

HR Excellence in Research

Action Plan

Action Plan

Case number

2026CZ353993

Name Organisation under review

Nuclear Physics Institute of the Czech Academy of Sciences

Organisation's contact details

Hlavni 130, Husinec, ČESKÁ REPUBLIKA, 25068, Czech Republic

1. Organisational Information

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, doctoral candidates either full-time or part-time involved in research *	142
Of whom are international (i.e. foreign nationality) *	44
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	43
Of whom are R3 or R4 = established or leading researchers with a large degree of autonomy (e.g. holding the status of principal investigator or professor) *	86
Of whom are R2 = recognised researcher (e.g. postdoctoral researcher, junior researcher) *	21
Of whom are R1 = first stage researcher (e.g. doctoral candidate, research apprentice) *	28
Total number of students (if relevant) *	11
Total number of staff (including management, administrative, teaching, and research staff) *	279
RESEARCH FUNDING (figures for the most recent fiscal year)	€
Total annual organisational budget	12716714
Annual organisational direct government funding (designated for research)	6333902
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2818865
Annual funding from private, non-government sources, designated for research	154976

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

The Institute of Nuclear Physics (NPI), established in 1955, is a public research institution of the Czech Academy of Sciences conducting fundamental and applied research in nuclear physics, particle physics, nuclear analytical methods, radioisotopes and related interdisciplinary fields. NPI operates unique experimental facilities, including the CANAM large research infrastructure, and participates in major international collaborations such as CERN, FAIR and ESS. Through cooperation with universities and international partners, NPI supports joint research, doctoral education and scientific exchange. The institute provides a multidisciplinary research environment combining fundamental research, advanced technologies and applications in areas such as medicine, materials science and energy.

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 European Charter for Researchers at your organisation.

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

Ethics, integrity, gender, and open science*

**Strengths and Weaknesses (max. 800 words)****Strengths**

NPI has established a comprehensive framework supporting ethics, integrity and responsible research conduct. The Institute systematically promotes the principles of scientific integrity, responsible research, reproducibility of results, responsible data management, transparent authorship, and high standards of radiation, chemical, biological and laboratory safety. Employees are guided by the NPI Internal Code of Ethics and the Code of Ethics for Research and Scientific Activities of the Czech Academy of Sciences, which emphasize honesty, responsibility, impartiality, prevention of conflicts of interest, rejection of research misconduct, critical evaluation of scientific results, and the obligation to report breaches of ethical standards.

Institutional support for ethical conduct is further strengthened through the NPI Ethics Committee, established in 2023 as an advisory body to the Director for addressing more serious ethical issues, and through the Ombudsman, appointed in September 2024 as an independent and confidential contact point for employees in cases related to ethics, equal treatment, discrimination, harassment or workplace conflicts. The Ombudsperson provides advisory and mediation support and may refer serious cases to the Ethics Committee when appropriate.

In the area of gender equality, the Gender Equality Plan (GEP) 2022–2026 is in place, and NPI has a long-standing partnership with the National Contact Centre for Gender and Science on promoting gender equality and raising awareness of unconscious bias. Flexible working arrangements, including home office and part-time work, are formally established.

NPI has also adopted an Open Science Policy and actively promotes science through public engagement activities such as excursions, open days (as far as high-security measures allow) and science fairs.

Weaknesses

Despite these strong foundations, several gaps remain. NPI can further improve conditions for work-life balance to better support careers alongside personal responsibilities. Consolidating work-life balance provisions into a unified HR policy would provide greater clarity and accessibility for employees.

The current job catalogue and pay scales do not fully correspond to NPI's current needs and operational structure. Completing the systemisation of positions, reviewing job descriptions and updating the relevant salary regulations would provide greater clarity regarding roles, responsibilities and competency requirements, while supporting transparent remuneration and longer-term workforce planning.

Support for researcher mobility could also be strengthened by embedding mobility opportunities and the recognition of mobility experience more explicitly in institutional policies and career evaluation. A dedicated Mobility Fund and the inclusion of mobility support in the HR Strategy would further facilitate international and professional mobility.

In addition, improving the structure and user-friendliness of the intranet overview of internal regulations, expanding the availability of key documents in English, and integrating relevant materials into the Edunio online learning system would make it easier for employees to become familiar with internal processes and documentation.

The preparation and approval of the successor Gender Equality Plan (2027–2030) provides an opportunity to continue strengthening equality and inclusion measures. Enabling anti-bias training for all employees, rather than only managers and HR staff, and incorporating related principles into recruitment and evaluation processes would further support a fair and inclusive organisational culture.

The existing Open Science Policy provides a solid foundation for further development. Establishing a clearer operational framework, including an internal Open Access fund and transparent rules for its use, would support more systematic implementation of Open Science principles.

A more structured approach to research sustainability is needed. Sustainability principles should be incorporated into the Strategy for Research Directions to provide a clearer institutional framework.

