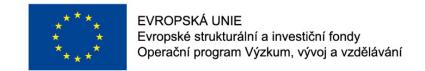# Revised Action Plan

Institute of Czech Literature of the Czech Academy of Sciences

HR Excellence in Research Award

April 2024

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	75,05
Of whom are international (i.e. foreign nationality)	4,25
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0
Of whom are women	31,35
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	57,1
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	9,1
Of whom are stage R1 = in most organisations corresponding with doctoral level	7,2
Total number of students (if relevant)	0
Total number of staff (including management, administrative, teaching and research staff)	103,2
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	4 313 925,12
Annual organisational direct government funding (designated for research)	2 443 652,67
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1 417 184,88
Annual funding from private, non-government sources, designated for research	3 484,44
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
The Institute of Czech Literature is the largest non-university institution in the Czech Republic focused on basic research in Czech literary studies. The subject of research conducted at the ICL is the history as well as the present of Czech literature, theory of literature, and literary life in the Czech Lands. The ICL is an autonomous institute founded by the Czech Academy of Sciences and since 2007, it has the legal form of a public research institution. Part of the ICL is the Czech Literary Bibliography research infrastructure, which provides bibliographic information for Czech literary studies on an international scale.	

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

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

Thematic heading of the Charter and Code / STRENGTHS and WEAKNESSES

Ethical and professional aspects

Strengths:
- The Institute of Czech Literature (henceforth 'ICL') is characterised by a collegial atmosphere and institutional culture that has a firm foundation in ethical and professional principles established on the level of the Czech Academy of Sciences (henceforth 'CAS') as a whole.
- Freedom of research at the ICL is provided for and supported.
- ICL employees understand the principle of professional responsibility.
- Long-term strategy of the ICL is defined in a Conception of Research Activities, which is revised and accepted every five years.
- Especially in the last year, the ICL had intensively addressed the issue of open access to scientific information.
- ICL employees regularly present their research also to the general public and schools. They are aware of importance of these activities.
- The ICL provides a suitable level of occupational safety.
- Statutes of the CAS and Career Development Rules of the CAS define, on the level of the CAS, a system of evaluation of university-educated employees. The ICL as a whole undergoes every five years a comprehensive international evaluation organised by the CAS. Additionally, its research activities are assessed within a framework of national evaluation of research institutions. The Czech Literary Bibliography research infrastructure, which is part of the ICL, also undergoes regular international evaluation.
- Financial management of the ICL is transparent. The institute publishes its annual reports and at the beginning of each

Weaknesses:
- Ethical standards are not defined in a separate code of ethics of the ICL, and the institute also has not yet appointed an ethics committee that would assess ethical issues of scientific work.
- Not all areas of management of the ICL work on the basis of an explicitly defined strategy (evaluation, management of human resources, open access, international collaboration, communication with the general public).
- According to employees, some isolated cases of discrimination took place at the ICL.
- Some organisational documents had not been checked and updated for some time. Other documents had not been sufficiently implemented.
- The intranet platform is not sufficiently adjusted for the needs of internal communication. Employees' awareness of internal regulations and services mediated by the intranet is insufficient.
- New ICL website has not been officially launched yet and the existing website is no longer quite up-to-date.

calendar year also its planned budget (at http://ucl.cas.cz/cs/o-ustavu/hospodareni-ucl). - In accordance with valid legislation, the ICL publishes agreements and contracts it concludes in a national Registry of Contracts.	

Strengths
Aspects belonging to strengths in the previous Action Plan remain unchanged in the same category.
Some aspects originally classified as weaknesses are moved to strengths. These aspects include:
- Ethical standards have been codified in a separate Code of Ethics of the Institute, and an Ethics Committee has been established.
- All areas of the institution's management have an explicitly defined strategy (evaluation, human resources management, open access, international cooperation, communication to the general public).
- The Ombudsperson has not received any complaints of discrimination.
- Most organisational documents have been checked for their currency and many internal documents have been revised.
- The intranet platform has been revised to meet current internal communication needs, and staff awareness of the internal rules and services provided by the intranet has increased.
- The new ICL website has not yet been officially launched and the existing one is no longer fully up to date.

Weaknesses
- The new ICL website has not yet been finalised and made operational.

| **Recruitment and selection**

Strengths:
- Functional and non-discriminatory recruitment process based on directives of the CAS and Czech legislation.
- Required competencies assessed in selection procedures are sufficiently defined in advance.
- Candidates are provided with a range of information attesting to the principle of transparency in accordance with the OTM-R. Composition of selection committees emphasises scientific competence while taking into account the principle of gender balance.
- Selection committees assess candidates based on a comprehensive profile of their competencies and experience. | Weaknesses:
- The process of recruitment and selection of employees is not yet regulated by an internal directive.
- OTM-R policy is not yet codified at the ICL in writing.
- The institute has not yet appointed a person responsible for organisational correctness of the recruitment process and training of the selection committees.
- Advertisements which publicise open positions do not yet provide all information required by the OTM-R and Code of Conduct. |

- Open positions are advertised using suitable information channels selected in view of specifics of the area in which the ICL conducts research. - Mobility and candidate's experience with international academic environment are, in the selection process, taken into account and evaluated positively. - Employees remain on a postdoc position for at most five years after completing their Ph.D. studies.	

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Strengths
Aspects belonging to strengths in the previous Action Plan remain unchanged in the same category.
Some aspects originally classified as weaknesses are moved to strengths. These aspects include:
- The recruitment and selection process is anchored in an internal regulation.
- The OTM-R policy is officially codified in the workplace.
- Competent persons responsible for the organizational soundness of the recruitment process and the training of the selection committee are identified.
- The advertisements announcing the selection procedures consider all the information required by the OTM-R and the Code.

Weaknesses
The definition of the responsibilities of the different actors in the recruitment process will need to be further updated.
The funding model for the HR position will need to be addressed in the future.

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Working conditions

Strengths:	Weaknesses:
- Work flexibility is provided for. Where possible in view of the nature of their work, employees can choose where they will work, the beginning and end of working hours, and fulltime or parttime contract. - Employees view the ICL as a stable employer offering a long-term perspective. - Every employee is provided with a working station and receives all instruments needed for work as well as software support. The ICL has a specialised library. Employees have access to journal article databases and databases of relevant sectoral bibliography.	- Some employees perceive the working spaces as excessively small and miss relaxation zones and some form of a lunchroom. Some noted certain shortcomings in instruments and facilities which employees are provided with. - A procedure according to which an employee should be equipped with instruments and facilities is not standardised (IT equipment, software, furniture of offices, etc.). - The ICL has no set procedure for dealing with complaints. - Labour policy including the length and forms of employment relations has not been revised for a number of years. - Salary policy is strongly influenced by current financing options. The fact 40% of ICL budget come from grants is a clear risk factor.

