIONS	21	Onboarding "Welcome package"	Organizing of Orientation meeting on regular base - introduction to the FNUSA-ICRC environment.	Q3/2021	HR	• Number of employees who attended the Orientation meeting	Completed
Initial	WORKING CONDITIONS	22	Update Intellectual Property Rules	Update of Directive No. S/A/82999/01 "Management of research results and protection of intellectual property".	Q2/2021	Bussiness and Academic Relations Legal Office	• Updated directive	Completed

Initial	WORKING CONDITIONS	23	Update Intellectual Property Rules	Expand the offer of workshops to raise awareness of the utilization of research and development results and protection of intellectual property.	Q2/2021	Bussiness and Academic Relations	• Number of trained researchers	Completed
Initial	WORKING CONDITIONS	24	Update Intellectual Property Rules	Publication of English version of brochures explaining intellectual property law according to legal norms and internal regulations.	Q3/2021	Bussiness and Academic Relations	• Number of brochures published in English version	Completed
Initial	WORKING CONDITIONS	25	Ensure a functional complaint model	Drawing up a document that defines a process for resolving complaints of employees taking account gender and cultural diversity.	Q1/2022	Quality Management	• Publishing of internal document	In progress
Initial	WORKING CONDITIONS	26	Ensure a functional complaint model	Creation of an e-learning training that will provide general awareness of how to proceed a complaint.	Q2/2022	Quality Management	• Existence of e-learning	Extended
Initial	WORKING CONDITIONS	27	Ensure a functional complaint model	Training of all employees (superiors and subordinates).	Q3/2022 - Q4/2022	Quality Management	• Number of trained employees	Extended
Initial	WORKING CONDITIONS	28	Repeat Employees' Survey	Repetition of the employee survey to compare data with 2020 survey as a feedback regarding working conditions, workplace relations, etc., and to ensure corrective action in areas where shortcomings are identified.	Q3/2021 Q3/2022	HR Development	• Survey conducted • Number of respondents	In progress
Initial	DEVELOPMENT	29	Personal & Career development plans	Setting up a working group that will propose the individual parameters of personal & career development plan in relation to the training system.	Q1/2021	HR Development + Deputy Directors for Science	• Number of working group meetings	Completed
Initial	DEVELOPMENT	30	Personal & Career development plans	Implementation of personal and career development plans. (Linked to the APD2 action). Pilot	Q3/2021	Working Group + HR Development	• Percentage of researchers who have a personal and career development plan	Extended
Initial	DEVELOPMENT	31	Personal & Career development plans	Implementation of personal and career development plans. (Linked to the APD2 action). Implementation	Q1/2022	Working Group + HR Development	• Number of researchers who have a personal and carreer development plan	Extended
Initial	DEVELOPMENT	32	Training system for researchers	Adoption of training system for researchers, especially for early-stage researchers (R1-R2). The trainings will be divided according to areas: Compulsory trainings, Research Ethics, Project management, Transferable skills, Courses offered by different admin teams - Technology Transfer, Grant Support Center, Research Coordination Office, Finance etc..	Q2/2021	HR Development (+ all admin teams)	• Number of trainings offered per year	Extended
Initial	DEVELOPMENT	33	E- Learning courses To implement the e-learning courses especially in the field where is necessary to train all employees and repeat the training after several years.	Setting up a working group that will design the curriculum and content of chosen topics for e-learning.	Q3/2021	HR Development + Deputy Directors for Science	• Number of working group meetings	Completed
Initial	DEVELOPMENT	34	E- Learning courses To implement the e-learning courses especially in the field where is necessary to train all employees and repeat the training after several years.	Building a database of e-learning courses and lectures (with video records) that will allow employees to attend and follow them after the face to face course has finished.	Q4/2021	Working Group + IT + HR Development	• Existence of database	Completed
Initial	DEVELOPMENT	35	E- Learning courses To implement the e-learning courses especially in the field where is necessary to train all employees and repeat the training after several years.	Opening an e-learning database of compulsory courses and lectures.	Q2/2022	Working Group + HR Development	• Percentage of all compulsory courses available in the form of e- learning	Completed
Initial	DEVELOPMENT	36	All in- house training offers in one place	Establishing a database for the management of all in-house training events - technical suppport for organizing in-house trainings and other educational events.	Q2/2021	IT + HR Development	• Number of in-house training events inserted and managed in the internal IT system	Completed
Initial	DEVELOPMENT	37	All in- house training offers in one place	Placement of all in-house training offers on the FNUSA-ICRC website (section "For Employees").	Q2/2021	HR Development	• Existing subsection "Training events" on the FNUSA-ICRC website	Completed