Researchers assessment, recruitment, and progression*

**Strengths and Weaknesses (max. 800 words)****Strengths**

NPI has established a structured framework for researchers' assessment, recruitment and career progression. Scientific career development is guided by the Czech Academy of Sciences Career Development Rules for Employees with a University Degree, while qualification audit procedures coordinated by the Scientific Secretary support transparent evaluation of researchers' professional development and career advancement. Recruitment and selection procedures are implemented in accordance with the regulations of the Czech Academy of Sciences and the Czech Labour Code, ensuring equal opportunities and transparent hiring practices.

The Institute provides merit-based recognition through a performance-related remuneration system governed by the Internal Wage Regulation. Employment conditions for researchers have been further strengthened through the Collective Agreement negotiated with the Trade Union Organization, including provisions related to fixed-term contracts, while recent national legislative developments have improved social security conditions for early-career researchers.

NPI has also strengthened institutional support for research careers through the establishment of a dedicated Project Administration Office, which systematically monitors funding opportunities and provides comprehensive support throughout the project lifecycle. By assisting researchers with proposal preparation, project administration and resource planning, the Office enables researchers to focus more effectively on scientific work, career development and participation in competitive national and international funding schemes.

Weaknesses

There is an opportunity to further strengthen researcher appraisal and career development at NPI through the introduction of institute-specific Career and Qualification Audit Regulations for researchers and an Annual Performance Evaluation System for all employee categories. Together, these measures would provide a more comprehensive framework for regular feedback, objective evaluation of achievements, identification of development needs and transparent career progression. The framework could define clearer evaluation criteria, support the recognition of diverse career paths, including mobility and non-linear careers, and provide greater transparency regarding transitions towards permanent employment. Reviewing qualification audit committees and providing guidance and training for their evaluators would further strengthen the consistency and transparency of assessment practices. Both the GAP analysis and the STAR project feasibility study identified appraisal and career development as priority areas for further institutional development.

Recruitment processes would also benefit from the adoption of a comprehensive Open, Transparent and Merit-Based Recruitment (OTM-R) policy, supported by dedicated training for members of selection committees. This would further strengthen consistency in recruitment practices, increase transparency of selection procedures, enhance awareness of bias-free assessment and ensure closer alignment with European standards for researcher recruitment and career development.

Working conditions and practices*

**Strengths and Weaknesses (max. 800 words)****Strengths**

NPI provides researchers with a range of working conditions that are broadly aligned with the Charter's principles. Internal pay regulations comply with applicable legislation, and employees benefit from flexible working hours, part-time employment and the option to work from home under established internal guidelines. Researchers are represented in the institute's advisory bodies, and staff have access to a directory of administrative support services.

Mandatory trainings on GDPR; Occupational Health and Safety and Code of Ethics are available through the institute's website and the Edunio online learning system. Guidelines on the protection of intellectual property rights are available on Intranet. An Institutional Resilience Directive is in place, supported by a designated Coordinator of Institutional Resilience and a separate Cybersecurity Officer. NPI has also adopted an Open Science Policy and provides access to CzechELib tokens for Open Access publishing. Together, these measures demonstrate a solid level of compliance with the Charter's requirements.

Weaknesses

Building on its strong institutional foundations, NPI has an opportunity to further strengthen the consistency, transparency and accessibility of its working environment.

The GAP analysis highlighted the potential benefit of developing a comprehensive institutional HR Policy that would consolidate employment-related principles, procedures and provisions currently distributed across several internal regulations. Such a framework would improve clarity, transparency and ease of access for employees while supporting a more consistent implementation of HR practices across the Institute.

Further development is also planned in the area of workforce management, including the systemisation of positions and the review of job descriptions.

These measures would contribute to greater transparency regarding roles, responsibilities and competency requirements and support the further development of career opportunities in line with institutional needs.

A review of employee benefits and their communication could contribute to greater transparency and accessibility of the support mechanisms and benefits available to employees.

The accessibility and practical usability of internal regulations and institutional information could be further enhanced. Opportunities exist to improve the structure and user-friendliness of the intranet, expand the availability of internal documentation in English for international staff, integrate essential policies and mandatory information into the Edunio learning platform, and strengthen onboarding procedures to ensure that employees are introduced systematically to key institutional processes.

The Institute also recognises the importance of effective internal communication for fostering employee engagement, collaboration and information sharing across the institute. The preparation of a Strategic Communication Plan, together with related training activities and the further development of internal communication channels, would support more effective knowledge exchange and strengthen researchers' ability to communicate and disseminate scientific results to diverse audiences.

Finally, the institute could further enhance knowledge transfer by establishing a more structured framework to support the commercialisation of research results.

Research careers and talent development*

**Strengths and Weaknesses (max. 800 words)****Strengths**

NPI recognises and values the diverse contributions of researchers and supports their career development through scientific excellence, involvement in education and access to a broad range of professional development opportunities. A solid foundation for researcher development is provided by the Career Development Rules for Employees with a University Degree of the Czech Academy of Sciences.

Researchers in NPI are encouraged to contribute to university teaching, supervise students and participate in educational and science communication activities for primary and secondary school students.

In addition, researchers have access to internal scientific seminars, specialised training programmes, language courses organised by the Czech Academy of Sciences and skills-development activities funded through research projects. Mobility and international cooperation form an integral part of many research activities, while NPI's growing international research community (currently 31% of NPI's research workforce) contributes to the exchange of knowledge, good practices and diverse scientific perspectives.