- The ICL has service units dedicated to administrative support, IT support, project service, and dissemination of results of scientific activity. - Social security of employees and working conditions are guaranteed both by current national legislation and by collective agreements with two employee unions active at the ICL. - Lack of gender balance within the qualification grades and leading positions is clear and management of the ICL perceives it as a pressing problem. - Career development rules at the ICL are determined by Career Development Rules for University-Educated Employees of the CAS, which applies to the whole of the CAS. - The ICL has a detailed directive regulating the handling of research and development outputs. - Co-authorship and collective authorship are a common part of ICL's publication culture. - Employees participate in managing the ICL by voting in elections to the Board of the institution and participation in numerous consultative bodies.	- Gender disbalance is at the ICL present both within the qualification grades and in gender representation in leading positions. - The ICL does not yet have a conception of guidance of early-career researchers including postdocs. - With respect to registration of licencing conditions, the Internal directive on handling the results of research activity has not yet been sufficiently implemented. What is missing is a user-friendly manual on this subject.

Strengths
Aspects belonging to strengths in the previous Action Plan remain unchanged in the same category.
 Several aspects originally classified as weaknesses are moved to strengths:
- A coffee corner has been set up and the provision of work equipment to employees has been significantly improved.
- The procedure for providing employees with work equipment has been standardised.
- A grievance procedure has been established.
- The employment policy, including the length and form of the employment relationship, was revised and a new Collective Agreement was signed.
- The concept of mentoring young researchers, including postdoctoral fellows, was approved.
- An internal regulation on the treatment of research results was put into practice.

Weaknesses
- The salary policy is still strongly influenced by the current funding opportunities and the high proportion of grant funding within the organisation's budget.
- Gender imbalance persists within the qualification levels and within management positions.
- A permanent lunch space have not yet been found.

Training and development Strengths: - The ICL is a highly respected training centre for doctoral studies, a role it plays in collaboration with four universities. - Doctoral students have employee status. They are included in research projects, which gives them an opportunity to acquire valuable research experience. Their supervisors are mainly department heads or project leaders, eventually other persons appointed by the doctoral student's university as long as this person is employed by the ICL. - The ICL uses programmes of career development provided within the framework of the CAS. - Employees can take language courses provided by the CAS. - Employees are offered various educational activities, mostly organised by the CAS. - ICL staff are interested in educational activities.	Weaknesses: - Absence of a further education policy on the level of the ICL and little experience with organising activities of this kind. - The ICL still does not have a conception of supervision of early-career researchers and is yet to introduce a mentoring programme for doctoral students and postdocs. - The ICL lacks a systematic and targeted strategy of development of competencies of its employees that would take into account the specific features of their positions, thus providing, e.g. training of managerial competencies for employees in leading positions, training of soft skills, higher level of IT competencies, etc. - Language courses provided by the CAS are not individualised and survey among staff shows that the courses are of variable quality.

Strengths
- The institution has set priorities in education and has gained extensive experience in organising educational activities under the *Development of research and popularization resources of the Institute of Czech Literature CAS* project.
- A Young Researchers Mentoring Concept has been adopted.
- ICL supports language training of employees within the standard offer of courses of the CAS.

Weaknesses
The mentoring programme has not been implemented to the expected extent, there is a lack of financial resources to reward mentors.

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

There have been no changes in priorities in the short or medium term.

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

After the end of *Development of research and popularization resources of the Institute of Czech Literature CAS* project, it was not possible to find a source of funding for the HR manager.

The introduction of some strategic documents such as the GEP, Code of Ethics and recruitment policy manuals had a positive effect.

Are any strategic decisions under way that may influence the action plan?

There have been no key strategic decisions within the ICL itself over the last two years that could affect the Action Plan.

In the broader context, research in the humanities and social sciences has long been underfunded in the Czech Republic, and the main problem of personnel policy is therefore low and stagnant wages, which further negatively affect working conditions at the ICL.

3. ACTIONS

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

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

https://ucl.cas.cz/hr-award/

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS	*GAP Principle(s)*	Timing (at least by year's quarter / semester)	Responsible Unit	Indicator(s) / Target(s)
A1. Introducing ethical standards Current status: NEW IN PROGRESS COMPLETED EXTENDED	1. Research freedom 2. Ethical principles 3.Professional responsibility 6. Accountability 10. Non-discrimination 22. Recognition of the profession 27. Gender balance 32. Co-authorship 34. Complaints/appeals	Q1/2023	Director's representative for HRS4R and a preparatory workgroup for ethical standards with HR manager	**Target** To introduce ethical standards, in collaboration with the preparatory team, that will be based on the Code of Ethics of the CAS while fully reflecting the specific character and needs of the ICL. To emphasise representation of early-career researchers during formation of the preparatory workgroup and subsequent Ethics Committee. **Indicators** - Creation of a workgroup for the preparation of a Code of Ethics of the ICL. (I1.1, Q4/2021) - Two discussion meetings with ICL employees about the proposal of the Code of Ethics (as part of discussion meetings about the Strategy of Management and Sustainable Development of the ICL). (I1.2, Q4/2022) - Ethical issues of scientific work elaborated within the Strategy of Management and Sustainable Development of the ICL. The subject discussed by the ICL Board and published on the ICL intranet. (I1.3, Q4/2022) - The Code of Ethics of the ICL discussed by the ICL Board. (I1.4, Q1/2023) - The Code of Ethics published on the ICL website in Czech and English. (I1.5, Q1/2023) - The role of an Ethics Committee formed, and its rules of procedure adopted. (I1.6 Q1/2023)
Comment The action is in the "extended" status mainly due to the revision of the Code of Ethics at the level of the CAS, which will need to be implemented into the existing Code of Ethics of the Institute of Czech Literature. Subsequently, the rules of procedure of the Ethics Committee will need to be approved, which has not been approved yet.				

A2. Creating a system for addressing complaints and appeals Current status: NEW IN PROGRESS COMPLETED EXTENDED	2. Ethical principles 10. Non discrimination 34. Complains/appeals	Q3/2023	Director's representative for HRS4R and a preparatory workgroup for ethical standards with HR manager	**Target** To create a procedure for addressing complaints and appeals that would aim at strengthening impartiality during the process of dealing with disagreements over ethical issues, communication problems, misuse or transgression of competencies, and discrimination. To accompany the directives by a manual for addressing complaints and appeals. To introduce the role of an ombudsman as a new element in the process in addition to an Ethics Committee (see A1). **Indicators** - Two discussion meetings with employees on addressing complaints and appeals (as part of discussion meetings dedicated to the Strategy of Management and Sustainable Development of the ICL). (I2.1, Q4/2022) - The area of dealing with complaints and appeals addressed in the Strategy of Management and Sustainable Development of the ICL, discussed by the ICL Board, and published on the ICL intranet. (I2.2, Q4/2022) - Internal regulation defining the process of addressing complaints and appeals published on the ICL intranet. (I2.3 Q2/2023) - The institute of an ombudsman created by appointing a person delegated to this purpose. (I2.4 Q3/2023) - A manual for dealing with complaints and appeals published on the ICL intranet. (I2.5, Q3/2023)
Comment: All indicators for this action have been met.				

| A3. Strengthening gender balance and eliminate discriminatory tendencies at workplace

Current status:
NEW
IN PROGRESS
COMPLETED
EXTENDED | 10. Non discrimination
12. Recruitment
14. Selection (Code)
27. Gender balance
38. Continuing professional development
39. Access to research training and continuous development | Q2/2023 | | Director's representative for HRS4R and a preparatory workgroup for ethical standards with HR manager | **Target**
To support, continuously and systematically, gender balance at workplace both by changes to internal processes and by a public declaration. To undertake an internal gender audit, define ICL's position on equality of women and men in the Strategy of Management and Sustainable Development of the ICL, and prepare a plan of gender balance. To use collaboration with the National Contact Centre for Gender & Science as part of addressing this subject. To include measures aimed at strengthening gender balance in the management principles of the ICL by incorporating them into steering documents, in educational activities, and by active communication with employees.

