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How do you know?

**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:** 2019CZ468875**Name Organisation under review:** Institute of Mathematics of the Czech Academy of Sciences**Organisation's contact details:** Žitná 25, 115 67 Praha 1, Czech Republic, Prague, 115 67**Submission date:** 16/06/2021

## 1. Organisational Information

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

| STAFF & STUDENTS   | FTE        |
|--|------------|
| Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *               | 66.56      |
| Of whom are international (i.e. foreign nationality) *   | 31.16      |
| Of whom are externally funded (i.e. for whom the organisation is host organisation) *  | 0          |
| Of whom are women *  | 7.13       |
| Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. * | 47.15      |
| Of whom are stage R2 = in most organisations corresponding with postdoctoral level *   | 16.09      |
| Of whom are stage R1 = in most organisations corresponding with doctoral level *   | 3.32       |
| Total number of students (if relevant) *   | 8          |
| Total number of staff (including management, administrative, teaching and research staff) *  | 139        |
| RESEARCH FUNDING (figures for most recent fiscal year)   | €          |
| Total annual organisational budget   | 3840529.20 |
| Annual organisational direct government funding (designated for research)  | 2422912.71 |

| <input type="checkbox"/> An official EU website | RESEARCH FUNDING (figures for most recent fiscal year)   | €          | How do you know? |
|---|--|------------|------------------|
|   | Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding) | 1205688.55 |                  |
|   | Annual funding from private, non-government sources, designated for research   | 0          |                  |

### ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The Institute of Mathematics of the Czech Academy of Sciences (IM CAS) is a leading research institution in mathematics in the Czech Republic producing excellent research at the highest European and world standards.

The principal mission of the Institute is to support fundamental research in mathematics and its applications and to provide the necessary infrastructure for research. The Institute contributes to raising the level of knowledge and education and to utilising the results of scientific research in practice. It acquires, processes, and disseminates scientific information and issues scientific and professional publications such as monographs, journals, proceedings, and preprints. In cooperation with Czech universities, the Institute carries out doctoral study programmes and provides training for young scientists. The Institute promotes international cooperation, including the organisation of joint research projects with foreign partners and participation in exchange programmes and international research networks.

## 2. Strengths and weaknesses of the current practice

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

**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 scientific research is guaranteed. Research autonomy includes the choice of subject, objectives, methods, and conclusions, freedom to dispose of research, freedom of academic speech, the right to information and ideas.
- Ethical principles are fully implemented by the IM CAS in accordance with the Code of Ethics for Researchers of the Czech Academy of Sciences. IM CAS researchers maintain high professional standards, including the principles of honesty, objectivity, integrity, responsibility and openness.
- Existing solution for dealing with ethical problems: discrimination and ethical cases complains could be addressed/submitted to the Commission for the Scientific Integrity CAS.
- IM CAS implemented all national regulations governing the management of public funds (Act No. 130/2002 Coll., on the Support of Research and Development from Public Funds and on the Amendment to Some Related Acts). IM CAS researchers understand the importance of accountability towards the Institute, funding agencies and other public or private bodies.
- Information about the research and activities of the IM CAS supported by public budgets is freely accessible through the national R&D Information System (<https://www.vyzkum.cz/FrontClanek.aspx?idsekce=633>)
- IM CAS has excellent Project Management Office supporting researchers during all phases of funding: information, application, implementation, and dissemination.
- Annual external meeting of the IM CAS employees as a platform for communicating strategic goals, presenting new colleagues, and better integration of the community.
- IM CAS adheres all the national legislation addressing rules of the working environment (Labour Code No. 262/2006 Coll.). There exist internal regulations covering the issues of Intellectual Property Rights, Authorship, safe working environment, etc.
- IM CAS contributes to raising public awareness of the importance of mathematical sciences by organization/participation in annual outreach events like Open Houses, Sciences Fair Prague, and Mathematical Olympiad.