NPI doctoral candidates benefit from structured supervision involving both university supervisors and NPI research supervisors, ensuring close integration between academic training and research practice.

Weaknesses

The GAP analysis identified researcher development and talent management as areas with significant potential for further institutional strengthening. While a number of development activities are already in place, the institute has not yet introduced a structured annual performance evaluation system as a basis for systematic development or a formal mentoring programme. Professional development opportunities for researchers could be further strengthened through dedicated training and mobility funds and a more comprehensive institutional framework. The Edunio online learning system is currently used mainly for mandatory operational training and could be expanded to support broader professional development. Information on external training opportunities could also be communicated more systematically, and leadership development for managers offers opportunities for further enhancement.

Support for career progression, particularly for early-career researchers, could be further strengthened through a clearer definition of career stages and more transparent criteria for progression to permanent employment, including the recognition of mobility experiences and diverse, non-linear career paths. This could be supported through the development of key institutional frameworks, including Career Regulations, Qualification Audit Regulations, an annual performance evaluation system and a formal mentoring programme. The

preparation of an HR Strategy would provide an opportunity to bring these initiatives together within a coherent institutional framework and define long-term priorities for talent development, professional growth and workforce planning. As more than 40% of staff are over the age of 50, strengthening support for early-career researchers has become an important focus area.

Recognition of diverse career paths could be further reinforced by embedding these principles in internal regulations and procedures and by providing support for non-linear career development. Although such principles are applied in practice, they are not yet systematically reflected in institutional regulations and procedures.

3. Actions

The Action Plan and HR Excellence in Research strategy must be published in an easily accessible location of the organisation's website.

Please provide the web link(s) to the organisation's action plan / strategy for the implementation of the principles of the European Charter for Researchers. Multiple links must be comma-separated.

<https://www.ujf.cas.cz/en/about-institute/Career/HR-AWARD/> (<https://www.ujf.cas.cz/en/about-institute/Career/HR-AWARD/>)

Please fill in the list of all individual actions to be undertaken in your organisation's HR Excellence in Research strategy to address the weaknesses or strengths identified in the gap analysis. It is recommended that the listed actions are concise but detailed enough for the assessors to determine the level of ambition, engagement, and planning for the implementation process. Please ensure that you provide a detailed plan, with precise and quantifiable KPIs, not just an enumeration of the institution's action.

Note: Choose one or more of the principles automatically retrieved from the gap analysis with their ratings.

Proposed actions

Action 1

Open Science Policy and Open Access Fund • Develop a methodology for implementing Open Science Policy in NPI • Create an internal Open Access fund for publishing, with transparent rules for its use

GAP Principle(s)

(+/-) 3. OPEN SCIENCE

(+/-) 16. DISSEMINATION AND EXPLOITATION OF RESULTS

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

Q1/2027

Responsible Unit

Indicator(s) / Target(s)

NPI Management; Scientific Secretary; Internal Documentation Administrator	• Methodology for Open Science policy issued and implemented (document, URL) • OA Fund established with rules for utilization (document, URL) • At least 80% of relevant staff confirm familiarity via Edunio platform with the NPI Open Science Policy and Methodology (statistics) • 30% of publications in Q1 and Q2 journals are available in Open Access by 2028. (statistics)
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Proposed actions

Action 2	GAP Principle(s)	Timing (at least by year's quarter/semester)
Communication and Marketing Strategy • Development of NPI Communication and Marketing Strategy • Provide media training for employees • Introduction of a communication platform for internal chats and information sharing • Run internal questionnaire to analyse the internal communication barriers • Systematise citizen science/public engagement activities	(+/-) 3. OPEN SCIENCE (+/-) 16. DISSEMINATION AND EXPLOITATION OF RESULTS	Q3/2026 - Internal questionnaire on internal communication Q3/2027 – Communication and Marketing strategy Q1/2028 - Pilot communication platform tested Q3/2027; Q3/2028 – Media training for staff Q4/2028 - NPI-wide platform rollout upon successful testing

Proposed actions

Responsible	
Unit	Indicator(s) / Target(s)
PR Department, NPI Management	• Performed Internal communication questionnaire (questionnaire/document) • Communication platform as part of internal communication tested and, if approved, implemented across NPI (platform, URL) • Communication and marketing strategy approved and gradually implemented (document) • Media training for staff once a year as from 2027 (document/list of attendees) • At least 3 pre-planned citizen science/public engagement activities per year as from 2027 (document, URL)

Proposed actions

Action 3	Timing (at least by year's quarter/semester)	
HR policy • Review and consolidate HR-related regulation/s to integrate existing HR Internal regulations and reflect key HR areas	GAP Principle(s)	
	(+/-) 13. WORKING CONDITIONS, FUNDING AND SALARIES	Q2/2028 - consolidated HR Regulations
	(+/-) 15. CONTRACTUAL AND LEGAL OBLIGATIONS	
Responsible		
Unit	Indicator(s) / Target(s)	
HR Department; NPI Management, Internal Documentation Administrator	• Consolidated HR regulations integrating HR processes approved and issued (document, URL) • At least 30% reduction by Q4 2028 in the number of internal HR documents existing at the Q2 2026 baseline. (statistic)	