Initial	DEVELOPMENT	38	All in- house training offers in one place	Raising awareness about this website.	Q2/2021	HR Development PR	• Traffic on website	Completed
Initial	DEVELOPMENT	39	Role of supervisor	Adoption of document with description of what it means to be a supervisor including training responsibilities (evaluation of subordinates and personal development planning, coaching, mentoring etc.).	Q3/2021	HR + HR Development + Research Team Leaders	• Publishing of an internal document	Extended
Initial	DEVELOPMENT	40	Role of supervisor	Familiarization of supervisors and team members with the document "Role of Supervisor".	Q4/2021	HR + HR Development	• Number of employees acquainted with the document	Extended
Initial	DEVELOPMENT	41	Role of supervisor	Implementation of regular training for supervisors in line with the adopted document "Role of Supervisor".	Q1/2022	HR + HR Development	• Number of trained supervisors	Extended
Initial	DEVELOPMENT	42	Networking HR AWARD community in the Czech republic	Participation in workshops organized by institutions in the Czech Republic that have already received or are applying for the HR AWARD.	Q1/2021 - Q4/2022	HR Development	• Number of events that HR AWARD team attended	Completed
Initial	DEVELOPMENT	43	Networking HR AWARD community in the Czech republic	Organizing informal meetings for representatives of the HR department from institutions that have received or are seeking the HR AWARD and are currently based in the city of Brno. (SCI MUNI, MED MUNI, MENDELU, CEITEC, Czech Globe AV...).	Q3/2021 Q3/2022	HR Development	• Number of events organized by the HR AWARD team	Completed

Initial	DEVELOPMENT	44	Improving HR skills	Ensuring of training sessions on HR skills to HR personnel (Administrative expert, Communication skills, Recruitment and Selection – especially in connection with OTM-R Policy , Advising, Coaching, Intercultural sensitivity etc.).	Q1/2021 - Q4/2022	*HR + HR Development*	*• Number of events/workshops*	**Completed**
Interim	WORKING CONDITIONS	45	Research evaluation	Creating/revising a methodology for internal evaluation of research teams.	Q2/2023	*RCO*	*• Created methodology*	New
Interim	WORKING CONDITIONS	46	A strategy for the involvement of young researchers in the development of ICRC Strategy	Creating a Junior Strategy Board that represents R1 and R2 researchers and their voice in the development and implementation of new strategies and processes at the ICRC.	Q4/2024	*RCO, HR, Management*	*• Establishment of a Junior Strategy Board*	New
Interim	WORKING CONDITIONS	47	Redesign of the onboarding process	Revising the onboarding process at the ICRC	Q4/2023	*HR*	• Revised process	New
Interim	WORKING CONDITIONS	48	Dealing with unwanted behaviour in the workplace (bullying, sexual harassment), whistleblowing	Acquiring an electronic tool for reporting complaints/compliments.	Q4/2023	*HR*	*• Implemented electronic tool*	New
Interim	WORKING CONDITIONS	49	Maternity/Parental Leave management (Promoting work-life balance)	Analysing the initial situation. Setting up a strategy for cooperation with persons on Maternity/Parental Leave.	Q4/2024	*HR*	• A set-up strategy	New
Interim	WORKING CONDITIONS	50	Maternity/Parental Leave management (Promoting work-life balance)	Training HR and decision makers on these issues.	Q2/2026	*HR*	*• Number of persons trained*	New
Interim	WORKING CONDITIONS	51	Maternity/Parental Leave management (Promoting work-life balance)	Implementing support activities (e.g. an information campaign), adapting the environment.	Q2/2026	*HR, PR*	*• Implemented activities*	New
Interim	WORKING CONDITIONS	52	Promoting balanced representation of women and men at all levels	Developing and implementing a mentoring programme for the advancement of women to decision-making positions.	Q4/2024	*HR*	*• Created mentoring programme*	New
Interim	WORKING CONDITIONS	53	Promoting balanced representation of women and men at all levels	Organising thematic activities for participants in the mentoring programme.	Q4/2025	*HR, PR*	*• Implemented activities*	New
Interim	WORKING CONDITIONS	54	Promoting equal pay	Analyse the remuneration system using a suitable analytical tool.	Q4/2023	*HR*	*• Created analysis*	New
Interim	WORKING CONDITIONS	55	Promoting equal pay	Collect gender-segregated data on remuneration, and evaluate the date regularly.	Q2/2026	*HR*	*• Created and continuously updated document*	New
Interim	WORKING CONDITIONS	56	Promoting the integration of foreign workers	Cooperation with institutions that support foreign workers during their stay in Brno.	2023–2026	*HR*	*• Established cooperation*	New
Interim	DEVELOPMENT	57	Changing and sharing the culture of the organisation	Gender re-audit.	Q2/2024	*HR*	*• An implemented audit*	New
Interim	DEVELOPMENT	58	Changing and sharing the culture of the organisation	Preparing and implementing the revised Gender Equality Plan, carrying out on-going monitoring and evaluation.	Q4/2024	*HR*	*• Revised GEP*	New
Interim	DEVELOPMENT	59	Changing and sharing the culture of the organisation	Raising awareness of gender equality and unconscious gender biases for employees and decision makers.	Q4/2024 (on-going)	*HR*	*• Implemented activities*	New
Interim	DEVELOPMENT	60	Changing and sharing the culture of the organisation	Monitoring gender-segregated data.	Q4/2024 (on-going)	*HR*	*• Created and continuously updated document*	New