

Internal Review

Case number: 2020CZ477972

Name Organisation under review: Institute of Atmospheric Physics of the Czech Academy of Sciences

Organisation's contact details: Boční II 1401, 141 00 Prague 4, Czech Republic

1. Organisational Information

Please provide an update of the key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS – k 31.12.2025	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	69,55
Of whom are international (i.e. foreign nationality) *	16,9
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	20,05
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	45,6
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	7,5
Of whom are stage R1 = in most organisations corresponding with doctoral level *	16,45
Total number of students (if relevant) *	0
Total number of staff (including management, administrative, teaching and research staff) *	91,6
RESEARCH FUNDING (figures for most recent fiscal year) data za 2025, kurz eura 24,688 Kč	€
Total annual organisational budget	6 197 869
Annual organisational direct government funding (designated for research)	4 586 965
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1 611 648
Annual funding from private, non-government sources, designated for research	436 234

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

The Institute of Atmospheric Physics of the Czech Academy of Sciences (IAP) belongs to the foremost national research institutions. The subject of its activities is scientific investigation of the atmosphere in its whole vertical extent, its interactions with other geospheres and with the society, the investigation of the magnetosphere and the cosmic space with focus on the solar system, monitoring and special measurements, data evaluation and their transfer into worldwide data networks, and the development of special apparatuses.

IAP is divided into four research departments and the Technical and Economic Management. In addition to this, the Institute runs 5 observatories.

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the four thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Ethical and professional aspects:
Remarks (max 500 words)
Strengths - IAP provides sufficient research freedom to its employees - Ethical principles are fully implemented in accordance with the Code of Ethics for Researchers of the CAS, the field of ethics of scientific work and protection of intellectual property is regularly discussed on meetings of individual departments - IAP's employees observe all conditions of professional approach to the work on projects - IAP's internal documentation encompasses all legislative requirements regarding the activities of a public research institution - IAP has qualified administrative staff to support researchers - The issues of discrimination and equal opportunities are dealt with in the internal rules which are in harmony with national regulations, and the researches do not perceive this principle as a problem one (according to the results of the questionnaire survey 2025) - The majority of old valid internal documents are available also in English and published on internal website, all newly issued internal documents are bilingual - The electronic form for the unified appraisal system of researchers is fully implemented and is positively evaluated by employees - Regular engagement to the public through open day events, excursions to research premises, presentations at events directed to the public and to the educational institutions, participation in the Open Science program (internships for high school students) - For more efficient communication of the work of researchers to the general public, the position of PR officer was newly established - For providing consulting activities in research activities, especially in the creation and fulfillment of scientific concepts, the development of scientific fields, and the establishment of international cooperation, as well as for the creation of recommendations for the activities of scientific teams, an international advisory board has been established - For the protection of employees' rights in the field of labor law and the ethics of scientific research activities, a new position of ombuds(wo)man has been established at the Czech Academy of Sciences - Thanks to membership in the CzechELib consortium and transformative agreements, we have the opportunity every year to publish a limited number of articles (e.g., for the year 2026, 5 items) for free in Gold Open Access mode in scientific journals of several major publishers (Elsevier, Springer) - Although all strategic documents have a limited period of validity, they are regularly updated if necessary Weaknesses - There is no unified system of annual appraisal of non-scientific employees by their superiors which would motivate them and thus influence their work performance - The restriction of the budget of the Czech Academy of Sciences leads to a decrease in the competitiveness of research teams at IAP compared to teams from other organizations in developed ERA countries - The international evaluation of the institutes of the Czech Academy of Sciences for the period 2020-2024 indicated that ethical aspects should

be supported more systematically, in particular through targeted awareness-raising and educational activities and through clearer communication of the available mechanisms for reporting ethical concerns

- The approach to Open Access and securing funds for publications is often addressed only within grant projects due to the high financial demands; there is no unified approach or recommendation for the entire institution. If a researcher is not working on a grant project, their ability to finance the publication of an article may be limited
- Work on the new website had still not been completed
- Young researchers perceive the missing opportunity for mutual meetings and collaboration
- Financing of doctoral students is complicated; if students are admitted to a project, the problem is the different length of the project compared to the length of the doctoral study.