Proposed actions

Action 4	GAP Principle(s)	Timing (at least by year's quarter/semester)
NPI Strategies • Develop a Strategy for Research Directions at NPI including sustainability principles • Develop an HR Strategy at NPI incl. HR marketing Activities, support for mobilities, key development priorities, working conditions principles. • Update organizational structure to be in line with above strategies	(-/+) 6. THE RESEARCHER	Q1/2027 – Strategy for Research Directions Q1/2028 – HR Strategy; updated organisational structure
	(-/+) 7. FREE CIRCULATION OF RESEARCHERS	
	(-/+) 8. SUSTAINABILITY OF RESEARCH	
	(+/-) 13. WORKING CONDITIONS, FUNDING AND SALARIES	
	(-/+) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT	
	(-/+) 20. SUPERVISION AND MENTORING	

Proposed actions

Responsible Unit	Indicator(s) / Target(s)
NPI Management; HR Department; Scientific Secretary, Heads of Department	• Strategy for Research Directions at NPI approved, issued and regularly reviewed (document, URL) • HR Strategy at NPI approved, issued and regularly reviewed (document, URL) • Sustainability principles are embedded in the Strategy for Research Directions at NPI (document, URL)+ • HR marketing Activities, support for mobilities, key development and working conditions priorities are included in the HR Strategy (document, URL) • Organizational structure fully in line with above NPI Strategies (URL) • At least 80% of relevant staff confirm familiarity with Strategies either online via Edunio platform or via personal presentations (statistics)

Proposed actions

Action 5	GAP Principle(s)	Timing (at least by year's quarter/semester)
The recruitment and selection policy based on OTM-R principles • Introduce a transparent, open and merit-based system for the recruitment and selection of staff in accordance with the principles of OTM-R • Establish standardized job advertisements in accordance with OTM-R • Publish the institution's OTM-R rules on the website • Create a manual for selection panel members on OTM-R and provide training via the Edunio system	(+/-) 4. GENDER EQUALITY	Q2/2027
	(+/-) 5. EMBRACING DIVERSITY	
	(-/+) 6. THE RESEARCHER	
	(-/+) 10. RECRUITMENT	
	(-/+) 11. SELECTION	
	(-/+) 12. CAREER PROGRESSION	
	(-/+) 17. VALUING DIVERSE RESEARCH CAREERS	

Proposed actions

Responsible Unit	Indicator(s) / Target(s)
HR Department; NPI Management	• The recruitment and selection guideline based on OTM-R principles approved and published (document, URL) • New job advertisements are in line with OTM-R as from Q2/2027 (document, URL) • OTM-R Indicators are established (document, URL)) • Analysis of electronic recruitment tools used by other research institutes to cover more stages in recruitment process (document containing an overview of used tools and recommendations for NPI). • At least 80% of members of selection committees trained in OTM-R as from Q2/2027 (statistics) • At least 80% of employees involved in the recruitment and selection process confirm familiarity via Edunio with the OTM-R guidelines (statistics) • Key OTM-R Indicators are fulfilled by at least 70% annually (statistics)

Proposed actions

Action 6

Formalization of the pre-boarding and onboarding process • Review and develop the pre-boarding and onboarding process for new employees • Train all involved employees (incl. departmental assistants) responsible for the onboarding process in individual departments

GAP Principle(s)

(-/+) 10. RECRUITMENT

(+/-) 15. CONTRACTUAL AND LEGAL OBLIGATIONS

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

Q4/2027

Responsible

Unit

Indicator(s) / Target(s)

HR
Department;
NPI
Management

• Revised onboarding rules incorporated into the HR directive/s (document, URL) • 80% of employees involved in pre-boarding and onboarding (particularly department assistants, management, HR) trained via Edunio platform as from Q4 2027 (statistics)

Proposed actions

Action 7

Internal regulations • Revise GDPR policy, Intellectual Property Policy • Develop Practical handbook on institutional resilience and Cybersecurity guidelines (including provisions for the Cybersecurity Committee) • Identify key internal regulations and their translation into English and incorporate them into online training system Edunio • Consolidate existing internal regulations into a coherent set of policies and regulations, accordingly, reduce the overall number of internal documents and improve their structure and clarity on the Intranet

GAP Principle(s)

(+/-) 2. FREEDOM OF SCIENTIFIC RESEARCH

(+/-) 15. CONTRACTUAL AND LEGAL OBLIGATIONS

(+/-) 16. DISSEMINATION AND EXPLOITATION OF RESULTS

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

Q2/2027 – translated key internal regulations Q3/2027 – Mentioned internal regulations approved; Q4/2028 - Internal regulations consolidated and more systematically organised at Intranet

