

Institute of Thermomechanics of the Czech Academy of Sciences

Action Plan (July 2023–July 2026)

Updated on July 13, 2023

Colors: New | Extended | Completed



HR EXCELLENCE IN RESEARCH

| No. | Action | Gap principles | Timing | Responsible Unit | Indicator(s)/Target(s) | Current Status | Resources / Remarks |
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| A1 | Strengthen awareness of internal regulations (Code of Ethics, regulations on intellectual property rights and their protection, dissemination and exploitation of results, evaluation process/rules) by moving them from the intranet to the Institute website and making them available in English. | 2,3,8,11 | 31/12/2021 | Office of Research Support | Ethics Code, IP regulations, regulations on exploitation of results, evaluation process/rules published on the Institute website in Czech and English | Completed | The relevant documents can be found at https://www.it.cas.cz/en/hrs4r in English and https://www.it.cas.cz/cs-hrs4r in Czech. |
| A2 | Appoint an external independent ombudsman to improve impartiality in resolving ethical disputes, work-related conflicts, issues of fair treatment and discrimination. Adopt an internal regulation to define the ombudsman's statute. | 2,10,34 | 31/12/2021 | Director | External ombudsman appointed and statute defined by internal regulation | Completed | The Ombudsman took up his duties in January 2022 and his service is governed by the Statute of the Ombudsman adopted in December 2021. The implementation of this action can be found at https://www.it.cas.cz/en/ombudsman-2/ in English and https://www.it.cas.cz/ombudsman/ in Czech. |

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| A3 | Develop the Institute's mission statement defining the key strategic goals of the organization and recognizing the HRS4R strategy as one of the tools to achieve the goals and communicate it on the Institute website to ensure researchers at all levels can familiarize themselves with the strategic goals of the organization. | 4 | 31/12/2022 | Director, Vice Director for R&D, International Advisory Board, Office of Research Support | Mission statement published on the Institute website | Completed | The mission statement can be found at https://www.it.cas.cz/en/about-us/mission-history/ in English and https://www.it.cas.cz/onas/mise-a-historie/ in Czech. |
| A4 | Organize an annual all-Institute seminar to allow the research department leaders to share their strategic goals across all research departments, facilitate inter-department collaborations and raise awareness of the research strategies among researchers at all levels. | 4 | 30/06/2022 | Vice-director for R&D, Office of Research Support | All-institute seminar organized every year | Completed | The Institute-wide seminar has so far been organised in June 2022 and June 2023. The next seminar will be held in June 2024. The implementation of this action can be tracked at https://www.it.cas.cz/en/events/ . |
| A5 | Communicate a link to a mental health counselling service to streamline access to mental health assistance for researchers | 7 | 30/06/2021 | Office of Research Support, WG1 of the HRS4R implementation team | Contact to mental health counselling service published on the Institute website | Completed | The link can be found at https://www.it.cas.cz/en/hrs4r/ in English and a number of links can be found at https://www.it.cas.cz/cs-hrs4r/ in Czech. The links are also available on the Institute's intranet. |
| A6 | Adopt and communicate a guideline for secure backup of research and confidential data stored in personal computing | 7 | 30/06/2022 | IT department, WG1 of the HRS4R | Data backup guideline adopted and published on the intranet | Extended | Extended to Q2 2026. Due to financial constraints, the current implementation is based on an open source cloud solution with limited |

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| | devices and provide the necessary software solution | | | implementation team | | | storage capacity. The solution cannot meet the needs of all staff for secure backup of their research data or PC data, but provides sufficient space for the most important or confidential files. The solution is available on the Institute's intranet or at https://tar.it.cas.cz/owncloud/index.php/login . The guidelines for using the solution can be found here: http://docs.it.cas.cz/doku.php?id=utinfo:owncloud . During the extended period, the Institute will work to find a more robust solution. A new action focusing on research data management has also been proposed. |
| A7 | Translate key internal regulations and training materials into English to enable access of researchers with foreign nationality to the same scope of information as provided to local researchers. This will include safety training materials, information about available research funding, and regulations on intellectual property rights | 7,23,31 | 31/12/2021 | Office of Research Support, Safety Officer | Regulations and training materials translated and regularly updated | Completed | The implementation of this action can be found at https://www.it.cas.cz/en/hrs4r/ and includes translated rules for internal projects and handling of research results (intellectual property protection, commercialisation, collaboration). The translated health and safety |