Recruitment and selection:

Remarks (max 500 words)

Strengths

- The recruitment process is in harmony with the Labour Code
- The recruitment process is comparable to that of similar organizations in the Czech Republic and abroad
- Applicants for jobs at IAP are not discriminated on the basis of age, sex, religion, nationality, ethnic origin, disability, political opinions, or economic background
- An interruption of an applicant's career does not influence his/her evaluation; the applicant's qualities are evaluated according to his/her professional history and performance
- Mobility experience is considered to be an important benefit to researcher's career, foreign experience is perceived as a possibility for strengthening international cooperation and the competitive ability of work teams; mobility is not a requirement for evaluation of researcher
- The recognition of qualification is sufficiently transparent; every newly hires researcher is made acquainted with Board Certification and Career Development Rules of the CAS
- Low employee fluctuation
- OTM-R policy of IAP was set of as an internal regulation, process of recruitment and selection was clearly described and complemented by templates
- Permanent committees for the selection of new staff are established and their work respects the OTM-R policy, committee members were trained in the field of recruitment
- Vacancies for researcher positions are always published both nationally and internationally (via EURAXESS)
- A significant increase in the number of young foreign researchers over the past 5 years (FTE from 6,6 to 16,9; 13% increase on total 24%)

Weaknesses

- The number of employees depends, to a large degree, on grants obtained and projects, that's why it is difficult to plan it from the long-term point of view
- Administrative obstacle - newly selected foreign researchers from outside the EU wait for a long time for work visas
- Economic obstacle - low attractiveness of the Czech Republic for researchers from developed countries due to lower salary standards
- Not all relevant information is available on the website for potential applicants for employment at IAP (e.g. recognizing of international qualifications, information on the standard course of the selection process, information on the procedure for filing complaints about the course of the selection process)
- Members of the selection committees were trained, but there is no system of continuous and regular training (e.g., online)
- The external presentation of IAP as an employer is still developing and could be strengthened further through more systematic use of communication channels aimed at international candidates
- There is a lack of feedback from successful candidates from the course of the selection process (e.g., after 3 months of starting).

Working conditions:

Remarks (max 500 words)

Strengths

- The observance of working conditions is guaranteed by the Czech legislation and by CAS Career Development Rules; they are also defined by the Collective Agreement
- The researchers are provided with equipment comparable to international standards
- IAP's employees are offered the possibility of working part-time
- IAP supports women involvement in senior positions, and enables to harmonize family and career by offering part-time jobs, home office and flexible working hours
- IAP's employees are offered the possibility of home office if they are interested in it and their position enables it
- Researchers from V4 level up have indefinite contracts, which increases employment stability
- A fully electronic financial system for handing on and administration of financial documents and travel expense reports
- A fully electronic system for occupational safety training, fire protection, driver training, online reservation system for meeting rooms and company vehicles
- Teaching at universities is perceived as an important part of researchers' job; IAP enables its employees teaching at universities thanks to the possibility of organizing one's working hours as needed
- The Electoral Regulations of Institute Board guarantees that any researcher from V3 level up may vote and be elected to Institute Board, which assures the participation of everybody in the decision-making process
- Employees are well informed about CAS Career Development Rules, the possibility of IAP Career Development Rules was rejected in questionnaire survey
- Manual for newly hired employees is available for (not only) new employees in Czech and English version and is perceived positively
- The working environment at IAP is almost fully bilingual
- The complaint filing procedure is clearly defined, the position of the Ombudsman was established for all institutes of the Czech Academy of Sciences
- According to the results of the questionnaire survey, 97% of employees perceive the atmosphere at the workplace as friendly, and the vast majority of respondents state that the working conditions at the workplace allow them to balance work with personal and family life.