Proposed actions

Responsible Unit	Indicator(s) / Target(s)
NPI Management, Scientific Secretary, Administrator of internal documentation; Institutional Resilience Coordinator, IT Security Specialist	• GDPR and Intellectual Property Guidelines revised and approved (document, URL) • Institutional Resilience Manual and Cybersecurity Guidelines issued and implemented (document, URL) • Documented cybersecurity incidents, including lessons learned and measures to prevent similar incidents in the future. (document) • At least 80% of relevant staff confirm familiarity via Edunio with respective Internal regulations (statistics) • 70% of key documents available in English by Q4/2028 (statistics) • Number of documents dealing with internal regulations reduced by 20% in Q4/2028 (base Q2/2026) (statistics) • Number of internal regulations available and trained via Edunio online platform increased by 30% in Q4/2027 (base Q2/2026) (statistics)

Proposed actions

Action 8

Transparent remuneration, benefits • Carry out job classification and incorporate the results into new internal pay regulations • Update job descriptions according to job classifications • Conduct a review to verify that remuneration practices are fully aligned with the provisions of the Internal Pay Regulation • Review the employee benefits system, including work-life balance and support for parents • Conduct a Gap pay analysis at NPI in accordance with the EU Directive on pay transparency

GAP Principle(s)

(+/-) 4. GENDER EQUALITY

(+/-) 5. EMBRACING DIVERSITY

(-/+) 6. THE RESEARCHER

(-/+) 9. RESEARCHERS' ASSESSMENT

(-/+) 12. CAREER PROGRESSION

(+/-) 13. WORKING CONDITIONS, FUNDING AND SALARIES

(+/-) 14. STABILITY OF EMPLOYMENT

(+/-) 15. CONTRACTUAL AND LEGAL OBLIGATIONS

(-/+) 20. SUPERVISION AND MENTORING

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

Q1/2027 – Jobs classification
Q4/2027 – Jobs descriptions;
Alignment of provisions, new Internal pay regulation; Benefits review

Proposed actions

Responsible Unit	Indicator(s) / Target(s)
HR Department; NPI Management; Internal Documentation Administrator	• 100% of job classification, provisions and corresponding job descriptions completed by Q1/2028 (statistics) • Remuneration at NPI set in accordance with the EU Directive on transparent remuneration (document, checklist) • Updated Internal pay regulations (document, URL) • Competitive benefits system (URL)

Proposed actions

Action 9	GAP Principle(s)	Timing (at least by year's quarter/semester)
Gender Equality & Diversity • Prepare and regularly review the new Gender Equality Plan (GEP) 2027–2030 every six months • Conduct regular workshops on unconscious bias and gender equality for staff; incorporate them into Edunio	(+/-) 4. GENDER EQUALITY	Q4/2026 – revision of existing and new GEP 2027–2030
	(+/-) 5. EMBRACING DIVERSITY	Q4/2026; Q2/2027; Q2/2028 – anti-bias workshops
		Q4/2026; Q2/2027; Q4/2027; Q2/2028; Q4/2028 – GEP regular review
Responsible		
Unit	Indicator(s) / Target(s)	
HR Department; NPI Management;	• GEP 2023–2026 – revised with documented recommendations (URL address) • GEP 2027–2030 approved and published; gender indicators and activities reviewed every six months and reported on the website. (URL address) • Conducted 1 workshop on unconscious bias/gender equality per year as from 2026 (list of attendees) • More than 50% of staff complete anti-bias training each year, either by attending a live online workshop or completing it via the Edunio learning platform (statistics)	

Proposed actions

Action 10

Professional development • Implementation of a mentoring programme for early career researchers, including a list of mentors • Introduce an overview of external and internal training opportunities • Provide leadership and team management development training for managers • Develop an education fund to support training, including training regulations • Develop a mobility fund to support participation in international conferences, internships and networking • Establish a professional development library with expert books supporting personal and professional development

GAP Principle(s)

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

(-/+) 7. FREE CIRCULATION OF RESEARCHERS

(-/+) 12. CAREER PROGRESSION

(+/-) 14. STABILITY OF EMPLOYMENT

(-/+) 17. VALUING DIVERSE RESEARCH CAREERS

(-/+) 18. CAREER DEVELOPMENT AND ADVICE

(-/+) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT

(-/+) 20. SUPERVISION AND MENTORING

Q3/2026 – Professional development library launched Q4/2026 - Launching management development trainings; Q1/2027 – Education and Mobility funds Q1/2027 - Launching Mentoring; Q4/2027 – Educational opportunities online

Proposed actions

Responsible Unit	Indicator(s) / Target(s)
HR Department, NPI Management, Scientific Secretary	• Mentoring programme formalised and launched (document/invitation) • Overview of educational opportunities available online (URL address) • 70% of managers trained in management and leadership by Q2/2027 (statistics) • At least 1 training session for managers per year as from 2026 (list of attendees) • At least 5 activities per year supported through the Mobility Fund per year as from 2027 (list of activities/document) • At least 20 training activities per year across all staff categories supported through the Education Fund as from 2027 (list of trainings/document) • At least 2 mentoring programs by Q4/2028 (list of attendees) • At least 15 expert books in professional development library available for all employees by Q3/2026 (URL address)

Proposed actions

Action 11

Performance Evaluations and Regulations • Develop Career Regulation for all staff • Develop annual performance evaluation principles for all staff • Train evaluators in the evaluation methodology • Develop Qualification Audit Regulation for research staff with transparent promotion criteria • Review and update the pool of eligible candidates for Qualification Audit Committees