## Weaknesses:

- Internal communication deficit: researchers are not enough aware of the Code of Ethics for Researchers of the Czech Academy of Sciences, Code of Practice of the European Mathematical Society, and existence of the Commission for the Scientific Integrity CAS.
- The Code of Ethics for Researchers of the Czech Academy of Sciences does not cover discrimination issues and does not address ethical issues typical to mathematical sciences.
- Some internal regulations and documents of the IM CAS are written in Czech language only.
- Poor arrangement of the IM CAS intranet.
- Onboarding process of new employees has certain gaps that need to be completed. Newly appointed researchers do not get materials with practical information and clarification of scientific expectations.
- Mentoring system for the Early Stage Researchers has not been introduced.

## Strengths and Weaknesses (max. 800 words)

## Strengths:

- The recruitment process is carried out according to the Statutes of the Czech Academy of Sciences (Art.51, page 11). The process is open, transparent, and comparable to other European institution standards.
- New openings are broadly advertised: at IM CAS webpage, Euraxess webpage, European Mathematical Society job portal, and researchjobs.cz. All advertisements keep the standards: type of a position, duration, starting date, requirements on scientific experience and competencies, list of required application documents, the deadline, an email contact for informal questions.
- The Hiring and Evaluation Committee consists of 8 members (including three external researchers) who have diverse expertise. The Committee judges candidates according to a wide range of both qualitative and quantitative criteria and is devoted to the equal treatment of all applicants.
- Mobility experience is one of the major factors of the recruitment and evaluation process in the IM CAS.
- The IM CAS recognizes diplomas awarded by universities and other scientific organizations worldwide.
- Labour Code No. 262/2006 Coll. governs the employment procedure in the IM CAS. Researchers from non-EU countries are supported by the HR office in the process of application for the long-term residence permit, necessary for employment.

## Weaknesses:

- Job advertisements usually do not provide information about working conditions and entitlements.
- Open, transparent, and internationally recognized recruitment process in the IM CAS is based on a good practice only, there is no internal document describing the hiring and evaluation policy and procedures.
- Hiring and Evaluation Committee members formally have not attended any training regarding the recruitment process standards, they proceed according to their own professional experience.
- There is no electronic online system for individual evaluation of researchers. This unnecessarily increases the administrative burden of the Hiring and Evaluation Committee.
- There is not enough awareness among the IM CAS researchers about the Scientific Degree of Research Professor, which is the desired career development possibility.

## Strengths and Weaknesses (max. 800 words)

## Strengths:

- The research environment at the IM CAS is highly attractive, as confirmed by the high number of researchers from abroad (48%).
- The IM CAS maintains high standards of publishing.
- The IM CAS supports mobility in many ways: travel funds are properly planned in individual grants; researchers without grants are entitled to have two travels per year covered from the institutional budget; blue lecture hall in the Institute is well-equipped to host virtual meetings.
- Excellent Project Management Office is in service providing full information about funding possibilities and assisting during all phases of grant, from application through implementation to reporting.
- The IM CAS provides excellent infrastructure for researchers: IT department and the best math library in Czechia.
- The IM CAS buildings and offices are accessible to the disabled employees.
- The IM CAS provides modest accommodation for short-term visitors as a part of the strategy to support international collaboration.
- The IM CAS supports female researchers who have children by agreeing with them on flexible working hours.
- There exists a common area where employees can socialize.

## Weaknesses:

- Small number of applications for research positions from women.
- Employment documents and some internal regulations are in Czech language only.
- There is no mentoring strategy for the early stage researchers, no guidelines for support and mentoring of students and postdoctoral fellows.
- Administration workers either speak little English or do not speak English at all.
- There is no home office system introduced in the IM CAS. It will be especially useful in order to support women researchers and disabled scientists.

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Training and development\*How do you know?  
▼

## Strengths and Weaknesses (max. 800 words)

## Strengths:

- The IM CAS strongly supports foreign internships.
- Experienced researchers share their knowledge and experience with younger colleagues.
- In 2020, the IM CAS organized training for all researchers. Topics included ethics in science, support of the research by the Czech Science Foundation, how to write scientific papers, ERC grants, research evaluation in Czechia, how to prepare a competitive project proposal, open access movement, Marie Skłodowska-Curie actions, etc.
- Administration workers were offered long-term English courses, training on accounting, HR management, advanced excel, and labour law.