Weaknesses

- Grant and project sources are too an important part of the salary compared to the guaranteed salaries, which may influence the stability of work teams and the attractiveness of the institution
- Although the complaint filing procedure is defined, some employees are not familiar with this process
- In our scientific campus we only own our building; with the increasing number of employees, we are beginning to encounter problems with insufficient capacity (e.g. lack of offices)
- There is a lack of information and rules about aspects of cybersecurity and safety when working with AI
- IT support is fragmented and understaffed, competencies and responsibilities are not clearly defined. An IT manual has been created but needs improvement.

Training and development:

Remarks (max 500 words)

Strengths

- A functional system of specialized monthly seminars for sharing of results of research work open to all IAP staff
- Regular meetings to solve current problems within the top management (director of the Institute + heads of departments + scientific secretary + deputy director + a trade unions representative) – Board of Directors
- Financial resources from the education fund were used in the past three years (2023-2025) for training employees in the field of Stress Management (9 participants), Effective internal communication (10 participants), Python programming course (14 participants), language courses (English and Czech for foreigners – 12 participants). Administrative staff regularly participate in training when legislation changes and before the introduction of new regulations.
- Professional development of researchers is regularly evaluated through the unified appraisal system, fully electronic and with feedback from the head of department and from evaluation committee.
- Most employees of ÚFA (68%) perceive the conditions for career development as the same for everyone (based on a 2025 questionnaire survey)
- The position of mentor is not officially established, but is common practice and is performed by the head of department or supervisor.
- From 2026, a new program of the Academy of Sciences of the Czech Republic was launched - the Academy of the Future – to support the scientific excellence. The IAP will draw funds from it for short-term internships of researchers at foreign institutions.

Weaknesses

- Systematic regular non-scientific employee appraisal is missing
- Skills development and career planning remain an individual matter for those employees who are interested in this topic
- Providing training across all departments is usually financially demanding if it is not possible to cover the training with internal capacities. In past years, part of the training was funded by European programs, but currently there is no external source for training. Organizing such events is also very time-consuming and requires a lot of coordination and communication
- Limited opportunities for cooperation between individual departments.

Have any of the priorities for the short and medium term changed? (max 500 words)

No, none of the priorities have significantly changed.

Have any of the circumstances in which your organization operates changed and as such have had an impact on your HR strategy? (max 500 words)

Despite the decline in inflation in the past period, the gap between rising living costs (in the case of Prague, mainly high financial costs of housing) and stagnant wages continues to deepen. A high degree of uncertainty in planning individual projects and business trips is a consequence of the ongoing war in Ukraine and the new conflict on the Arabian Peninsula (increase in fuel prices, change in flight zone routes). In March 2026, there was a planned change in the position of the director of the institution.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

There are not any strategic decisions under way.

3. Actions

Please consult the list of all actions you have submitted as part of your HR Strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also select new objectives.

Note: Choose one or more of the principles from the GAP Analysis with their implementation ratings: New, In Progress, Completed, Extended

Proposed ACTIONS

Principles:

- ☐ 1. Research freedom ☐ 2. Ethical principles ☐ 3. Professional responsibility ☐ 4. Professional attitude ☐ 5. Contractual and legal obligations
- ☐ 6. Accountability ☐ 7. Good practice in research ☐ 8. Dissemination, exploitation of results ☐ 9. Public engagement ☐ 10. Non discrimination
- ☐ 11. Evaluation/ appraisal systems ☐ 12. Recruitment ☐ 13. Recruitment (Code) ☐ 14. Selection (Code) ☐ 15. Transparency (Code)
- ☐ 16. Judging merit (Code) ☐ 17. Variations in the chronological order of CVs (Code) ☐ 18. Recognition of mobility experience (Code)
- ☐ 19. Recognition of qualifications (Code) ☐ 20. Seniority (Code) ☐ 21. Postdoctoral appointments (Code) ☐ 22. Recognition of the profession
- ☐ 23. Research environment ☐ 24. Working conditions ☐ 25. Stability and permanence of employment ☐ 26. Funding and salaries
- ☐ 27. Gender balance ☐ 28. Career development ☐ 29. Value of mobility ☐ 30. Access to career advice ☐ 31. Intellectual Property Rights
- ☐ 32. Co-authorship ☐ 33. Teaching ☐ 34. Complaints/ appeals ☐ 35. Participation in decision-making bodies ☐ 36. Relation with supervisors
- ☐ 37. Supervision and managerial duties ☐ 38. Continuing Professional Development ☐ 39. Access to research training and continuous development
- ☐ 40. Supervision