GAP Principle(s)

(-/+) 7. FREE CIRCULATION OF RESEARCHERS

(-/+) 9. RESEARCHERS' ASSESSMENT

(-/+) 12. CAREER PROGRESSION

(+/-) 14. STABILITY OF EMPLOYMENT

(-/+) 17. VALUING DIVERSE RESEARCH CAREERS

(-/+) 18. CAREER DEVELOPMENT AND ADVICE

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

Q2/2027 – Career and Qualification Audit Regulations; updated pool of qualification audit committees Q4/2027 – Evaluation methodology, training of evaluators Q1/2028 – Pilot evaluation cycle Q3/2028 – Review of the pilot evaluation process Q4/2028 – Preparation of 2029 annual evaluation cycle

Proposed actions

Responsible Unit	Indicator(s) / Target(s)
NPI Management, Scientific Secretary, HR Department, Internal Documentation Administrator	• Career and Qualification Audit Regulations approved and issued (document, URL) • Annual performance evaluation framework approved (document, URL) • Changes to the pool of members/candidates of Qualification Audit Committees in accordance with the regulations (appointments) • At least 80% of relevant staff confirm familiarity via Edunio with the Career Regulation and, where applicable, Qualification Audit Regulation (statistics) • At least 80% of researchers eligible for qualification audit in a given year assessed under the new Qualification Audit Regulation as from 2027 (statistics) • 80% of internal evaluators trained to perform annual performance evaluations by Q4/2027 (statistics) • At least 30% of staff evaluated in line with annual evaluation framework by Q2/2028 (statistics)

Proposed actions

Action 12	Timing (at least by year's quarter/semester)	
Commercialisation/Technology Transfer Coordinator • Appoint a commercialisation/technology transfer coordinator • Define the coordinator's role and responsibilities within the NPI organisational structure	GAP Principle(s)	
	(+/-) 16. DISSEMINATION AND EXPLOITATION OF RESULTS	Q4/2026
	Responsible Unit	Indicator(s) / Target(s)
	NPI Management	• Technology transfer and commercialisation coordinator appointed, including roles and responsibilities (document/appointment) • A minimum of 1 commercialization or technology transfer activity per year shall be achieved from 2027 onwards - e.g., patents, licensing agreements, contract research, or other technology transfer results.(annual reporting, evidence of R&D outputs registered in ASEP)

Unselected principles:

(++) 1. ETHICS AND RESEARCH INTEGRITY

The establishment of an open recruitment policy is a key element in the strategy for the implementation of the principles of the European Charter for Researchers. Please also indicate how your organisation will use the OTM-R toolkit and how you intend to implement / are implementing the principles of OTM-R. It is helpful to include a brief commentary demonstrating this implementation even if there is some overlap with the actions listed above. If this is the case, please link the OTM-R checklist with the overall action plan (max. 1000 words).*

NPI is committed to further developing its recruitment and selection processes in line with the principles of Open, Transparent and Merit-Based Recruitment (OTM-R). While the institute already applies basic recruitment procedures that are based on Czech legislation, the Labour Code and the Czech Academy of Sciences' rules, the current processes are not yet consolidated into a comprehensive OTM-R framework.

As part of the HRS4R Action Plan, NPI will develop and implement an OTM-R-based Recruitment and Selection Policy. The Policy will consolidate what is currently scattered across multiple separate documents and fill the gaps identified in the checklist, including clear procedures, responsibilities, evaluation criteria and guidelines for selection committees. The policy will define principles for open advertising, transparent selection procedures, fair assessment of candidates, feedback mechanisms, and equal opportunities. It will be published in Czech and English to ensure accessibility for both national and international applicants.

The implementation of OTM-R principles will be supported by:

- revised job advertisement templates aligned with the OTM-R Toolkit
- defined rules for the appointment and composition of selection committees, provided practical guidance on how to access candidates, apply evaluation criteria etc
- structured guidance and training for employees involved in recruitment and selection processes including anti-bias awareness
- introduced dedicated complaints procedure for recruitment-related issues
- a quality monitoring system using selected OTM-R indicators, while the progress against these indicators will be reported to the Steering Committee and published on the NPI website and where needed, proposals for corrective measures will be produced.

The implementation of OTM-R measures is directly linked to the HRS4R Action Plan, particularly to the action "Recruitment and Selection in Line with OTM-R Principles", which addresses OTM-R checklist items focused on recruitment policy, candidates' evaluation and further strengthening of related HR processes.

Progress in implementing OTM-R principles will be monitored through defined indicators and regularly reviewed by the HRS4R Steering Committee to ensure effective implementation and continuous improvement of recruitment and selection practices.

If your organisation already has a recruitment strategy which implements the principles of OTM-R, please provide the web link where this strategy can be found on your organisation's website. Multiple links must be comma-separated.

URL:

4. Implementation

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

The implementation of the HR Excellence in Research principles at NPI will take place as a systematic and long-term process aimed at gradually strengthening the quality of human resources policy, the working environment and conditions for the professional development of researchers at all career levels (R1–R4) and other staff at NPI. The HRS4R strategy will be regarded as one of the key components of the institute's strategic management and will be continuously integrated with the institutional and strategic documents.