## Weaknesses:

- Some key researchers are top scientist but not necessarily good managers.
- There is no mentoring strategy for early stage researchers, especially no guidelines for support and mentoring of students and postdoctoral fellows.

### 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):  
<http://www.math.cas.cz/>

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.

#### Proposed ACTIONS

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**Proposed ACTIONS**

How do you know?

**Action 1**

1. Raising awareness of the ethical aspects of scientific work. 1.1 Continuous promotion of the highest standards of scientific and professional integrity

**GAP Principle(s)**

(+/-) 2. Ethical principles

(+/-) 10. Non discrimination

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

to be completed by 4Q/2022

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

Director,  
 Deputy director,  
 Scientific Manager

Indicators: 1. new Code of Ethics for Researchers IM CAS 2. training Ethics of Scientific Conduct delivered to all IM CAS researchers 3. online training Ethics of Scientific Conduct available on the intranet for current and incoming researchers 4. information about the Code placed in the welcome guide for new employees  
 Targets: Researchers recognise their responsibility to conduct and disseminate research results in an honest and ethical manner. Researchers are aware of ethical issues associated to professional activities (gender issues, plagiarism, equal opportunities etc.).

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**Proposed ACTIONS**

How do you know?

**Action 2**

1.2. Improving availability of information about ethical aspects in scientific work

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

**GAP Principle(s)**

- (+/-) 2. Ethical principles
- (+/-) 10. Non discrimination
- (++) 34. Complains/ appeals

to be completed by 4Q/2022

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

Director,  
 Deputy director,  
 Scientific Manager

Indicators: 5. Code of Ethics for Researchers IM CAS published at the main webpage 6. Intranet - special subpage devoted to ethics is designed and contains: - Code of Ethics for Researchers IM CAS - Code of Ethics for Researchers of the Czech Academy of Sciences - link to the relevant ethics webpage of the European Mathematical Society - information about the Commission for the Scientific Integrity CAS - information about how to proceed in case of ethical problems 7. creating Ombudsman position in the IM CAS 8. Performed survey confirms awareness of ethical aspects among the researchers (more than 90% of respondents confirm their knowledge of the topic) Targets: Clear information about the procedure of dealing with ethical problems is available. Communicating our ethical standards to the professional and general public.



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**Proposed ACTIONS**

How do you know?

**Action 3**

1.3 Improving awareness about ethical problems in scientific publishing

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

**GAP Principle(s)**

(+/-) 2. Ethical principles

to be completed by 4Q/2022

(+/-) 10. Non discrimination

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

Director,  
 Deputy director,  
 Scientific Manager

Indicators: 9. Intranet – information about potential predatory scholarly open-access publishers; links to further materials about predatory journals 10. Intranet – information about research dissemination standards of the IM CAS Targets: Raised awareness about ethical aspects in publishing and researchers responsibilities concerning research dissemination.

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**Proposed ACTIONS**

How do you know?

**Action 4**

2. Implementing the change from best practice into a formal mentoring system 2.1. Setting up the mentoring system in IM CAS

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

**GAP Principle(s)**

(+/-) 3. Professional responsibility

(+/-) 28. Career development

(+/-) 29. Value of mobility

(+/-) 30. Access to career advice

to be completed by 4Q/2022

(+/-) 36. Relation with supervisors

(+/-) 37. Supervision and managerial duties

(+/-) 40. Supervision

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

Director, HR Working group, heads of departments

Indicators: 11. Preparing a document: guidelines for support and mentoring of students and postdoctoral fellows 12. The guidelines published on intranet under the section for researchers, regularly sent by email to new mentors 13. Special section for students and postdoctoral fellows placed on intranet – includes information about open grant possibilities, video training on fundamentals of research work 14. Incorporating a special section devoted to PhD students at annual external meetings of the Institute  
 Targets: Improving working conditions for Early Stage Researchers (ESRs) in IM CAS.