Indicators
- The ICL involved in at least one long-term public initiative aimed at supporting participation of women in science, such as the UniSAFE. (I3.1, Q4/2021)
- Interest in female employees declared on the ICL website in Czech and English. (I3.2, Q2/2022)
- At least one eight-hour-long pilot education event focused on gender. (I3.3, Q4/2022)
- An internal gender audit conducted, and its results published on the ICL intranet. (I3.4, Q4/2022)
- Two discussion meetings with employees over a proposal regarding gender balance (as part of discussion meetings over the Strategy of Management and Sustainable Development of the ICL). (I3.5, Q4/2022)
- The area of gender equality addressed in the Strategy of Management and Sustainable Development of the ICL, discussed by the ICL Board and published on the ICL intranet. (I3.6, Q4/2022)
- The issue of gender equality embodied in the employee education system. (I3.7, Q1/2023)
- Gender Equality Plan discussed by the ICL Board and published on the ICL website. (I3.8, Q2/2023) |
| **Comment**: All indicators for this action have been met. | | | | | |

A4. Enhancing the management and internal control	4. Professional attitude 5. Contractual and legal obligations 6. Accountability 23. Research environment 39. Access to research training and continuous development	Q2/2023		Guarantor for HRS4R with statutory deputy director, scientific secretary, and head of the technical and economic administration	**Target** To revise management processes, particularly those linked to project administration and internal control including evidence of outputs. To update the related internal guidelines. To define rules for cooperation between grant project promoters (investigators) and project managers, who provide adequate support to the former and ensure necessary level of control. To foster personal development of the involved employees in relevant areas of science management. To complete implementation of the Electronic Information System (EIS) dedicated to record, process, and present the data regarding project management, HR management, and financing. The system should enable to maintain control over the implemented projects. To define the process for providing employees with appropriate work equipment.
Current status: NEW IN PROGRESS COMPLETED EXTENDED					**Indicators** - Updated Director's Directive no. 1/2011 on project administration in research, development, and innovations in the ICL CAS, P.R.I. published on the ICL intranet. (I4.1, Q4/2022) - Rules for cooperation between principal investigators and project managers, including their relation to the internal control system as well as external controls published on the ICL intranet in the form of an internal directive. (I4.2, Q4/2022) - Updated internal regulation Internal Control System (issued in 2010) published on the ICL intranet. (I4.3, Q4/2022) - New guidelines for providing employees with work equipment published on the ICL intranet. (I4.4, Q4/2022) - At least two 24-hour pilot educational events focused on development of competencies in management or project administration take place. (I4.5, Q2/2022) - The subject of science management included in the employee education system. (I4.6, Q1/2023) - The Electronic Information System (EIS) fully implemented. (I4.7, Q2/2023)
Comment: All indicators for this action have been met.					

A5. Improving employees' access to information by optimising internal communication Current status: NEW IN PROGRESS COMPLETED EXTENDED	4. Professional attitude 5. Contractual and legal obligations 6. Accountability 7. Good practice in research 23. Research environment	Q2/2023	Statutory deputy director with scientific secretary	**Target** To strengthen employees' awareness of strategic goals of the ICL and its management processes. To improve visual organisation of the intranet and promote its use as the basic internal information platform. To encourage communication with employees via regular meetings with ICL management. **Indicators** - Regular annual meetings with employees introduced (meetings between the ICL management and members of individual departments). This step discussed by the ICL Board and published on the intranet via the Strategy of Management and Sustainable Development of the ICL. (I5.1, Q4/2022) - The process of adopting the Conception of Research Activities described in the Strategy of Management and Sustainable Development of the ICL. These steps discussed by the ICL Board and published on the ICL intranet. (I5.2, Q4/2022) - Updated information platform on the organisation of the ICL in the form of a revised intranet. (I5.3, Q2/2023)
Comment: All indicators for this action have been met.				
A6. Improving safety at workplace and data security Current status: NEW IN PROGRESS COMPLETED EXTENDED	5. Contractual and legal obligations 7. Good practice in research	Q1/2023	HR manager with statutory deputy director	**Target** To improve provisions for work safety as well as protection of personal data and their management. To publish work safety rules on the ICL intranet, prepare readily understandable rules for IT security, and include the issue of personal data protection with emphasis on work with research data in the employee training system. **Indicators** - A document on health and safety at workplace published on the ICL intranet. (I6.1, Q4/2021) - A directive containing rules on IT security prepared and published on the ICL intranet. (I6.2, Q1/2023) - The subject of handling personal data addressed in the employee training system and published on the ICL intranet. (I6.3, Q1/2023)
Comment: All indicators for this action have been met.				

A7. Improving dissemination of results of scientific activities, especially via implementation of the Open Access policy Current status: NEW IN PROGRESS COMPLETED EXTENDED	8. Dissemination, exploitation of results 31. Intellectual property rights 38. Continuing professional development 39. Access to research training and continuous development	Q2/2023	Coordinator of Open Access and digitalisation with director of Czech Literary Bibliography, and statutory deputy director	**Target** To analyse the current system of dissemination of research findings in relation to Open Access and to promote this approach to publication regarding the specific character and needs of the ICL's field. To define competencies of coordinator of Open Access and digitalisation. To revise current ICL rules on publishing in connection with strengthening Open Access. To educate employees on the subject of copyright and publishing, Open Access, and related internal regulations. **Indicators** - Service of the coordinator of Open Access and digitalisation presented via the ICL website and, in more detail, on the ICL intranet. (I7.1, Q4/2021) - Analysis of the current state of Open Access implementation finished and published on the ICL intranet. (I7.2. Q4/2021) - Two discussion meetings with employees over the ICL Strategy of Open Access. (I7.3, Q4/2022) - ICL Strategy of Open Access discussed by the ICL Board and published on the ICL intranet. (I7.4, Q4/2022) - At least one 8-hour pilot educational event dedicated to Open Access. (I7.5, Q2/2022) - The subject of Open Access included in the employee education system. (I7.6, Q1/2023) - Director's Directive no. 1/2020 (Directive of the Director of the Institute for Czech Literature of the CAS, P.R.I. no. 1/2020 on handling the results of activities in research, development, and innovations and on the protection of intellectual property of the institute) updated, especially regarding recommendations on handling property rights in relation to Open Access (re-use of copyrighted works). A revised model licence agreement with publishers or the registration of results in the R&D Information System completed. Published on the ICL intranet. (I7.7, Q1/2023)