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| | and their protection, dissemination and exploitation of results (commercialization and knowledge transfer). Provide the translated safety training materials to the Safety Officer. | | | | | | training forms and materials have been made available to the Institute's safety officer. |
| A8 | Adopt and communicate a guideline on commercialization, knowledge transfer and intellectual property rights protection consolidating fragmented internal regulations on exploitation of results | 8,31 | 31/12/2022 | Office of Research Support, Chairman of the Commercialization Board, Director (to adopt) | Commercialization guideline adopted and published | Completed | The new internal regulation on "The Method of Handling Research, Development and Innovation Results" details the rules for intellectual property protection, exploitation/commercialisation of research results and collaborative research. The regulation can be downloaded from https://www.it.cas.cz/en/hrs4r/ in English and https://www.it.cas.cz/cs-hrs4r/ in Czech. The regulation is also available on the Institute's intranet. |
| A9 | Entrust the chairman of the trade union to negotiate improved working conditions for researchers endangered by discrimination (including female and elderly researchers) and to allow researchers to apply for a temporary reduction of workload (part-time working) for personal (family etc.) reasons either by | 10,24 | 31/12/2021 | Chairman of the trade union, WG1 of the HRS4R implementation team | Trade union chairman entrusted | Completed | The collective agreement has been updated (by adding Article 9h) to allow employees on open-ended contracts to request a reduction in their workload for family or health reasons. The collective agreement can be downloaded from https://www.it.cas.cz/en/hrs4r/ |

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| | means of the Collective Agreement or by internal regulation | | | | | | 4r/ in English and https://www.it.cas.cz/cs-hrs4r/ in Czech. |
| A10 | Update the evaluation methodology to extend the evaluation criteria to include national/international collaboration, administrative duties, public awareness activities, all types of mobility) during regular evaluations of researchers' performance and improve feedback quality (by adding a career advice note in the evaluation report). | 11,29,30 | 31/12/2022 | Evaluation Committee, Vice-director for R&D | Evaluation methodology updated | Completed | The Director's Order on the Methodology of Evaluation of Researchers was updated in 2021 and published on the intranet together with the updated evaluation form and evaluation guidelines. The evaluation form together with the essence of the evaluation rules are published in the Evaluation section at https://www.it.cas.cz/en/career/working-for-us/ in English and https://www.it.cas.cz/kariera/prace-u-nas/ in Czech. |
| A11 | Create an orientation kit for new researchers, which will include information about evaluation process/rules, code of ethics, access to research funding, mandatory safety training, employee benefits and social security provisions, and career development strategy/rules. The orientation kit will be provided to new hires (in electronic or paper form) after their admission to accelerate their orientation in the | 11,23,24,28 | 31/12/2022 | Office of Research Support, WG2 of the HRS4R implementation team | Orientation kit created | Extended | Orientation information for new researchers has been published in English at https://www.it.cas.cz/en/career/working-for-us/ and in Czech at https://www.it.cas.cz/kariera/prace-u-nas/ . However, the 2023 staff survey revealed that some new researchers felt that the information was not helpful for internal practicalities and |

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| | Institute's policies and guidelines and to help them familiarize with the internal processes | | | | | | that the induction process was not straightforward; to address these shortcomings, we propose three new actions (A25, A26 and A32). |
| A12 | Develop and adopt a gender action plan to encourage adequate representation of both genders at all levels of staff, and propagate the gender equality culture. Establish cooperation with a dedicated organization for this purpose. | 27 | 31/12/2022 | WG3 of the HRS4R implementation team | Gender action plan developed and adopted | Completed | The Gender Equality Plan for 2022-2024 can be downloaded from https://www.it.cas.cz/en/hrs4r in English and https://www.it.cas.cz/cs-hrs4r in Czech. The direct link to the English version: https://www.it.cas.cz/en/hrs4r/gep-it-cas-2022-2024_eng/ . |
| A13 | Develop, adopt and communicate the Institute's own Career Development Strategy describing the prospects the researchers can expect in the Institute and the milestones to reach them. The strategy will include provisions on the role of all types of mobility in the career development and access to career advice by means of consulting the supervisors/mentors. Communicate the strategy to all researchers including via the Institute website and the orientation kit. | 28,29,30 | 30/06/2022 | WG3 of the HRS4R implementation team, Director (to adopt) | Career Development Strategy adopted and communicated | Completed | The Career Development Strategy can be found at https://www.it.cas.cz/en/hrs4r in English and https://www.it.cas.cz/cs-hrs4r in Czech. However, as respondents to the 2023 employee survey repeatedly criticised the adopted strategy as lacking in quality, detail and strategic dimension, we are proposing a new action to review and update the strategy to address its shortcomings. |

