

## ACTIVITY REPORT (2020–2023)

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In March 2005, the European Commission adopted a Recommendation (2005/251/EC) on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C), which outlines a set of principles to improve the research system. The implementation of the C&C principles in research institutions is supported by the Human Resources Strategy for Researchers (HRS4R).

The principles of the Charter and Code specify the roles, responsibilities, and entitlements of researchers and their employers. The main objective is to create an attractive, open, and sustainable labour market that ensures equal rights and responsibilities for researchers anywhere in the European Union.

At the Centre of Administration and Operations of the CAS (CAO), the HRS4R implementation process was launched with the official endorsement of the 40 principles of the Charter and Code by the Director of the CAO on 29 October 2020. Actions leading to the implementation of the principles of the Charter are outlined in the Action Plan of the CAO.

By implementing modern HR principles suitable for the academic and scientific environment, we believe that we can achieve significant progress in employee care and human resources management. We reached this conclusion after extensive discussion and with the understanding that the CAO is not a typical research institute, whose goal is to provide R&D infrastructure and support activities, primarily to the Czech Academy of Sciences and its institutes. We have outlined how and why the CAO is seeking the prestigious HR Award for excellence in human resources management in the scientific environment (the HR Excellence in Research Award) in the document “The Centre of Administration and Operations – the CAS institutes’ first port of call”.

### STEERING COMMITTEE

The composition of the Steering Committee was established such that it includes members of the organisation’s top management, namely the Director of the CAO, the directors of the divisions, and a representative of the Union Organization. These managers represent all the organization’s units. They determine the organization’s strategy, jointly establish its working culture, and are directly responsible for the development of human resources within the organization. The Committee meets once per month. The Steering Committee works closely with the working group.

## Members of the Steering Committee

Name	Position / Department	Notes
Ing. Tomáš Wencel, MBA	Director of the CAO of the CAS, Chair of the Steering Committee	
JUDr. Jiří Malý	Advisory and Administrative Director	Also a member of the working group
PhDr. Kateřina Sobotková	Director of the External Relations Division, Chair of the Working Group	
Ing. Zuzana Berková, MBA	Human Resources Director of the CAO	Also a member of the working group
Ing. Ludvík Polcar, MBA	Finance Director, Finance Office	
Bc. Jiří Padevět	Director of the Academia Publishing Division, researcher	
Ing. Lubomír Martinický	Director of the Conference and Hotel Division	
Ing. Jaroslav Kohoutek	Director of the Information Technology Division	
Ing. Pavel Formáček	Director of the Property Management and Services Division	
Ing. Jindřich Sojka	President of the Union Organization	Until 31 December 2022
Mgr. Roman Ondráček	President of the Union Organization	Since 1 January 2023

## WORKING GROUP

Members of the working group were chosen on the basis of their expertise, experience, and position within the organization, while ensuring they had as a group sufficient knowledge of the processes within each of the organization's units as to be able to identify their specific needs. The working group was primarily composed of representatives of the HR department, which processes the organization's Staff Satisfaction Surveys, of the EURAXESS Centre, which acts as a welcome centre for foreign researchers, of the Legal Department, the Technology Transfer Office, and others. The members of the working group met regularly and discussed the completion of the relevant documents, which are freely available online.



### Members of the Working Group

Name	Position / Department	Notes
Ing. Lenka Scholzová	Head of the CAS Technology Transfer Office	A member until 2022
Mgr. Petr Borovský	Head of the Human Resources Development Projects Section	
Mgr. Soňa Hrdličková	Specialist Officer / Human Resources Office	
Lenka Mančalová	Human Resources Specialist / Human Resources Office	
Mgr. Andrea Augustinová	Project Specialist II. / Human Resources Development Projects Section, member of the EURAXESS network	
Markéta Padevětová	Project Specialist I. / Human Resources Development Projects Section, member of the EURAXESS network	
Mgr. Zuzana Maršálková	Project Manager / Human Resources Development Projects Section, member of the EURAXESS network	
Mgr. Michal Zamrzla	Lawyer / Legal Section and Human Resources Office	
Ing. Jakub Hruška	Specialist Officer / CAS Technology Transfer Office	
Tereza Vizinová	Lawyer / CAS Technology Transfer Office	A member until 2022
RNDr. Kateřina Peřinová	Lawyer / CAS Technology Transfer Office	A member since 1 February 2023
Ing. Jindřich Sojka	President of the Union Organization	A member until 31 December 2022
Ing. Miroslav Indra, CSc.	IT specialist, researcher / Information Technology Division	



## THE TIMETABLE OF IMPLEMENTATION OF THE HRS4R WITHIN THE CAO

- Initial Phase
- GAP Analysis
- Action Plan
- Submission of application
- Revision of application
- Submission of revised application

In order to qualify for the award, the CAO assembled a customised action plan based on its GAP analysis which comprises 20 proposed actions and a number of targets. These actions and targets are aimed at improving and ensuring the quality of working and career conditions for the CAO employees (including researchers) and are to be achieved during the following years. A brief description of each proposed action is given below. The complete action plan illustrates how the CAO intends to achieve its targets.

Every year, the CAO gives its employees at all levels the opportunity to comment via an online survey on existing working conditions, on ways to improve the quality of interdepartmental co-operation, and on ways to improve the standard of the CAO's services. The response rate to this survey is traditionally high, indicating that employees are highly motivated to influence what happens within the organisation.