				- The subject of copyright and licencing conditions included in the employee training system. Published on the ICL intranet. (I7.8 Q2/2023) - A manual on conclusion of licence agreements in connection with the Director's Directive no. 1/2020 published on the ICL intranet. (I7.9, Q2/2023)
Comment: All indicators for this action have been met.				
A8. Improving ICL's communication towards the general public Current status: NEW IN PROGRESS COMPLETED EXTENDED	8. Dissemination, exploitation of results 9. Public engagement 38. Continuing professional development 39. Access to research training and continuous development	Q4/2022	ICL head office manager with the popularisation team	**Target** To strengthen ICL's self-presentation directed at the general public using a defined communication strategy that will consider relevant communication platforms (both online and traditional) as well as relevant subjects, target groups etc., and will follow up on previous activities. To discuss the strategy with the ICL staff. To launch the new ICL website is of key importance. To train employees in communication with the general public. **Indicators** - New ICL website completed and launched. (I8.1, Q1/2022) - Two discussion meetings with employees over the Communication Strategy of the ICL. (I8.2, Q4/2022) - Communication Strategy of the ICL discussed by the ICL Board and published on the intranet. (I8.3, Q4/2022) - At least five pilot training events focused on popularisation of research undertaken. (I8.4, Q4/2022) - The subject of popularisation of research included in the employee education system. (I8.5, Q4/2022)
Comment: All indicators for this action have been met.				
A9. Revising the system of evaluation and appraisal Current status: NEW	11. Evaluation / appraisal systems	Q4/2023	Guarantor for evaluation with statutory deputy director	**Target** To analyse current system of appraisal evaluation and prepare the ICL Strategy of Evaluation. To revise current evaluation system, based on these materials, represented especially by the Rules of Attestation Procedure (evaluation process, periodicity, evaluation criteria that take into account position of the employee). To supplement the system by a specific

| IN PROGRESS COMPLETED EXTENDED | | | | process of evaluation of employees in leading positions. To discuss the revision of evaluation with ICL staff at two events.

Indicators
- Two discussion meetings with employees over the Strategy of Evaluation of the ICL. (I9.1, Q4/2022)
- Strategy of Evaluation of the ICL discussed by the ICL Board and published on the ICL intranet. (I9.2, Q4/2022)
- At least two pilot educational events dedicated to evaluation. (I9.3, Q2/2022)
- Updated Rules of Attestation Procedure discussed by the ICL Board and published on the ICL intranet. (I9.4, Q4/2023)
- Procedure of evaluating employees in leading positions incorporated in the Strategy of Evaluation of the ICL, discussed by the ICL Board, and published on the ICL intranet. (I9.5, Q4/2023) |
|---|---|---|---|---|
| **Comment**: All indicators for this action have been met. | | | | |
| **A10. Continuing development of the ICL presentation and its researchers within international academic circles**

Current status:
NEW
IN PROGRESS
COMPLETED
EXTENDED | 8. Dissemination, exploitation of results
19. Recognition of qualifications (Code)
29. Value of mobility | Q4/2025 | Deputy director for international cooperation with assistant for international cooperation | **Target**
To prepare an ICL Strategy of International Cooperation, which should include the ICL presentation within the international academic circles, strategic international activities, and a system of support of employee mobility and publication activities. To continue developing an International Consortium for the Creation and Use of Czech Literary Bibliography remains a priority both in the area of information transfer and regarding its organisational support. To strengthen the support of transfer of information in the field of Czech Literary Studies, to create a concept of a newsletter with a set periodicity and provide for its subsequent operation. To provide for a representative English version as part of the launch of a new ICL website.

Indicators
- Regular distribution of a newsletter for the collection and distribution of news from Czech Literary Studies. (I10.1, Q4/2021)
- An English version of relevant parts of the new ICL website completed and launched. (I10.2, Q2/2022) |

				- Two discussion meetings with staff on the Strategy of International Cooperation. (I10.3, Q4/2022) - ICL Strategy of International Cooperation discussed by the ICL Board and published on the ICL intranet. (I10.4, Q4/2022) - Increase the number of members of the International Consortium for the Creation and Use of Czech Literary Bibliography from current 10 to 15. Attested by cooperation agreements. (I10.5, Q4/2025)
Comment: All indicators for this action have been met.				
A11. Improving researchers' involvement in international collaboration Current status: NEW IN PROGRESS COMPLETED EXTENDED	8. Dissemination, exploitation of results 18. Recognition of mobility experience (Code)	Q2/2023	Deputy director for international cooperation with assistant for international cooperation	**Target** To support researchers in disseminating of their research findings internationally both via financial funding of publishing and by facilitating mobility and individual language courses. To encourage mobility, i.e., support for both ICL researchers staying abroad and international scholars coming to the ICL. **Indicators** - A manual for visiting researchers at the ICL prepared and published on the ICL website. (I11.1, Q1/2022) - Process which provides stable financial support for international mobility and publishing abroad standardised. An internal regulation reflecting this matter adopted and published on the ICL intranet. (I11.2, Q1/2023) - 15 researchers supported in individual language education via a language course amounting to 30 hours per participant. (I11.3, Q4/2022) - International mobility and involvement of ICL researchers in international cooperation receive support (organisation of at least 15 stays abroad and 15 stays for incoming researchers). (I11.4, Q2/2023)
Comment: All indicators for this action have been met.				
A12. Optimising recruitment and selection of employees in	12. Recruitment 13. Recruitment (Code) 14. Selection (Code)	Q2/2023	HR manager with the scientific secretary	**Target** To strengthen an open and transparent system of recruitment and selection of employees via a clearly defined and publicly declared OTM-R policy. To standardise internal procedures of

| accordance with OTM-R policy and the Code of Conduct

Current status:
NEW
IN PROGRESS
COMPLETED
EXTENDED | 15. Transparency (Code)
16. Judging merit (Code)
17. Variations in the chronological order of CVs (Code)
18. Recognition of mobility experience (Code)
19. Recognition of qualifications (Code)
20. Seniority (Code)
21. Postdoctoral appointments (Code) | | | the ICL related to employee recruitment and selection including a person overseeing the entire process.