	GAP Principles	Timing (at least by year's quarter/semester)	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
ACTION 1 Setting of the Institute's strategy (divided into several parts – research strategy, international cooperation strategy, HR management strategy etc.) Defining visions, IAP's mission	4	2Q/2022	<i>The institution's management-the Director in cooperation with the heads of departments and the Technical and Economic Management</i>	<i>Document (integrated conception) published on the website, information to all employees at the regular assembly in October 2021, ongoing information on the work progress to the steering committee (and through its members to the individual departments)</i>	Completed	All strategic documents remain valid, the Research Strategy was updated for the period 2025-2029 and approved by the Institute Board on February 11, 2025.
ACTION 2 Setting and unification of internal communication a) Agenda for sharing of information on projects and subsidy/grant possibilities – creation of a section on the internal webpage where information will be published and	1, 3, 4, 5, 25, 32	2Q/2021	<i>a) Project Department (Technical and Economic Management) in cooperation with scientific secretary</i>	<i>a) Section on the Institute's internal website, information sent to employees by e-mail and communicated at the regular assembly in October 2021</i>	Completed	In last period, the flow of information was adjusted. Information was passed by the director of the institution to the heads of individual departments, who then pass it on specifically to the employees in department meetings. In this way, all employees are not overwhelmed with joint emails, and the information gets to where it is supposed to. The original solution using a section on the intranet was therefore replaced by a new way of conveying information, because it proved to be ineffective.

<i>archived</i>						
ACTION 3 Setting and unification of internal communication <i>b) Description of conflict solving process and its publication</i>	34, 36, 37	2Q/2021	<i>b) Personnel specialist together with the Institute's management and the trade union</i>	<i>b) Document published on the institution's internal website, information about the document at the regular assembly in October 2021</i>	Completed	An update of the document was carried out in connection with the new position of the Ombudswoman of the Czech Academy of Sciences.
ACTION 4 Setting and unification of internal communication <i>c) Setting of the management / leadership system (unification of the minimum frequency of meetings within the whole institution, information sharing, preventing problems and solving their escalation etc.)</i>	1, 2, 3, 4, 25, 32, 34, 36, 37	3Q/2021	<i>c) The director with the heads of departments</i>	<i>c) Internal regulation which sets the minimum frequency of meetings of individual departments once a month, sent to all employees via e-mail and published on the institution's internal website</i>	Completed	The director of the institution is responsible for fulfilling the tasks arising from the directive, and he continuously monitors their fulfillment during meetings of Board of Directors.
ACTION 5 Setting and unification of internal communication	1, 2, 3, 4, 32	4Q/2021	<i>d) Personnel specialist together with the heads of departments</i>	<i>d) publication of the Code of Ethics of the Czech Academy of Sciences on the internal website, basic information on the</i>	Completed	This item remains unchanged.

d) <i>Raising the awareness of researchers in the field of ethics of scientific work and protection of intellectual property so that this field is properly understood by all researchers</i>				<i>ethics of scientific work and protection of intellectual property given in Manual for newly hired employees (see point 4d of the Action Plan) and regularly updated, inclusion of the topic in regular meetings of individual departments at least once a year</i>		
ACTION 6 Modification of the internal appraisal system, including unification of the remuneration system a) <i>Modification of the unified appraisal system of researchers (attestation procedure) – introduction of an electronic form, better / more detailed feedback for the appraised employees; creation of a unified annual appraisal system of other</i>	11, 28, 36	4Q/2021	<i>Heads of departments together with personnel specialist</i>	<i>Electronic form for attestation procedure, internal regulation on regular appraisal of other employees, annual appraisal summary sent by the heads of departments for the director, recommendations for appraisal officers, information on the new system sent via e-mail to all employees and published on the institution's internal website</i>	Completed	The electronic form for the appraisal system of researchers works well; no remarks were recorded regarding the evaluation process. According the questionnaire survey from September 2025, the most employees consider the online form to be beneficial. Newly, action no. 29 follows this action.