The process requires the active involvement of the NPI management and other academic and non-academic staff. A Steering Committee and an HR Excellence in Research Working Group have been established, with defined roles and responsibilities, a timeframe and measurable indicators of success. The Steering Committee includes representatives of NPI management, research staff at different career stages, and technical and administrative staff, thus ensuring broad institutional involvement. Regular communication with employees will be ensured through internal communication channels, including Intranet, newsletters, and workshops. The progress and results will be presented on the NPI public website dedicated to the HR Award <https://www.ujf.cas.cz/en/about-institute/Career/HR-AWARD/> (<https://www.ujf.cas.cz/en/about-institute/Career/HR-AWARD/>)

It should be emphasised that the implementation of HR Excellence in Research is institutionally supported and financially secured by the STAR project and related grant: 'Strategic Development of the Environment and Capacities for Excellent Research and Development at the NPI', funded by Ministry of Education, Youth and Sports. The primary objective of this project/grant is to support the achievement and implementation of the HR Excellence in Research Award. The STAR project provides the overall framework for the HR Excellence in Research process, supports the GAP analysis, preparation of the Action Plan, submission for the HR Excellence in Research Award and subsequent implementation and monitoring of the planned measures. The staff structure and responsibilities related to the HR Excellence in Research implementation are linked to the STAR project <https://www.ujf.cas.cz/en/STAR/> (<https://www.ujf.cas.cz/en/STAR/>), which considers HR Excellence in Research principles and requirements. The milestones of the STAR project are aligned with the HR Excellence in Research timetable.

Upon completion of the STAR project (in March 2029), the sustainability of the HR Excellence in Research implementation will be ensured through the integration of newly established policies, procedures, and governance mechanisms into the Institute's everyday operations. Enhanced staff competencies, together with institutional regulations and processes developed during the project, will remain a lasting part of NPI's organisational framework. Progress will be continuously monitored by NPI and the Ministry of Education, Youth and Sports throughout the implementation period and beyond, while periodic reviews of HR policies and regular stakeholder engagement will support the further development of the Institute's research environment.

The overall ambition is that the HR Excellence in Research Award will not represent an isolated achievement, but will be fully embedded in NPI's research strategy, institutional documents and day-to-day HR practice, thereby contributing to the Institute's long-term attractiveness, competitiveness and international excellence as a research institution and employer.

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

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

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



Detailed description and justification (max. 500 words)

NPI has established a two-tier governance structure for the HR Excellence in Research process. The Steering Committee is responsible for counselling and monitoring the implementation of the European Charter for Researchers while the Working Group is responsible for the implementation phase itself.

The Steering Committee comprises the Director of NPI, the Deputy Director, the Scientific Secretary, representatives of the research community at different career stages (R1–R4) as well as technical and administrative representative.

The Steering Committee will play a key role in overseeing the implementation of the HR Excellence in Research Action Plan and ensuring that planned measures are effectively translated into practice. The Committee will regularly review progress against defined actions, timelines, responsibilities, and indicators, and will identify any potential delays or areas requiring additional attention.

Progress monitoring will be based on regular updates provided by HR specialist, NPI management and/or by members of the working group. The Steering Committee will review the status of implementation, evaluate achieved results, discuss challenges and propose corrective measures where needed.

The Committee will also periodically review feedback from employees and relevant HR data, provided by HR Specialist or other members of the working group, to ensure that implemented measures respond to the needs of different employee groups. Based on these inputs, the Action Plan may be adjusted to reflect changing institutional priorities and ensure continuous improvement.

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



Detailed description and justification (max. 500 words)

The research community will be actively involved throughout the implementation of the HR Excellence in Research Action Plan, as researchers are the key stakeholders and beneficiaries of the proposed measures. Their involvement will be ensured through representation in the HR Excellence in Research Steering Committee, which will contribute to the monitoring of progress, identification of priorities and evaluation of implemented actions.

Where relevant, researchers will be invited to participate in the development of specific policies, guidelines, and procedures to ensure that new measures reflect their practical needs and experience. Their involvement will be further supported through regular feedback mechanisms, including brainstorming and discussions on topics related to the areas addressed by the Action Plan. The collected feedback will be used to further develop individual areas, evaluate the effectiveness of implemented measures, and identify opportunities for additional improvement. For selected tasks, smaller working teams will be established, bringing together representatives of scientific, technical, and administrative staff to utilize their expertise and address specific areas of the Action Plan.

The implementation process will also include transparent communication of objectives, progress and outcomes through internal communication channels, ensuring that the research community is informed and engaged. The status of HR Excellence in Research implementation will be regularly presented at meetings between the institute's management and department heads, who will be asked to share this information with all their staff.

All these activities will support the successful implementation of HR Excellence in Research principles and strengthen the engagement and sense of ownership of the process among researchers and other NPI employees.