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| A14 | Design and implement “training and supervision plans” (TSPs) for doctoral and postdoctoral researchers. The plans will include a clearly defined schedule, objectives, milestones and the first (immediate) and other supervisors. The plan must be signed by the researcher and his supervisors and regularly reviewed/updated with the frequency defined in the plan. The competency of the first supervisor will be endorsed by the signature of the department head. | 36,40 | 30/06/2022 | WG4 of the HRS4R implementation team, Director (to adopt) | Training and Supervision Plans for all doctoral and postdoctoral researchers created and signed, updated at intervals defined in the plan | Completed | As many PhD students have a parallel supervisor at their home university (different from our supervisor) and they routinely complete TSPs at the university, we have made our own TSPs optional and the Committee for Doctoral Studies will monitor the extent to which our TSPs are used. The TSPs have also been made optional for postdoctoral researchers, only part of the TSP required for the annual evaluation is compulsory for all PhD students. The TSP template can be downloaded from https://www.it.cas.cz/en/hrs4r in English and https://www.it.cas.cz/cs-hrs4r in Czech. The templates are also available on the intranet. |
| A15 | Develop a Training & Development site with training resources (links to training materials, online or class-based courses organized by the Czech Academy of Sciences, the Institute or third parties, e-learning etc.) covering all aspects of researchers’ skills including: | 3,8,31,37,38 | 31/12/2022 | Contact person for Training and Development | Education & Training site launched and regularly updated | Completed | The full site is only available to staff on the Institute’s intranet as many training materials are copyrighted by the training/workshop leaders. The resources related to Health & Safety are also available on the Institute’s website at |

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| | managerial/supervision skills, academic writing, writing proposals, intellectual property rights protection, language skills, presentation skills, negotiation skills etc. The site will include information about mobility opportunities and institutional funding (subject to availability). | | | | | | https://www.it.cas.cz/en/hrs4r/ in English and https://www.it.cas.cz/cs-hrs4r/ in Czech. |
| A16 | Implement a tool/solution for project management/team coordination to support a more efficient leadership of early-stage researchers and research/project teams. Make the tool available on the intranet. | 37 | Q3 2023 | IT department, WG4 of the HRS4R implementation team | Project management tool implemented and made available on the intranet | Extended | Extended to Q3/2023: The tool has been developed and is being tested, but is not yet available to employees as it is part of the new intranet, the launch of which has been delayed. |
| A17 | Appoint a contact person for Training and Development for all requests/queries related to access to training and measures for the continuous development of research staff (including mobility opportunities). The person will be responsible for developing training plans for different researcher roles/groups and developing/maintaining the Training & Development site (see action above). | 2,3,8,31,39 | 31/12/2021 | Director | Contact person for Training and Development appointed | Completed | The HRS4R Team Leader has been appointed as the contact person and can be reached via the Training & Development page on the intranet. He also maintains the page and organizes trainings for researchers. |
| A18 | Adopt a guideline for open, transparent and merit-based recruitment and selection of researchers at all levels aligned | 12–18 | 31/12/2022 | WG2 of the HRS4R implementation team, | OTM-R guideline adopted and communicated | Completed | The OTM-R guideline takes the form of the Internal Regulation on Procedures for Recruitment and |

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| | <p>with the Code of Conduct for the Recruitment of Researchers and recommendations in the OTM-R toolkit. Communicate it on the Institute website and using other channels. The guideline will: consider issues of disadvantaged or underrepresented groups, define admission rules for all career levels, career development prospects, selection criteria/merits, rules for recognizing the value of mobility and variations in the career chronology, rules for postdoctoral appointments, composition of selection committees, a complaint mechanism and feedback. A quality control system for OTM-R will also be implemented on the basis of supervision by staff knowledgeable in the Institute's OTM-R policy and archiving selection templates. The guideline will include a provision ensuring efficient communication of open permanent positions to researchers with fixed-term contracts.</p> | | | Office of Research Support, Director | | | <p>Selection of University-educated Staff of Research Departments and can be found at https://www.it.cas.cz/en/hrs4r in English and https://www.it.cas.cz/cs-hrs4r in Czech.</p> |
| A19 | Develop an evaluation template for selection committees to assist them in applying the provisions of | 14,16–19 | 31/12/2022 | WG2 of the HRS4R | Evaluation template developed and made available to the | Completed | The evaluation template can be downloaded from |