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**Proposed ACTIONS**

How do you know?

**Action 5**

2.2. Integration of the ESRs to the IM CAS scientific community

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

**GAP Principle(s)**

(+/-) 3. Professional responsibility

(+/-) 28. Career development

(+/-) 30. Access to career advice

(+/-) 36. Relation with supervisors

(+/-) 37. Supervision and managerial duties

(+/-) 40. Supervision

to be completed by 4Q/2022

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

Director, HR Working group, heads of departments

Indicators: 15. Minimum 50% of ESRs (students and postdocs) attending the annual external meeting of the Institute 16. All PhD students participating in the external meeting deliver a short lecture about their research 17. informal meeting with refreshments between IM CAS management and ESRs as a contribution to creating direct links and a friendly atmosphere (twice per year) Targets: Monitoring of the scientific development of ESRs, providing feedback and support to their career. Integration of young researchers.

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**Proposed ACTIONS**

How do you know?

**Action 6**

2.3. Supporting continuous professional development of ESRs

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

**GAP Principle(s)**

(+/-) 3. Professional responsibility

(+/-) 28. Career development      continuous

(+/-) 30. Access to career advice

**Responsible Unit**

**Indicator(s) / Target(s)**

Director, HR Working group, heads of departments

Indicators: 18. Training in fundamentals of research work available to all ESRs - video training placed on the intranet, section for students and postdocs 19. Annual meetings organized by the project management office in order to support ESRs in preparing project proposals (always in February) attended by minimum 80% of current ESRs 20. Transferable skills training for researchers: one workshop per year on fixed topic (e.g. effective communication, leadership and team management etc.) Targets: Supporting career development and research of ESRs.

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**Proposed ACTIONS**

How do you know?

**Action 7**

3. To improve administration services for researchers. 3.1. Creating a bilingual culture

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

**GAP Principle(s)**

(+/-) 5. Contractual and legal obligations

(+/-) 23. Research environment

(+/-) 24. Working conditions

(+/-) 26. Funding and salaries

(+/-) 38. Continuing Professional Development

to be completed by 4Q/2022

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

HR Working group, Administration and IT departments

Indicators: 21. The core of the administration staff (4 people: head of administration, accountant, book-keeper, secretary) completed 2-year English language course at the British Council in Prague 22. The core of the administration staff (4 people) present certificates of passing an exam of English at at least A1 level 23. All internal documents/regulations are available in English 24. Intranet has new English version 25. Employment documents prepared in the form of dual-language documents (containing text side by side in both Czech and English languages) 26. Important internal forms (connected to registration of business travel, per-diem and reimbursement of travel for external visitors etc.) available in both Czech and English languages  
 Targets: Improving service for foreign researchers and external visitors.

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**Proposed ACTIONS**

How do you know?

**Action 8**

3.2. Support of training for administration workers

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

**GAP Principle(s)**

(+/-) 5. Contractual and legal obligations

(+/-) 23. Research environment

continuous

(+/-) 24. Working conditions

(+/-) 38. Continuing Professional Development

**Responsible Unit**

**Indicator(s) / Target(s)**

HR Working group, Administration department

Indicators: 27. The core of the administration department (3 people: head, accountant, book-keeper) completed at least one training course per year supporting their professional development (e.g. training on management, accounting, HR policy, labour law)  
 Targets: Continuous professional development of administration workers.

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**Proposed ACTIONS**

How do you know?

**Action 9**

3.3. Introducing the possibility of flexible working hours for researchers

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

**GAP Principle(s)**

(+/-) 5. Contractual and legal obligations

(+/-) 23. Research environment

to be completed by 4Q/2022

(+/-) 24. Working conditions

(+/-) 38. Continuing Professional Development

**Responsible Unit**

**Indicator(s) / Target(s)**

HR Working group, Administration and IT departments

Indicators: 28. Home office system (internal regulation, administrative support) prepared and implemented  
 29. Information about the possibility of home office sent to researchers by email  
 30. Application form for home office contract placed on intranet  
 Targets: Support for researchers with children, disabled researchers, researchers with complicated family situation, ready solution in case of pandemic restrictions.