Indicators
- Obligatory parts of a recruitment notice (job advertisement) defined and included in both the Czech and English version of the model advertisement. (I12.1, Q4/2021)
- A person responsible for the entire process of a selection procedure and its adherence to defined rules appointed and that person's role defined by a job description. (I12.2, Q2/2022)
- The Strategy of Management and Sustainable Development of the ICL defines situations when external evaluators are to be invited to join the candidate's selection. This step discussed by the ICL Board and published on the ICL intranet. (I12.3, Q4/2022)
- The area of recruitment and selection of employees addressed in the Strategy of Management and Sustainable Development of the ICL. These matters discussed by the ICL Board and published on the ICL intranet. (I12.4, Q4/2022)
- Recruitment and selection of employees standardised and now take into consideration the OTM-R principles. Published on the ICL intranet in the form of an internal directive. (I12.5, Q2/2023)
- OTM-R policy defined and published on the ICL website in Czech and English. (I12.6, Q2/2023)
- As part of a defined and published OTM-R policy the EURAXESS platform included among the sites which are to be standardly used for advertisement of researchers' positions. (I12.7, Q2/2023)
- Personnel support in the matter of recognition of qualifications established, e.g., including the guidelines of ERIC-NARIC. This matter defined in a job description. (I12.8, Q2/2023) |
| **Comment**: All indicators for this action have been met. | | | | |

A.13. Clarifying the process of starting and leaving employment / internship at the ICL Current status: NEW IN PROGRESS COMPLETED EXTENDED	4. Professional attitude 5. Contractual and legal obligations 6. Accountability 7. Good practice in research 12. Recruitment	Q4/2022	HR manager	**Target** To clarify and define processes linked to the start of employment/internship at the ICL (duties, equipment, training, etc.) as well as processes linked to employees/interns leaving their positions. To consider the position and form of participation of the person concerned (employees with an employment contract / agreement to complete a job / interns). **Indicators** - Defined processes for employee onboarding (equipment, training, persons responsible, etc.) published on the ICL intranet. (I13.1, Q2/2022) - Processes for staff leaving the ICL defined and published on the ICL intranet. (I8.9, Q4/2022)
Comment: All indicators for this action have been met.				
A14. Supporting stability of employment Current status: NEW IN PROGRESS COMPLETED EXTENDED	25. Stability and permanence of employment 26. Funding and salaries 38. Continuing professional development	Q4/2022	HR manager with the ICL director and head of the technical and economic administration	**Target** To improve stability of employment based on possibilities identified by an internal audit of employment contracts and budgetary possibilities of the ICL and to discuss the results with employees. To address this issue in the Strategy of Management and Sustainable Development of the ICL. To develop service support for acquisition of resources from grant programmes. To create an overview of employee benefits offered by the ICL and publish it on the ICL intranet. **Indicators** - An overview of benefits offered by the ICL published on the ICL intranet. (I14.1, Q4/2021) - An internal audit focused on the form and duration of employment contracts, job descriptions, and remuneration aimed at analysis of opportunities to stabilise employment at the ICL undertaken and handed over to the management. (I14.2, Q4/2022) - Two discussion meetings with the ICL staff about the results of the audit (as part of discussion meetings over the Strategy of Management and Sustainable Development of the ICL). (I14.3, Q4/2022) - The subject of stability and remuneration addressed in the Strategy of Management and Sustainable

				Development of the ICL, discussed by the ICL Board, and published on the ICL intranet. (I14.4, Q4/2022)
				- The role and profile of project support defined in the Strategy of Management and Sustainable Development of the ICL, discussed by the ICL Board, and published on the ICL intranet. (I14.5, Q4/2022)

Comment: All indicators for this action have been met.

A15. Supporting career development and further education of researchers Current status: NEW IN PROGRESS COMPLETED EXTENDED	28. Career development 29. Value of mobility 30. Access to career advice 38. Continuing professional development 39. Access to research training and continuous development	Q4/2022	HR manager with statutory deputy director and deputy director for cooperation with universities (the same person as deputy director for ICL in Brno)	**Target** To improve support for career development of all researchers by a strategic specification of advancement within this area, launching further education courses organised by the ICL, and by creating own registration system for individual events on the ICL intranet. **Indicators** - To introduce a system of presentation of education events on the ICL intranet, including the registration process. (I15.1, Q4/2021) - Realisation of at least 15 pilot educational events aimed at development of specific competencies and organised directly by the ICL, with each even amounting to at least 8 training hours undertaken (some partial training events organised within other parts of the Action Plan). (I15.2, Q4/2022) - An employee education system introduced as part of the Strategy of Management and Sustainable Development of the ICL and relevant personnel support assigned to it. These steps discussed by the ICL Board and published on the ICL intranet. (I15.3, Q4/2022)

Comment: All indicators for this action have been met.

A16. Creating good conditions for development of early career researchers Current status: NEW	28. Career development 30. Access to career advice 36. Relation with supervisors 37. Supervision and managerial duties	Q2/2023	Deputy director for cooperation with universities	**Target** To create organised, inspiring, and safe environment for early career researchers (R1 and R2) that will support their development. To prepare a Conception of Supervision of Early Career Researchers and Doctoral Students that will include a mentoring programme and career development. **Indicators**

IN PROGRESS COMPLETED EXTENDED	38. Continuing professional development 39. Access to research training and continuous development 40. Supervision			- Two discussion meetings with doctoral students and early career researchers dedicated to the Conception of Supervision of Early Career Researchers. (I16.1, Q4/2022) - The Conception of Supervision of Early Career Researchers and Doctoral Students that includes their career development and mentoring discussed by the ICL Board and published on the ICL intranet. (I16.2, Q4/2022) - Internal Code of Conduct for Doctoral Students in the ICL CAS, P.R.I. (2012) revised and published on the ICL intranet. (I16.3, Q2/2023)
Comment The action is in an "extended" state because the mentoring programme has not been implemented to the extent anticipated, and there is a lack of funding to reward mentors. In a society-wide situation of underfunded salaries in the humanities and social sciences, mentoring is a burden that senior researchers are less motivated to undertake. It will also be necessary to complete the revision of the internal regulation on the rules for PhD students at the ICL CAS, P. R. I. (2012) and publish it on the intranet.				
A17. Further development of ethical standards	1. Research freedom 2. Ethical principles 3.Professional responsibility 6. Accountability 10. Non discrimination 27. Gender balance 22. Recognition of the profession 32. Co-authorship	Q4/2024 Q4/2025	Ethics Committee, HRS4R Coordinator, Deputy Director for Cooperation with Universities	**Target** Introduce an ethical standard based on the revised Code of Ethics of the CAS, but fully reflecting the specifics of the institution. Systematize the education of PhD students in the field of responsible research and its ethical dimensions. **Indicators** - Staff discussion on the draft of the revised Code of Conduct - Revised Code of Ethics of the Institute of Czech Literature (discussed by the ICL board, published) - Setting up a system of training for PhD students and, if interested, for other employees on responsible research and its ethical dimension.

| A18. Promoting equal opportunities and gender equality | 10. Non discrimination
12. Recruitment
14. Selection (Code)
27. Gender balance
38. Continuing Professional Development
39. Access to research training and continuous development | Q4/2026 | HRS4R Coordinator, Working Group on Gender Equality and Equal Opportunities | **Target**
Promote equal opportunities and gender equality in the workplace in a long-term and systematic way. Implement the Gender Equality Plan, working with the National Contact Centre for Gender and Science. Implement the promotion of equality in the standards of the ICL within all relevant documents, through training activities and communication about the needs of employees.