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| | <p>the OTM-R guideline during the evaluation of candidates. The template will also include guidelines for selection committees and for interviewers, rules for recognizing the value of the mobility experience and variations in the career chronology of candidates and provide reference information on the procedure for the recognition of academic qualifications (including the national legal framework, national recognition tools and other available channels such as enic-naric.net). The template will be made available on the intranet.</p> | | | <p>implementation team</p> | <p>selection committees on the intranet</p> | | <p>https://www.it.cas.cz/en/hrs4r.</p> |
| A20 | <p>Develop a sustainable system to raise awareness of internal issues (ongoing research projects and research funding opportunities, staff changes, new policies/tools/processes, events, updates on HR Award activities, employee benefits, fulfilment of the Gender Equality Plan, etc.).</p> | 4 | Q2/2024 | WG1 + Office of Research Support | <p>I20.1 A system developed and implemented.</p> <p>I20.2 Awareness of internal issues tested every two years through employee surveys.</p> | New | <p>The 2023 staff survey revealed that up to 42% of respondents who are researchers would like to be better informed about internal issues at the Institute. This action will help to close this gap by developing a better information system for staff that is sustainable and achievable by current administrative and support staff. Progress in raising</p> |

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| | | | | | | | awareness will be monitored through regular surveys. |
| A21 | Review and update the Institute's Career Development Strategy for researchers. | 28,29,30 | Q4/2024 | WG3 + WG4 + Vice Director for R&D | I21.1 The Career Development Strategy for researchers updated – shortcomings of its quality, detail and strategic dimension addressed. | New | Respondents to the 2023 staff survey repeatedly pointed at unclear career development rules and the newly adopted Career Development Strategy as lacking in quality, detail and strategic dimension. This action aims to address the shortcomings of the strategy. Stakeholder involvement in the process needs to be improved to ensure better adoption of this important strategic document. |
| A22 | Develop a policy to replace the current practice of noncompetitive appointment of research department heads with a new practice based on a competitive process. Update the OTM-R process and related policies accordingly. | 12, 13, 14 | Q2/2025 | WG2 | I22.1 Guidelines for a competitive process for the selection of candidates for the position of research department heads defined and implemented in the internal regulations. | New | According to the Institute's Organizational Rules, the Director has the authority to appoint and remove the heads of the scientific departments. The selection of candidates for appointment, however, is not competitive. The majority of respondents to the 2023 staff survey believe that the heads of scientific departments should be selected by a selection procedure (internal or |

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| | | | | | | | external). This is in line with the results of the 2020 staff survey. This action aims to establish a competitive process of selecting candidates for appointment by the Director. The new policy will be reflected in the relevant policies, in particular in the internal regulation on recruitment and selection of research staff. |
| A23 | Develop a return-to-work process after an extended employee absence. | 10,24 | Q2/2024 | WG3 | <p>I23.1 Return-to-work process defined and communicated with relevant stakeholders.</p> <p>I23.2 Good practice for the return-to-work established and guidance written.</p> | New | Researchers who have long absences from work, for example due to parental leave, illness or other reasons, may have a slower return to their original work performance if they are disconnected from what is happening in their research team and in the institute as a whole. The level of communication with staff during their absence varies between departments. The aim of this action is to facilitate the return to work of researchers who have been absent for a long period of time by establishing a process to |