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**Proposed ACTIONS**

How do you know?

**Action 10**

3.4. Improving the onboarding process of new employees

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

**GAP Principle(s)**

(+/-) 5. Contractual and legal obligations

(+/-) 23. Research environment

(+/-) 24. Working conditions

(+/-) 26. Funding and salaries

(+/-) 38. Continuing Professional Development

to be completed by 4Q/2022

**Responsible Unit**

**Indicator(s) / Target(s)**

HR Working group, Administration and IT departments

Indicators: 31. Welcome guide for newcoming researchers is prepared and publish on intranet 32. Each incoming researcher receives welcome guide in advance of their employment (pdf sent by email) 33. Intranet is reorganized and includes all necessary information for new employees  
 Targets: Perfect onboarding process to ensure a smooth transition for new employees.



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**Proposed ACTIONS**

How do you know?

**Action 11**

3.5. Improving the arrangement of the IM CAS intranet

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

**GAP Principle(s)**

(+/-) 5. Contractual and legal obligations

(+/-) 23. Research environment

(+/-) 24. Working conditions

(+/-) 26. Funding and salaries

(+/-) 31. Intellectual Property Rights

(+/-) 38. Continuing Professional Development

to be completed by 4Q/2022

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

HR Working group, Administration and IT departments

Indicators: 34. New intranet structure 35. Intranet content aimed at researchers available in English language 36. Special sections devoted to researchers and ESRs  
 Targets: Improving working conditions for researchers and ensuring relevant aspects of administration are transparent and easily available to researchers.

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**Proposed ACTIONS**

How do you know?

**Action 12**

4. Researchers develop transferable skills and competencies 4.1. Professional complementary trainings for researchers

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

**GAP Principle(s)**

(+/-) 37. Supervision and managerial duties

(+/-) 38. Continuing Professional Development

to be completed by 1Q/2023

(+/-) 39. Access to research training and continuous development

**Responsible Unit**

**Indicator(s) / Target(s)**

HR Working group, heads of departments

Indicators: 37. Training on team leadership, personal and managerial competences 38. Training on principles of preparation of public speaking 39. Training on soft skills 40. Grant writing workshop especially for ESRs offered each year  
 Targets: Support of researchers to develop the communication and other skills that they will need to be highly-skilled professionals in whatever job they choose to enter.

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**Proposed ACTIONS**

How do you know?

**Action 13**

4.2. Support for mobility contributing to complementary skills

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

**GAP Principle(s)**

(+/-) 29. Value of mobility

(+/-) 38. Continuing Professional Development

(+/-) 39. Access to research training and continuous development

visible in indicators description

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

HR Working group, heads of departments

Indicators: 41. ten fellowships for active participation in international scientific events in 2022 42. annual institutional funding for active participation in international scientific events starting from 2023 (available to four researchers) 43. six fellowships for visiting selected excellent German universities (with focus on getting know-how from leaders of large grants) in 2021/2022  
 Targets: Support of researchers in their professional development.

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**Proposed ACTIONS**

How do you know?

**Action 14**

5. To deepen understanding of career development possibilities, evaluation procedure and factors that guarantee employment contract extension 5.1. Making information about the evaluation process easily accessible to all researchers

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

**GAP Principle(s)**

(-/+ ) 11. Evaluation/ appraisal systems

(+/-) 19. Recognition of qualifications (Code)

(+/-) 25. Stability and permanence of employment

to be completed by 4Q/2022

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

Director, HR Working group, IT department

Indicators: 44. Researcher welcome guide contains information about the evaluation process of individuals. The guide is prepared in English 45. Evaluation form, which includes all criteria that are subject to evaluation, is published online at the intranet. The form is prepared in English  
 Targets: Enhancing fair work environment. Raising awareness about the scientific expectations among newcomers researchers.