The last "Staff Satisfaction Survey" was conducted in November 2022 with the participation of 155 employees (40%). A new section regarding the HR Award has been added to the questionnaire. Of the employees surveyed, 35% are familiar with the HR Award logo and 37% are aware that the CAO subscribes to the principles of the Charter and Code of the HRS4R and has applied for the HR Excellence in Research award certification. 73% of the CAO employees perceive that the principles of gender equality are being observed and 48% are aware that an Ethics Committee has been established at the CAO.

During the spring and summer of 2022, the research staff of the CAO was contacted and interviews were conducted with selected researchers to better understand how they perceive their working conditions and what they think needs to be improved.

In December 2022, a survey was conducted to map longstanding administrative barriers to international mobility. A questionnaire was sent to R&D&I staff from abroad working at Czech research institutes, consisting of 30 questions focused on the motivation for pursuing a career in research, experience with administrative and cultural barriers, satisfaction with working conditions at the host organisation, use of support services, etc. Questions concerning the application of gender equality measures were also included. The aim was to obtain responses from at least 100 respondents; the resulting number was 137 responses.

## ACTIONS IMPLEMENTED IN THE INITIAL PHASE (2019–2023)

09/2019	A proposal is submitted by the EURAXESS Centre team to the CAO management to meet regarding the application for the HR Excellence in Research award certification
10/2019	Establishment of a working group in the TEAMS application



06/2020	Meeting of the working group to consult and share experiences with the evaluator Barbara Wahl, consultation with evaluators on whether an organization like the CAO is qualified to apply for HR Award certification
07/2020	Internal project proposal for applying for the HR Award drawn up
09/2020	The internal project proposal is discussed and approved at a meeting of the CAO management, it is decided the CAO will formally apply for the award, appointment of the Steering Committee and working group members
10/2020	An English version of the CAO website is prepared
29/10/2020	Creation of the CAO of the CAS profile in the HRS4R E-Tool and official submission of the Commitment Letter
02/11/2020	Commitment Letter Compliant received
15/01/2021	First meeting of the working group, division of the agenda, proposals for additions to the working group, establishment of a tentative work schedule
05/02/2021	Working group meeting, interim review of progress, sharing of experience
10/03/2021	Working group meeting, progress reports
06/2021	Director of the CAO Tomáš Wencel informs about the internal project regarding the HR Excellence in Research Award on the CAO's Intranet and what it means for the CAO
16/06/2021	Working group meeting to assess the current status of the application, particularly the GAP analysis
09/2021	Final version of documents sent for review and a reminder sent to all the CAO staff
10/2021	Working group meeting on received feedback and its incorporation into the document, the working group submits the GAP analysis, Action Plan, and OTM-R checklist to the Steering Committee for approval
12/11/2021	GAP analysis, Action Plan, and OTM-R submitted
<b>1Q/2022</b>	<b>Internal regulation establishing rules and requirements for remote working issued and an Agreement with the employee issued</b>
25/02/2022	Self-assessment documents submitted for assessment
10/03/2022	EC Consensus Letter with major revisions received – report received regarding the necessity to implement major revisions
31/03/2022	Meeting of selected Steering Committee members and the complete working group to discuss the assessment report and determine next steps
04/2022	A meeting of the CAO management, Steering Committee members tasked with gathering information on how their division or department provides R&D infrastructure and what types of support activities it provides – particularly to the CAS institutes

<b>2Q/2022</b>	<b>Introduction of 360° feedback for managers and key staff (pilot project)</b>
<b>2Q/2022</b>	<b>Manual to the Collective Agreement created</b>
<b>2Q/2022</b>	<b>Introduction of a functional “Cafeteria” benefits system</b>
04/2022	Work started on gathering input for “The CAO – the CAS institutes’ first port of call” document
<b>3Q/2022</b>	<b>New Intranet design</b>
08/2022	Discussion of the CAO research staff with the working group
15/09/2022	Brainstorming session of the working group and selected members of the Steering Committee
09/2022	Draft of “The CAO – the CAS institutes’ first port of call” document circulated to collect feedback
09/2022	Gender analysis conducted, preparation of Gender Equality Plan (GEP) initiated
<b>10/2022</b>	<b>Staff Satisfaction Survey conducted, questionnaire on barriers to research mobility distributed</b>
10/2022	A section added to the 2022 CAO Staff Satisfaction Survey with questions about the HR Award to determine how widespread awareness of the award effort is among employees
01/2023	In an interview with Director Tomáš Wencel posted on the CAO Intranet about the challenges of 2023 and what employees can expect in the near term, he also answered a query regarding the HR Excellence in Research Award certification and how obtaining it would benefit the CAO
<b>4Q/2022</b>	<b>Online occupational health and safety training (mandatory for all employees)</b>
01/2023	New documents and revisions to the Action Plan prepared, discussed, and approved by the Steering Committee
02/2023	Documents published in the HR Award section of the CAO website: Activity Report, Proposed Actions in the Action Plan, The CAO – the CAS institutes’ first port of call
03/2023	Application resubmitted via the HRS4R E-Tool
02/03/2023	To raise awareness of the HR Excellence in Research award, an interview with two members of the working group was posted in the CAO Intranet (SharePoint) News section about what standard of excellence the CAO is implementing in taking care of its human resources and how far it is with the process of implementing the Charter and Code – all staff informed
04/05/2023	To raise awareness of the Ethics Committee, an interview with its chair Josef Poborský presented the activities of the Committee – available in the SharePoint News section, all CAO staff informed



12/05/2023 Organisation of two talks by Mary Kate O'Regan on the topics of Advantages of HR Excellence in Research Interim Assessment, OTM-R, Renewal & Site Visit, including a Q&A and consultation