<i>employees</i>						
ACTION 7 Modification of the internal appraisal system, including unification of the remuneration system <i>b) IAP Career Development Rules – questionnaire survey, whether the need of a separate career development rules is perceived. A synopsis of the CAS Career Development Rules should be made available to the employees on the intranet</i>	28	1Q/2021	<i>Personnel specialist in cooperation with Technical and Economic Management</i>	<i>Result of the questionnaire survey from the meetings of individual departments – final decision in the minutes of the working group meeting, an extract from the Career Rules placed on the institution's internal website and information about it at the regular assembly in October 2021</i>	Completed	This item remains unchanged.
ACTION 8 Modification of the internal appraisal system, including unification of the remuneration system <i>c) Distribution of</i>	26, 28, 33, 40	3Q/2021	<i>The director in cooperation with heads of departments</i>	<i>Internal document – recommendations for the heads of departments, publication of the document on the institution's internal website, informing the heads of departments at the Board of Directors and subsequently all employees at the meetings of individual</i>	Completed	The responsible person for fulfilling the tasks arising from the directive is the director, who updates the list if necessary.

<i>bonuses – creation of a list of activities which should be reflected by the bonus (in the form of recommendation for the heads of departments)</i>				<i>departments</i>		
ACTION 9 Processing of the recruitment and adaptation procedure a) <i>Standardization of rules for the recruitment process</i>	4, 12, 13, 14, 15, 16, 17, 18	2Q/2021	<i>Personnel specialist in cooperation with heads of departments</i>	<i>Internal regulation describing the recruitment and selection process, including templates for publication of advertising for vacancies, published on the institution's internal website and sent to all employees by e-mail, relevant employees confirm their understanding of internal regulation by signing the minutes of the selection process</i>	Completed	All procedures and documents remain in effect; only changes have been made in the composition of the permanent selection committees.
ACTION 10 Processing of the recruitment and adaptation procedure b) <i>Information on vacancies on the website of the Institute, the CAS, and at Euraxess, possibility of making use of social networks</i>	4, 12, 13, 14, 15	1Q/2021	<i>Personnel specialist</i>	<i>Published vacancies in the archive, regular annual recruitment reports</i>	Completed	All research vacancies are also published in English on the Euraxess website. The information about new hires is provided in the institution's annual report. The newly hired PR officer created the institution's account on the social network LinkedIn; in the future, we expect to advertise job openings through this portal as well.

ACTION 11 Processing of the recruitment and adaptation procedure c) Training in recruitment – training of all department heads and other relevant recruitment staff	4, 12, 13, 14, 15, 16, 17, 18, 30	3Q/2021	Personnel specialist	Courses in progress, attendance list, number of trained employees	Completed	The composition of the committees was changed and the new members of the committees were trained.
ACTION 12 Processing of the recruitment and adaptation procedure d) Manual for newly hired employees published in Czech and English language	4, 21, 30, 40	2Q/2021	Personnel specialist in cooperation with working group	Manual published on the institution's internal website and handed over to each new employee, monitoring feedback from new employees	Completed	Manual is regularly updated, and the Personnel specialist takes care of its distribution to all newly hired employees. According to the questionnaire survey from September 2025, the most employees consider the Manual to be beneficial.
ACTION 13 Setting of a unified outward presentation a) Creation and publication of communication and marketing strategy	8, 9	4Q/2021	Working group – popularizers in cooperation with Technical and Economic Management	Document – strategy – published on the website of the institute, acquaintance of employees with the document in progress at the regular assembly in October 2021 and sending the link to the final version by e-mail to all employees	Completed	In connection with the creation of a new PR officer position, the strategy was updated.
ACTION 14 Setting of a unified outward presentation b) Creation and	8, 9	4Q/2021	Working group – popularizers in cooperation with Technical and Economic Management	Document – strategy – published on the website of the institute, acquaintance of employees with the	Completed	In connection with the creation of a new PR officer position, the strategy was updated.