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**Proposed ACTIONS**

How do you know?

**Action 15**

5.2. Improving the evaluation procedure

**GAP Principle(s)**

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

(-/+ ) 11. Evaluation/ appraisal systems

(+/-) 19. Recognition of qualifications (Code)

to be completed by 4Q/2022

(+/-) 25. Stability and permanence of employment

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

Director, HR Working group, IT department

Indicators: 46. New electronic online system for evaluation of researchers is launched and implemented 47. The outcome of individual evaluation contains weak/strong sides of evaluated researcher and suggestions for professional development  
 Targets: Transparent procedure of individual evaluation of researchers; user-friendly evaluation procedure organization; feedback to researchers about their professional achievements.

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**Proposed ACTIONS**

How do you know?

**Action 16**

5.3. Strengthening the knowledge among researchers of possibilities of promotion within IM CAS

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

**GAP Principle(s)**

(-/+ ) 11. Evaluation/ appraisal systems

(+/-) 19. Recognition of qualifications (Code)

to be completed by 4Q/2022

(+/-) 25. Stability and permanence of employment

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

Director, HR Working group, IT department

Indicators: 48. The procedure of applying for the Scientific Degree of Research Professor is easily accessible at the intranet 49. Intranet includes information about available awards within the CAS as well as procedures connected to nominations: Otto Wichterle Award, Bernard Bolzano Honorary Medal for Merit in the Mathematical Sciences, Lumina quaeruntur, Praemium Academiae etc. Targets: Support of researchers in their professional development.

**Action 17**

6. To improve the recruitment process in the IM CAS in line with the OTM-R policy 6.1. Enhancing the recruitment and selection procedure transparency

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

**GAP Principle(s)**

- (-/+ ) 11. Evaluation/ appraisal systems
- (-/+ ) 12. Recruitment
- (+/-) 13. Recruitment (Code)
- (+/-) 14. Selection (Code)
- (+/-) 15. Transparency (Code)
- (+/-) 16. Judging merit (Code)

to be completed by 4Q/2022

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

Director, HR Working group, IT department

Indicators: 50. Each advertised position in the IM CAS includes clear and full information about the available position. Vacancy specifications clearly identify the skills required for the post and these requirements are relevant to the type of position 51. Evaluators are using the electronic online application system for evaluating candidates and deciding on the short list of candidates 52. Unsuccessful candidates always receive a decision with a justification 53. The short-listed candidates are offered an interview and receive a feedback from the Committee Targets: To attract excellence and respect diversity; to recruit the most appropriate person for each approved vacancy.

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**Proposed ACTIONS**

How do you know?

**Action 18**

6.2. Providing continuous support for the Hiring and Evaluation Committee

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

**GAP Principle(s)**

(-/+ ) 11. Evaluation/ appraisal systems

(-/+ ) 12. Recruitment

(+/-) 13. Recruitment (Code)

(+/-) 14. Selection (Code)

(+/-) 15. Transparency (Code)

(+/-) 16. Judging merit (Code)

(+/-) 17. Variations in the chronological order of CVs (Code)

(+/-) 18. Recognition of mobility experience (Code)

(+/-) 27. Gender balance

to be completed by 4Q/2022

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

Director, HR Working group, IT department

Indicators: 54. Training on the open, transparent and merit-based recruitment executed in 2021, aimed at key researchers and members of the Hiring and Evaluation Committee  
 55. Video recording of the training is available to future new members of the Committee  
 56. The recruitment and selection code of practice document is prepared, approved by the Board of the Institute, distributed among the Committee members and available online to all researchers (the content is discussed below in the section description of implementation of the OTM-R system)  
 Targets: To assure fairness, consistency and the best assessment of the candidates.



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**Proposed ACTIONS**

How do you know?