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| | | | | | | | ensure that absent staff are kept regularly informed about changes in the organisation, new arrangements, changes in procedures and policies, progress of research projects, changes in team composition, social events, etc. |
| A24 | Establish and communicate a clear and transparent remote work policy. | 24 | Q4/2023 | WG3 + Director + Vice Director for Financial Affairs & Operations + dept. heads | I24.1 Policy established and communicated to employees. | New | According to the 2023 staff survey, over 60% of respondents (both research and non-research staff) would like to see clear rules on allowing home working. This action aims to establish and communicate a clear and transparent policy on remote working. |
| A25 | Create a more efficient induction process to facilitate a smooth transition to the onboarding phase for new employees | 23,24 | Q2/2025 | WG2 + Vice Director for Financial Affairs & Operations + Payroll dept. + IT dept. | I25.1 Induction process defined; guidance and tools created. I25.2 Responsible persons appointed. | New | The Institute does not have an HR department and the agenda for recruitment, selection, hiring, induction and onboarding of staff is spread across a number of functions including the Director, Research Departments Heads, Payroll, IT, Vice Director for Financial Affairs & Operations and the Office of Research Support. This makes the process of |

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| | | | | | | | <p>hiring new staff complex and cumbersome. In the 2023 staff survey, some new researchers expressed the feeling that the induction process was not straightforward. This action focuses on the induction phase (usually the first week after the start date) and aims to establish a network of contact points who will be equipped with the necessary knowledge and tools to help new staff with common administrative tasks such as paperwork, access to IT services, mandatory health check, OHS training, etc. This action will enable a smooth transition from the induction to the onboarding phase for new staff.</p> |
| A26 | Establish the practice of onboarding buddies for new researchers. | 23,24 | Q2/2025 | WG2 + Office of Research Support | <p>I26.1 Practice established, recommendations/guidelines formulated and communicated to relevant stakeholders.</p> <p>I26.2 Information about the process</p> | New | <p>In order to further improve the onboarding process, this action builds on the previous one and focuses on the adaptation of new researchers to the lab/research environment. Buddies are researchers who help new researchers to get up to speed quickly by</p> |

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| | | | | | included in the onboarding information. | | introducing them to the research team and its processes, sharing experiences about with the internal functioning of the Institute, etc. |
| A27 | Create a process/tools for obtaining feedback from departing employees. | 11,30 | Q4/2023 | WG2 | I27.1 A process/tools created and communicated to relevant actors through internal channels (tools made available on the intranet) | New | Currently, the Institute does not collect information from departing researchers to learn about their satisfaction with their career at the Institute. This action aims to close this gap by creating a process/tool to use the experience of departing researchers to improve the Institute's career development strategy and the quality of the research environment in general. |
| A28 | Expand the range of recruitment tools - implement an e-recruitment tool for research positions, create a recruitment process checklist to ensure compliance with the OTM-R policy, create a conflict of interest reporting form for the selection committees and candidates, and identify online tools that can be used to ensure gender-neutral language in job advertisements in English. | 13, 27 | Q4/2025 | WG2 | I28.1 E-recruitment tools reviewed and an appropriate online tool for recruitment of researchers identified and implemented. I28.2 Recruitment tools expanded and made available to relevant stakeholders (recruitment process | New | This action aims to improve the overall quality of the recruitment process by providing the relevant actors with the necessary tools to ensure compliance with the OTM-R policy. |

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| | | | | | checklist, conflict of interest reporting form, online tool to check gender-neutral language in job advertisements). | | |
| A29 | Monitor developments and align with the action plan of the Czech Academy of Sciences following the signing of the agreement with the Coalition for Advancing Research Assessment (COARA) in November 2022. | 14, 15, 16, 17, 18, 19, 20 | Q2/2026 | Vice Director for R&D + WG1 + WG2 | <p>I29.1 Responsible person appointed to monitor the activities of the Czech Academy of Sciences in COARA.</p> <p>I29.2 Evaluation rules/practice aligned with the CAS's action plan for COARA (to be published in November 2023).</p> | New | In November 2022, the Czech Academy of Sciences (CAS) signed an agreement with the Coalition for Advancing Research Assessment (COARA). COARA's vision is that the assessment of research, researchers and research organisations recognises the diverse outputs, practices and activities that maximise the quality and impact of research. This requires basing assessment primarily on qualitative judgement, for which peer review is central, supported by responsible use of quantitative indicators. CAS will announce its action plan for implementing the COARA principles in November 2023, and it is expected that the action plan will be binding on CAS's institutes. As this is a critical step in |