Indicators
- Implementation of the Gender Equality Plan and publication of the annual implementation report.
- Establishment of a working group to monitor the implementation of the Gender Equality Plan, initiate communication with staff and seek further opportunities to promote gender equality and equal opportunities.
- Promoting training in the integration of the gender dimension into research by preferably introducing "good practice" in the form of lectures and events oriented to gender issues in literary research and related humanities disciplines.
- Creation of a Manual for Institutional Support for Parents with Children under 12.
- Introduction of a tool for generating gender-segregated data within the internal information system "Mozek" ("Brain"). |
| A19. Increasing employee awareness by improving internal communication | 4. Professional attitude
5. Contractual and legal obligations
6. Accountability
7. Good practice in research
23. Research environment | Q2/2025 | Deputy Director, Scientific Secretary, Head Office Manager, Head of IT Department | **Target**
Revise and optimise all existing electronic communication channels for employees (intranet/network, internal information platform - the so-called "Brain", infrastructure for the implementation of online meetings, email). Revise the format of internal documents, optimise the process of their approval and publication.
Find a format to intensify communication and discussion on the employees' current research within the Institute.

Indicators
- Revision of the internal information platform (intranet/website). |

				- Improvement of the functionalities of the internal information system, the so-called "Mozek". - Improvement of the infrastructure for organising online activities – analysis of the possibilities of the existing Zoom and Meet platforms, possibilities of other solutions. - Optimisation of email communication, possibilities of other solutions. - Revision of the design of internal documents, standardisation of their format, style and visual appearance, optimisation of their registration. - Analysing and setting up the process of approving and publishing documents on the intranet. - Setting up a format for intensifying mutual communication and discussion on the employees' current research within the Institute.
A20. Strengthening workplace safety	5. Contractual and legal obligations 7. Good practice in research	Q1/2025	Economic and Technical Support Unit	**Target** Improve the provision of occupational safety and innovate the current form of "BOZP" (OSH – Occupational Safety and Health) training. **Indicators** - Introduce a new format for OSH training. - Offer a first aid course to employees. - Offer training to employees on procedures for safety emergencies and safety incidents.
A21. Publishing development and Open Access support	8. Dissemination, exploitation of results 31. Intellectual Property Rights 38. Continuing Professional Development 39. Access to research training and continuous development	Q4/2025	Open Access and Digitization Coordinator, Deputy Director	**Target** To analyse the current system of dissemination of research results in relation to Open Access and to further strengthen this publishing method with regard to the field culture. Educate staff on copyright and publishing, Open Access, digitalisation and related internal regulations. **Indicators** - Offering training on copyright, licensing terms and Open Access to employees. - Preparation of a document on the conceptual development of publishing activities within the Institute. - Revision of the Open Access Strategy of the Institute, in particular the addition of an Open Access concept focusing on book publications.

A22. Finding ways to further strengthen the communication of the ICL towards the general public	8. Dissemination, exploitation of results 9. Public engagement 38. Continuing Professional Development 39. Access to research training and continuous development	Q4/2026	PR Manager, Scientific Secretary	**Target** Strengthen the presentation of the ICL to the general public through a revised communication strategy, completion of the new ICL website and specialised training for PR Managers. **Indicators** - The new website of the Institute of Czech Literature was completed and launched. - Revision of the ICL Communication Strategy - Publicity training – PR manager training at least once a year.
A23. Finding further opportunities for internationalisation development	8. Dissemination, exploitation of results 29. Value of mobility 19. Recognition of qualifications (Code)	Q4/2025	Deputy Director for International Cooperation, International Cooperation Officer, Project support within the Head Office	**Target** Revision of the ICL Strategy for International Cooperation, within the framework of the launch of the new ICL website to ensure the English version. Develop cooperation within the Consortium of Czech Literary Studies and provide maximum support in the preparation of research projects submitted to international competitions. **Indicators** - Completion and launch of the English version of relevant parts of the new ICL website. - Revision of the ICL Strategy for International Cooperation and related documents related to the promotion of internationalisation and mobility. - Development of the cooperation among institutions within the Consortium by creating an offer of lectures in foreign languages by the Institute's employees for foreign partners. - Developing cooperation among the institutions within the Consortium by creating a list of foreign Czech literary studies scholars, experts with the potential to operate within grant structures, committees, etc. - Development of at least one project proposal for an international competition.
A24. Support for job stability	25. Stability and permanence of employment 26. Funding and salaries 38. Continuing Professional Development	Q2/2026	Management, Project support within the Head Office	**Target** Enhance job stability based on the organization's budget capabilities and the results of communication with employees and unions. Develop project support for grant fundraising. **Indicators**

				- Systematic communication with employees and unions about employee needs – at least once a year. - Institutional support for increasing the number of employees with permanent contracts - Systematic training of project service staff – at least one training session per year. - Revision of the Attestation Regulations.
A25. Support for career development and further training of researchers	28. Career development 29. Value of mobility 30. Access to career advice 38. Continuing Professional Development 39. Access to research training and continuous development	Q4/2026	HRS4R Coordinator, Head Office, Deputy Director for Cooperation with Universities	**Target** Improving support for the career development of all researchers through educational courses and training in various areas, but especially in the priority areas of: science management, science communication and popularisation, gender equality and Open Access publishing. As the online registration system for training on the intranet has not been sufficiently used, we plan to look for other ways to inform and organize training activities. Based on the feedback on the fixed training topics within *Development of research and popularization resources of the Institute of Czech Literature CAS*, we decided to support the training of employees on the basis of demand, i.e. on the basis of individual needs and interests. **Indicators** - Analysis of the possibilities and systematization of the process of information and organization of up-to-date training for employees. - Promoting demand-driven training for employees, i.e. based on the individual needs and interests of employees – shared on the Institute's communication platforms. - Education on the possibilities of integrating the gender dimension in research preferred by familiarizing with "good practice" in the form of lectures and events oriented to gender issues in literary research and related humanities disciplines. - Education on Open Science, Open Access and the possibility of using AI-enabled tools – at least once a year. - Training of PhD students in responsible research and its ethical dimensions – the system will be set up so that every PhD student receives training. - Training in science communication and science popularisation – at least once a year.

				- Training in project and financial management, science funding system – at least once a year. - Training in science management – at least once a year.
A26. Improving conditions for the development of young scientists	28. Career development 30. Access to career advice 36. Relation with supervisors 37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision	Q2/2026	Deputy Director for Cooperation with Universities, Project Manager	**Target** Finding additional opportunities to foster an organised, inspiring and safe environment for early career researchers (R1 and R2) to contribute to their development. The mentoring programme has not yet been implemented, and there is a lack of motivation and financial resources to help set up formal relationships between postdocs and their advisors. We plan to develop a project strategy for junior and female researchers that would track career development and offer funding opportunities targeted at the junior phase, with the aim of involving as many PhD students and postdocs as possible in grant competitions within specific structures oriented towards young researchers. We will increase support for student internships within the Institute, and we will inform about the possibility of their implementation across the different research units, for which they would be an opportunity to gain contacts with students and thus create a network of students with potential interest in further (PhD) studies at the Institute. **Indicators** - A review of the Young Personnel Mentoring Concept, analysing the different doctoral training schemes and defining the basic common support provided by the Institute. - Creation of a project strategy for junior researchers and junior researchers that would support the preparation of projects addressed to junior researchers in the junior phase of their career. - Targeted support and recognition of the work of PhD students and postdocs through regular nominations for available awards and fellowships. - Support for student internships within the Institute – with the aim of encouraging at least three research departments to undertake student internships.

| A27. Development of the ICL headquarters in Prague | 23. Research environment | Q4/2026 | Management of the Institute, Head of the Economic and Technical Support Unit | **Target** Improve the facilities of the ICL, including consideration of the issue of environmental sustainability.