How do you proceed with the alignment of organisational policies with the HR Excellence in Research award process? Make sure it is recognised in the organisation's research strategy as the overarching HR policy. *



Detailed description and justification (max. 500 words)

NPI considers HR Excellence in Research an important framework for the further development of its human resources management and institutional culture. Its implementation is closely linked to the institute's strategic priorities and aims to gradually embed the principles of the European Charter for Researchers into relevant institutional regulations, strategies, policies, procedures and everyday practice, ensuring their long-term sustainability. HR Excellence in Research will be an integral part of the NPI HR Strategy, which itself forms a vital component of the overall NPI Strategy. Similarly, the newly developed Recruitment and Selection Guidelines will be based on the principles of open, transparent and merit-based recruitment (OTM-R).

The HR Excellence in Research Action Plan has been developed based on the results of the GAP analysis, internal discussions and the needs identified within the STAR project. It defines concrete measures, responsibilities, timelines and indicators to support the gradual alignment of organisational practices with HR Excellence in Research principles.

The implementation of HR Excellence in Research will be coordinated through the Steering Committee and supported by relevant organisational units.

Regular monitoring of progress, combined with feedback from the research community and an annual review of implemented measures, will ensure that HR Excellence in Research remains an active and evolving part of NPI's organisational development.

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



Detailed description and justification (max. 500 words)

The implementation of the HR Excellence in Research Action Plan will be supported by a clearly defined implementation structure, assigned responsibilities and regular monitoring. Each action included in the Action Plan has an assigned responsible person/unit, implementation timeline and measurable indicator, enabling systematic monitoring of progress and timely identification of any implementation challenges.

The implementation of HR Excellence in Research is supported and financially backed by the STAR project. The day-to-day implementation of the Action Plan will be coordinated by the HR Specialist in close cooperation with Director and Deputy Director providing strategic support. Together with Scientific Secretary, working group members, action owners and other representatives of organisational units they will coordinate the preparation of new policies and procedures, monitor progress and collect feedback. Overall coordination will be ensured by the HR Excellence in Research Steering Committee, of which both the Director and the Deputy Director are members. Their direct involvement ensures strong institutional commitment, strategic oversight and effective decision-making.

To boost motivation, progress in implementation will also be regularly shared in the Newsletter and on the Intranet.

How will you monitor progress (timeline)?*



Detailed description and justification (max. 500 words)

The implementation of the HR Excellence in Research Action Plan will be monitored through a structured and continuous process. Each action is assigned a responsible person, implementation timeline and measurable indicator, enabling systematic monitoring of progress throughout the implementation period.

The HR Excellence in Research Steering Committee will regularly review the implementation status of all actions through meetings, online consultations or written updates, as appropriate. The Committee will evaluate progress against agreed milestones and indicators, identify potential risks and, where necessary, agree on corrective measures or updated priorities. Progress reports will be prepared by the HR Specialist in cooperation with the responsible action owners and submitted to the Steering Committee for review.

The overall implementation timeline follows the HR Excellence in Research framework, including continuous monitoring of the Action Plan, preparation for the Interim Assessment after two years and the subsequent renewal phase in accordance with the European Commission's HR Excellence in Research process. These milestones are aligned with the STAR project schedule.

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



Detailed description and justification (max. 500 words)

Progress in the implementation of the HR Excellence in Research Action Plan will be measured through a combination of quantitative and qualitative indicators defined for each individual action. The STAR project also monitors its own indicators in accordance with the grant conditions; the achievement of these indicators is linked to the HR Excellence in Research indicators and complements them.

Each action in the Action Plan includes clearly defined indicators, such as the development and approval of internal regulations and strategies, implementation of new processes, participation rates etc.

Feedback from researchers and employees through consultations; quick surveys and other feedback mechanisms will also be used to assess the impact of implemented measures. HR data and institutional statistics will enable to monitor trends in areas such as recruitment, staff development, mobility, training participation and other relevant indicators.

The HR Excellence in Research Steering Committee, supported by the HR Specialist and action owners, will regularly review progress against indicators and evaluate the effectiveness of implemented measures. Monitoring results collected evidence and regular feedback will support further development and improvement of the Action Plan and preparation for the Interim Assessment and subsequent phase/s of the HR Excellence in Research process.

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

For NPI, implementing the HRS4R Action Plan is considered a long-term commitment, not one-time action with no further impact.

Implementation will be built up on existing structures and gradually introduce new policies and tools where gaps have been identified. Management, HR, the Steering Committee, Working Group/action owners and other staff representatives are ready to be committed and will all be involved throughout the process; without this institution-wide diversity and collective effort, it would be difficult to ensure that HRS4R principles move from paper into daily practice which will last and bring benefits also in the NPI future.

The STAR project provides the financial and staffing resources to get the key measures off the ground. The goal, however, is that the changes introduced — the HR Strategy, Career Regulations, OTM-R-aligned recruitment, updated internal rules etc. — outlast the STAR project and become a regular and lasting part of NPI day-to-day operations.

NPI is realistic about the fact that implementation will require adjustment along the way. Progress will be monitored regularly, feedback from staff taken seriously, and measures adapted where identified as needed.

The HR Excellence in Research is an opportunity to make NPI a better place to perform excellent research through creating a competitive and attractive work environment.