**Action 19**


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 6.3. Encouraging women mathematicians to apply for open positions in the IM CAS
**GAP Principle(s)**

(+/-) 27. Gender balance

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

continuous

**Responsible****Unit****Indicator(s) / Target(s)**

Director, HR Working group, IT department

Indicators: 57. Positions are advertised with a special focus on use of job advertising platforms, including web portals for women mathematicians 58. The number of applications from women mathematicians is monitored, statistics are prepared 59. Providing information on employees' benefits next to advertised position (namely on benefits aimed for families with children, flexible working hours, possibility of part time employment etc.) 60. Creating a new section on the IM CAS webpage introducing successful women researchers from the IM CAS Targets: Improving gender balance in applications.

## Unselected principles:

(++) 1. Research freedom    (++) 4. Professional attitude    (++) 6. Accountability

(++) 7. Good practice in research    (++) 8. Dissemination, exploitation of results

(++) 9. Public engagement    (++) 20. Seniority (Code)    (++) 21. Postdoctoral appointments (Code)

(++) 22. Recognition of the profession    (++) 32. Co-authorship    (++) 33. Teaching

(++) 35. Participation in decision-making bodies

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

Overall action plan (max. 1000 words) \*  
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How do you know?

The IM CAS aims at establishing the OTM-R system. The work flow for this process is the following :

1. As visible under Action 6.3 the working group will prepare the Hiring and evaluation policy and procedures. This strategic document will be based on the OTM-R principles and will cover the following issues:

- Rules governing the appointment of selection committee
- Rules concerning the composition of selection committee, including gender balance
- Clear guidelines for advertising the positions with a special focus on use of job advertising platforms, including web portals for women mathematicians, additionally corresponds to Action 6.4.
- Advertisement template with essential components, including references to all the elements foreseen in the relevant section of the toolkit
- Clear guidelines for selection committee which help to judge the merit
- Clear guidelines for selection committee setting out practices for all type of positions, discussing a facilitation access for disadvantaged groups or for researchers returning to a research career
- Interviews with short-listed candidates
- Informing all applicants at the end of the selection process
- Complaints mechanism

2. The Hiring and evaluation policy and procedures document will be consulted with key researchers, heads of the departments, selection committee, Board of the Institute, and International Advisory Board. Final version of the document will be sent to all researchers and published online.

3. In 2021 the IM CAS key researchers and members of the Hiring and Evaluation Committee will receive training on open, transparent, and merit based recruitment process. Action 6.2.

4. Monitoring statistical data of applicants, including duration of professional experience and gender balance will be part of the implementation of the new recruitment policy Action 6.4.

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

URL:

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#### 4. Implementation

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

##### COORDINATION

The implementation of the action plan will be mainly carried out by the HR working group containing five members (listed below). The coordination of actions have been already planned:

Lenka Bauerová – HR administrator in IM CAS – coordinator of “Action 3. To improve administration service for researchers” and “Action 4. Providing researchers with the additional skills and competencies they need in their professional life”.


Beata Kubiś – Scientific Manager in IM CAS – coordinator of “Action 6. To improve the recruitment

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| <input type="checkbox"/> process in the IM CAS in line with the OTM-R policy".<br>Official EU Website<br>Miroslav Rozložník – Deputy director in IM CAS – coordinator of “Action 1. To raise awareness of the ethical aspects of scientific work”.<br>Karen Strung – Researcher in IM CAS – coordinator of “Action 2. To improve mentoring system for the early stage researchers”.<br>Tomáš Vejchodský – Director in IM CAS – coordinator of “Action 5. To deepen understanding of researcher individual evaluation process in the IM CAS, especially among new employees and foreigners”.<br><br><b>METHODOLOGY</b><br><br>The working group will meet regularly once per month in order to monitor progress and discuss solutions if critical situations appear. The working group will consult the HRS4R Advisory Committee on proposition of recruitment code of practice, code of ethics, mentoring system, etc., and report to it each 3 months about the progress of the actions.<br><br><b>Stakeholder groups</b><br><ul style="list-style-type: none"> <li>- will be involved directly in preparation of some documents: for example working group will consult Researcher welcome guide by email and will collect feedback from researchers</li> <li>- will be involved directly by participating in planned training, including internships abroad and attending scientific events</li> <li>- will be informed by email about specific outcomes that are of their interest, for example all researchers will be informed about new home office system</li> <li>- the progress of the action plan implementation will be reported to the employees during the annual external meeting (the nearest meeting is planned for October 2021)</li> </ul> The implementation of the action plan will start at the beginning of 2021 and last till the end of 2022. | 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?* <span style="float: right;">v</span>  |
| Detailed description and duly justification (max. 500 words)<br><div style="border: 1px solid black; padding: 10px; margin-top: 10px;"> <p>The HRS4R Advisory Committee has been already installed. It will receive reports on the progress of implementation from the HR working group each four months. The Committee is expected to deliver feedback in the form of comments and suggestions for improvements.</p> </div> |