Indicators
- Preparation of a document on the development and optimal use of the building and courtyard area, which can serve as a quiet zone or a space for relaxation.
- Optimisation of the use of the existing premises of the ICL – setting up rules for the use of temporarily unoccupied rooms (for online meetings, as "phone booths", common lunches, etc.).
- Analysing the possibilities of sustainable use of the building and promoting environmentally friendly measures in the daily operation of the building (giving priority to electronic distribution and archiving of documents over printing; responsible approach to waste sorting; promoting environmentally friendly forms of transport to work, building a bike shed, etc.).
- Preparing for a more comprehensive approach to environmental impacts and environmental sustainability in the coming period. |
| A28. Finding funding options for further development of the institution | 23. Research environment
24. Working conditions
39. Access to research training and continuous development | Q4/2026 | Management of the Institute, Project Managers | **Target** Maintaining the continuity of full-time positions for the necessary institutional agendas of the ICL, in particular the need to obtain financial resources for the reintroduction of the position of HR manager, setting stable working conditions.

Indicators
- Preparation of a draft application for a capacity development grant.

Comment
Of course, it is not possible to predict the specific form of grant calls and the success rate in obtaining them. |

Rozšířená verze revidované strategie lidských zdrojů pro vaši organizaci na příští 3 roky, včetně politiky OTM-R, musí být zveřejněna na webových stránkách vaší organizace.

ADRESA URL: https://ucl.cas.cz/hr-award/

Pokud vaše organizace již vyplnila kontrolní seznam OTM-R v počáteční fázi, uveďte také, jakým způsobem vaše organizace pracuje na vytvoření / vytvořila politiku otevřeného, transparentních zásluhách založeného náboru. Přestože se může řada opatření uvedených výše v akčním plánu překrývat (jak vyplynulo z analýzy nedostatků), uveďte prosím krátký komentář, který prokáže porealizaci oproti počáteční fázi.

Komentář k provádění zásad OTM-R (počáteční fáze)

So far, the policy of recruitment and selection of employees at the ICL was based on Czech legislation, in particular Act no. 283/1992 Coll. on the CAS, Act no. 341/2004 Coll. on public research institutions, and in general terms also on the Labour Code (Act no. 262/2006 Coll.) and the anti-discrimination law (Act no. 198/2009 Coll.). In addition to these, the process was based on the relevant internal regulations of ICL's founder, the CAS, in particular its Statutes and Career Development Rules. Given the small size of the ICL (see Organisational Information) and low level of fluctuation of researchers, the organisation viewed these arrangements as satisfactory and did not create any internal regulations that would further define its recruitment and selection policy. Recent analyses had, however, shown that the current practice does not meet all of the criteria of OTM-R. The planned removal of these shortcomings in part overlaps with the Action Plan, especially its actions A12 and A3, and in terms of attracting new employees also action A14.

1. Individual measures are based on the OTM-R analysis as well as OTM-toolkit and OTM-R reports published at the EURAXESS Portal. OTM-R policy of the ICL will be based on previously established good practice, which will be supplemented by measures responding to shortcomings revealed by the abovementioned analysis. Below, we list actions that should lead to a full implementation of the OTM-R policy.

2. Create an internal directive on the recruitment and selection of new employees (Q2/2023). This directive should address at least the following areas:
   a) The framework of OTM-R policy, which defines the basic rules for transparency, openness, and merit-based process.
   b) The process of control of employee recruitment and selection and appointment of a person responsible for supervising and organising the process, including training of members of selection committees.
   c) Model advertisements defining the minimum obligatory content in accordance with OTM-R.
   d) Policy of advertisement (portals, social networks).
   e) Competencies of members of selection committees (including training) and the manner of composing selection committees.
   f) Mandatory process terms and procedure for lodging complaints.
   g) Administrative requirements which candidates must meet in connection with the selection procedure (with emphasis on minimising the burden on candidates).
   h) Possible forms of conducting interviews.
   i) Process of communicating with candidates and informing of results of the selection procedure.
   j) Gender balance and other criteria for employee recruitment and selection.
   k) Mechanisms of long-term monitoring and control of employee recruitment process.

3. Drafting and finalisation of ICL's OTM-R policy and its publication on institute's website in Czech and English. OTM-R will be supplemented with an internal directive on the recruitment and selection of employees. This action will include implementation of procedures to check the success of implementation of OTM-R policy.
   a) Public endorsement of OTM-R principles. (Q1/2022)

b) Publication of OTM-R policy. (Q2/2023)
c) Preparation and endorsement of internal guidelines defining OTM-R procedures for all types of positions within the ICL. (Q2/2023)

OMT-R will be included in the Strategy of Management and Sustainable Development of the ICL. OTM-R policy implementation team will be supervised by a HR manager in close collaboration with the scientific secretary, director's representative for HRS4R, and HRS4R coordinator. The process of preparation will be consulted via Director's Collegium with heads of institute's units on a monthly basis. In connection with preparing the Strategy of Management and Sustainable Development of the ICL, the process of defining institute's OTM-R policy will also be discussed at two meetings with institute's staff. Ongoing feedback will be provided by representatives of employees within a Steering Committee. Outputs will be discussed by ICL Board.

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

As part of the implementation of the OTM-R principles, the following documents have been adopted:

Internal Regulation: *Rules for the Recruitment and Selection of University-Educated Researchers* (OTM-R Policy Framework setting out the basic rules for transparency, openness, and merit)
OTM-R policy of the ICL – publication on the ICL website in English and Czech.
The OTM-R Policy is part of the ICL Management and Sustainable Development Strategy.

Manuals, checklists, and templates:
Activities related to the recruitment of a new staff member_checklist
Activities related to leaving the job checklist
Manual for new staff members
Advertising templates defining the mandatory content of advertising according to OTM-R
Structure of the selection procedure

The OTM-R policy implementation team is currently (after the completion of the *Development of research and popularization resources of the Institute of Czech Literature CAS* composed of several staff members: a scientific secretary, a project manager for research projects, a project manager for infrastructure and a HRS4R coordinator.

4. IMPLEMENTATION

General overview of the expected implementation process:

Implementation of principles spelled out in the Charter and Code, including the OTM-R policy, will take place based on the ten areas listed above, all of which are included in the Action Plan. Given the fact that as part of implementation, it will be necessary to make decisions on many conceptual policy questions, the ICL team will prepare six strategies. The following is their list and a general overview of those areas based on the GAP analysis, OTM-R analysis, and general profile of the ICL. Timing of preparation of strategies: Q4/2022.