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| | | | | | | | improving the evaluation of researchers in the long term, this action aims to monitor CAS's activities in this area and to align the Institute's evaluation system with the COARA principles/CAS's action plan. |
| A30 | Implement a process for managing open science/FAIR data requirements and research data management issues | 7,8,9 | Q2/2026 | WG1 + Director + contact person for open science/data | <p>I30.1 Appointed a point of contact for the issues of Open Science/FAIR data and research data management.</p> <p>I30.2 Institute-wide policy on Open Science/FAIR data and research data management issues developed and adopted. Access to relevant services/infrastructures made available to researchers.</p> | New | This action follows on from Action 6 on secure backup strategies for research data, and is motivated by the growing need to provide researchers with tools to meet the requirements in the area of Open Science/FAIR data. The issue is being addressed at the level of the Czech Academy of Sciences and will require the Institute to implement relevant guidelines and provide researchers with access to relevant services/infrastructures. |
| A31 | Improve the adoption of internal regulations/policies by establishing a practice of adding simple executive summaries to the preambles of the key internal regulations/policies. These summaries should explain the | 4 | Q2/2024 | All WGs | I31.1 Key internal regulations/policies that require summaries identified. | New | The aim of this action is to improve the understanding of key internal policies relevant to researchers and thus to improve their adoption and implementation. |

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| | purpose of the regulation/policy and describe the main provisions and policy choices. | | | | I31.2 Summaries added to identified regulations/policies | | |
| A32 | Review and update the onboarding information to help new researchers with more practical internal aspects | 23, 24, 28 | Q1/2024 | WG2 + Office of Research Support | <p>I32.1 Intranet-based step-by-step procedures for researchers reviewed, updated and translated into English.</p> <p>I32.2 Intranet procedures combined with induction information on the Institute's website to provide a more comprehensive induction package aimed at both policy awareness and management of internal practicalities.</p> | New | In the 2023 staff survey some new researchers felt that the onboarding information was not complete and did not provide enough information to help with internal practicalities. This action will combine the more general onboarding information available from the Institute's website with the more detailed step-by-step procedures available on the intranet. The step-by-step procedures for researchers will be reviewed and updated. The resulting orientation material will be translated into English and published on the intranet. The more general guidance will remain on the Institute's website. |
| A33 | Increase support for the long-term development of the English language skills of administrative staff supporting international researchers. | 10 | Q4/2025 | WG1 + WG3 + Office of Research Support | I33.1 Administrative and support functions relevant to international researchers identified, | New | This action aims to improve the quality and efficiency of the administrative services provided to international researchers by enabling the continuous improvement of |

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| | | | | | <p>recommended language requirements for future job advertisements defined for relevant functions.</p> <p>I33.2 A voluntary program for relevant staff to improve their level of English established.</p> | | the English language skills of relevant administrative and support staff. |
| A34 | Communicate the implications of the mission statement and add a vision to the mission statement. | 4 | Q4/2024 | Director, Vice Director for R&D, International Advisory Board | <p>I34.1 Implications of mission explained and communicated to researchers.</p> <p>I34.2 Vision added to mission.</p> | New | Some respondents to the 2023 staff survey missed a vision in the Institute's mission statement and felt that the implications of the mission statement for researchers should be explained and communicated. The timing is proposed to allow the International Advisory Board, which meets only once a year, to be consulted on this issue. |
| A35 | Mandate the trade union to negotiate an extension of the Collective Agreement's provision on temporary workload reduction to include employees with fixed-term contracts and to extend the | 24, 28 | Q1/2024 | Trade union, WG3 | I35.1 Trade union mandated, terms of temporary workload reduction discussed with institute management. | New | Some respondents to the 2023 staff survey suggested that employees on fixed-term contracts should also be able to request a temporary reduction in |

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| | possible reasons for reduced working hours beyond family and health reasons. | | | | I35.2 The collective agreement updated if the negotiations are successful. | | workload, and that the reasons should not be limited to family or health reasons. |
| A36 | Undertake a gap analysis of the current system of remuneration of researchers at all levels in terms of fairness and transparency and in relation to the performance, level of qualification and responsibilities of researchers. | 26 | Q4/2024 | WG3 + Director | I36.1 Gap analysis completed and communicated to stakeholders. I36.2 Follow-up actions defined. | New | Although we did not find any gaps in the Funding and Salaries Principle in the initial gap analysis submitted in March 2021, the 2022 gender audit revealed a gender pay gap and the 2023 Staff Survey revealed that many researchers, especially early-stage researchers, expect fairer pay and more transparency in setting salaries. The aim of this action is to identify where current remuneration practices are unfair or not transparent, taking into account the Institute's budgetary constraints and decide follow-up actions. |