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

Detailed description and duly justification (max. 500 words)

The researchers of the IM CAS will be involved in the implementation process in the following way.

- Open consultations of the HR working group with researchers

The first versions of Researcher welcome guide, and some elements of the recruitment and selection code of practice will be sent to researchers with the request for feedback. Critical remarks and suggestions of researchers will be consulted with the HRS4R Advisory Committee and used for improving the documents. The selection committee will be independently consulted about the content of the hiring and evaluation policy and procedures document.


- Information sent by email to researchers

Information about important outcomes like Code of Ethics for researchers IM CAS, new home office system, internal regulations and forms available in dual-language form, available training etc. will be send to researchers by email.

- Intranet

The newly structured intranet will include section for new employees, students and postdocs, information about grants and mobility support, services offered to researchers.

- Details about the implementation process posted on the HR webpage.
- During the external meeting of employees planned for October 2021 researchers will be informed about the implementation by the director of the IM CAS.

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)

The Institute of Mathematics of the Czech Academy of Sciences committed to the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers on Dec 3rd, 2019. Many of the principles are already common practice in the Institute, while others will be addressed through a successful implementation of the proposed action plan. The major outcome, which is the hiring and evaluation policy and procedures document will have to be approved by the Board of the Institute. The working group includes important representatives of the management of the Institute, including the director, who is the statutory and executive body of the Institute, having the authority to implement all necessary changes and ensure the legitimacy of the outcomes of the implementation.

|   |   |                       |
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| <input type="checkbox"/>  | An official EU website<br>How will you ensure that the proposed actions are implemented?* | How do you know?<br>▼ |
| Detailed description and duly justification (max. 500 words)  |   |                       |
| <p>The implementation of the action plan will be controlled by the following means:</p> <ul style="list-style-type: none"><li>■ each action has assigned coordinator</li><li>■ the working group will meet regularly each month to evaluate a progress and find solution to unexpected problems if they appear</li><li>■ the working group will report each four months to the HRS4R Advisory Committee</li><li>■ the HRS4R Advisory Committee is the monitoring and controlling body for the implementation process</li><li>■ the working group and the HRS4R Advisory Committee meet at least once per year</li></ul> |   |                       |

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| How will you monitor progress (timeline)?*  |  | ▼ |
| Detailed description and duly justification (max. 500 words)  |  |   |
| <p>The implementation of the HRS4R in the IM CAS is a part of the implementation of the project funded by the Ministry of Education, Youth and Sports of the Czech Republic. The project itself has its timetable and reports are submitted each 6 months. The progress of the HRS4R implementation could be monitored by using the same timetable.</p> |  |   |

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| How will you measure progress (indicators) in view of the next assessment?*   |  | ▼ |
| Detailed description and duly justification (max. 500 words)  |  |   |
| <p>The initial situation is described in detail in the GAP analysis and its description is complemented by section "2. Strengths and weaknesses of the current practice" of this document. For each proposed action, we defined clear deadlines, indicators and targets that can be objectively measured and their fulfilment confirmed. The progress will be measured simply by comparison with the initial situation and evaluation of achieved outcomes using for example survey tool.</p> |  |   |

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

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| No comments. |
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