1) Strategy of management and sustainable development of human resources (guaranteed by HR manager with coordinator of implementation and director's representative for HRS4R):
   - recruitment and selection of employees including the implementation of OTM-R policy
   - ethics of scientific work, including the process of handling complaints and antidiscrimination measures
   - gender balance
   - progress of preparation of a conception of research activities and dissemination of results of research activities
   - research work based on professionalism, responsibility, and knowledge of sectoral processes and directives, including the system of control
   - support of researchers provided by service units
   - working environment and conditions for research work
   - medium-term plan aimed at promoting stability of employment
   - system of further education and career development

2) Conception of supervision of early-stage researchers (guaranteed by HR manager with director's deputy for Brno branch of the ICL, who is in charge of collaboration with universities and responsible for the work of doctoral students at the ICL):
   - principles of functioning of the ICL as a training centre for doctoral studies
   - a mentoring programme
   - competencies of persons who conduct supervision and mentoring

3) Strategy of evaluation at the ICL (guaranteed by guarantor for evaluation in coordination with deputy director):
   - results of analysis and proposals for steps to be implemented in the medium term

4) Strategy of international cooperation (guaranteed by director's deputy for international cooperation):
   - ICL and its presentation in international context
   - recruitment and selection of international researchers
   - support of acquisition of international experience and transfer of knowledge
   - support of research stays at the ICL
   - conception of development of International Consortium for the Creation and Use of Czech Literary Bibliography
   - securing HR support for international collaboration

5) Strategy of Open Access (guaranteed by coordinator for Open Access and digitalisation in collaboration with head of the research infrastructure and deputy director):
   - conduct an analysis of possibilities of publishing research results in Open Access format
   - medium-term horizon for strategy for Open Access at the ICL
   - provision of HR support for implementation of principles of Open Access

6) Strategy of popularisation (guaranteed by head office manager and the popularisation team):
   - medium-term conception of transformation of results of scientific work into popularisation activities
   - collaboration with schools
   - online presentation of the ICL

- assignment of work-hour capacity for support of popularisation activities.

Each of the abovementioned strategies will be at least twice during the period of Q3/2021 to Q3/2023 consulted and discussed with ICL staff. Aside from that, these strategies will be discussed via the Director's Collegium with heads of units and representatives of the unions. Director's Collegium includes representatives of the Steering Committee as well as Director of the ICL. It must be born in mind, meanwhile, that members of the Steering Committee are aside from their other functions also members of their respective departments. The strategies listed above are instruments whose purpose is to implement outputs and in general terms, they form a framework for discussions.
The Implementation Team will continue in its regular monthly consultations, which will include checking that schedule is met and coordinate collaboration provided by HRS4R coordinator.
The Action Plan, GAP analysis, OTM-R analysis, and results of the main questionnaire survey will be published at ICL website. This is part of public control of ICL meeting its obligations stemming from the Charter, Code, and OTM-R policy.

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

Checklist	*Detailed description and duly justification
How have you prepared the internal review?	In view of the experience from the previous period with the unsatisfactory return rate of the questionnaire survey among employees who were overwhelmed by several questionnaires in a relatively short period of time, we decided to replace the internal evaluation questionnaire survey with a system of several complementary forms of obtaining reflection on the implementation of the HRS4R strategy and OTM-R principles in the recruitment policy. These complementary forms of reflection were implemented in the interim analysis at several levels, as described below. The present Revised Action Plan has been formulated based on a comprehensive collection of evaluations of the implementation to date and suggestions for further development, approved by the Steering Committee and the ICL Board, and published on the institution's website: https://ucl.cas.cz/hr-award/.
How have you involved the research community, your main stakeholders, in the implementation process?	Forms of research community involvement in interim analysis: 1. Reflection of the HRS4R implementation process and the results achieved in the interim evaluation was analysed by the HR Award working group consisting of: the HRS4R implementation coordinator and HR Award sponsor, the implementation methodologist (Deputy Director), the internationalisation sponsor (Deputy Director for International Cooperation), the evaluation sponsor and the Director of the institution. 2. Reflection on the process of HRS4R implementation and its impact on the functioning of the institution was also carried out through extensive informal interviews of the members of the working group with male and female employees. 3. Following the completion of *Development of research and popularization resources of the Institute of Czech Literature CAS* project, the Steering Committee was significantly reconstituted with researchers representing the various research departments of the institution. This expanded the Steering Committee from the original 5 members to 8. This reconstitution has strengthened and systematized the Steering Committee's ability to record and reflect on the responses and evaluation of the implementation process by employees across the institution's research departments. 4. Feedback was collected from employees who completed the selection process at the time of the implementation of the OTM-R principles

Do you have an implementation committee and/or steering group regularly overseeing progress?	The Steering Committee oversees progress throughout implementation and is kept informed by the HR Award Working Group.
Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy.	The Institute's organization policy is aligned with HRS4R principles. This alignment has resulted in a significant number of strategic documents in the areas of HR, OA, PR, international cooperation, equal opportunities, and education. Revision of previously produced strategic documents has been carried out in line with HRS4R principles, namely the Collective Agreement and others.
How has your organisation ensured that the proposed actions would be also implemented?	The working group has developed a schedule of activities for the whole period of AP implementation, which was agreed by the Steering Committee. Progress is monitored in the framework of the monthly meetings of the Working Group and the Steering Committee. At the same time, the timetable for the implementation of the indicators is detailed. Progress was summarised at six-monthly intervals by the HRS4R Implementation Coordinator. The Trello task management system, among other things, was used to monitor the implementation of interim and long-term tasks.
How are you monitoring progress (timeline)?	The following facts are continuously monitored by the HRS4R implementation coordinator: 1. Implementation of indicators. 2. Qualitative control of all outputs fulfilling the indicators. 3. Evaluation of the achievement of the objectives set out in section 4 for each action. 4. Analysis of the elimination of weaknesses of the organization based on the results of the current phase of HRS4R implementation. 5. Determination of the impact of the implementation on employees. The timetable of activities for the whole implementation period set deadlines for the execution of each activity and major milestones (e.g. development of a manual, methodology or handbook). Thanks to these steps, the whole process was monitored. In the event of non-compliance with the plan, the Steering Committee set corrective actions. At the same time, regular meetings were set up between the HR department and the Steering Committee to keep them informed of the progress of the changes being implemented.
How will you measure progress (indicators) in view of the next assessment?	The Steering Committee is and will continue to be responsible for the implementation of the individual changes. We measure progress by meeting the Indicators in the revised AP.

How do you expect to prepare for the external review?	New feedback will be identified building on the existing form of feedback. Based on this feedback, a presentation will be prepared reflecting on the changes to date, including successes and failures. Of course, an Improved Action Plan will be developed – a refreshed revised AP over the next three years.

Remarks

The *Development of research and popularization resources of the Institute of Czech Literature CAS* project ran until 31 December 2022. To ensure continuity of the processes set up within the HR Award, the key positions (HRS4R Implementation Coordinator, Internationalisation Specialist, Open Access Specialist, PR Manager, Project Manager, Finance Manager) were maintained. The current financial situation does not allow for adequate staffing of the remaining areas, e.g. HR Manager. The relevant agendas have been distributed amongst the current staff and this will continue to ensure the stated objectives of the revised Action Plan. The plan is to take advantage of new grant schemes, notably the Operational Programmes (OP JAK). With their help, we will intensify the development of all the areas listed in the revised Action Plan and implement the actions that have resulted from the successful implementation of the first two years of the Action Plan.