<i>publication of popularization strategy</i>				<i>document in progress at the regular assembly in October 2021 and sending the link to the final version by e-mail to all employees</i>		
ACTION 15 Setting of a unified outward presentation c) Acquisition of new equipment for the popularization of research outputs and its use for popularization purposes	8, 9	2Q/2021	Working group – popularizers in cooperation with Technical and Economic Management	Planeterrella device, retrofitting the lecture theatre at the Milešovka meteorological observatory, number of organized presentations/lectures per year	Completed	This point remains unchanged; the Planeterrella is presented to the public several times a year as part of popularisation events. The largest regular popularization events during the year are Night of Researchers in September, Week of the Czech Academy of Sciences in November, and the Science Fair in June. At all these events, the Planeterrella plays an important role. In the observation tower of the Milešovka observatory, during the first year of operation after reconstruction, attendance exceeded 17,000 people. In 2025, 5 lectures took place in the lecture hall at Milešovka, and about 60 lectures take place during regular events both at Milešovka and in the main building of IAP.
ACTION 16 Interconnection with the commercial sector - drawing up rules for the cooperation with the commercial sector	6	2Q/2022	The Technical and Economic Management Department in cooperation with the director and the heads of departments	Document – internal regulation – sent to all employees by e-mail and published on the institution's internal website	Completed (Cancel)	Given the institution's scientific focus almost exclusively on primary research, we have still not noticed the need to explore this topic in more detail.
ACTION 17 Proposing the possibilities of further	30, 37, 38, 39	2Q/2021	Working group	Document – spheres of training – part of the Manual for newly hired employees (see point 4d of the Action	Completed	The point remains unchanged, the list of trainings is continuously updated.

education of researchers, including career development <i>a) Making up a list of trainings, spheres that can be passed through, possibilities of internships, summer schools etc. relevant for each department</i>				Plan)		
ACTION 18 Proposing the possibilities of further education of researchers, including career development <i>b) Earmarking of resources for funding – formation of an “education fund” for each department according to the interests and needs of each employee; the head of department will be the guarantor of suitability and</i>	30, 37, 38, 39	2Q/2021	Financial preparation of the Technical and Economic Management Department	Internal regulation introducing the distribution of funds for training into individual departments, information on the possibility of drawing funds for training sent by e-mail to all employees, number of supported trainings per year	Completed	The education fund works well, covering the costs of individual courses and training within the department. The head of the institution is informed about the use of the educational fund at the end of the year. This established system of individual education will complement action no. 27, which will consist of joint training sessions.

<i>usefulness</i>						
ACTION 19 Bilingual institution <i>a) Translation of internal documents into English</i>	10, 24	1Q/2021	<i>Technical and Economic Management, working group</i>	<i>Publication of the translated documents on the institution's internal website, a bilingual version of the newly created internal documents published on the institution's internal website</i>	Completed	Nothing changes at this point, all newly created internal documents are bilingual. The survey revealed that 90% of respondents believe that IAP does enough to ensure that foreign employees receive the same information as Czech-speaking employees.
ACTION 20 Bilingual institution <i>b) Language courses for the administrative staff</i>	10, 24	2Q/2023	<i>Technical and Economic Management</i>	<i>Courses in progress, attendance lists, number of participants and number of course hours</i>	Completed	Online individual courses have been successfully completed. Employees have the opportunity to attend English lessons individually and finance them from the educational fund.
ACTION 21 Bilingual institution <i>c) Bilingual Czech-English website and its regular updating</i>	10, 24	2Q/2021	<i>Webmaster</i>	<i>Link to the English version of the webpage, regular updating of its content and checking the availability of information in both Czech and English language</i>	Completed	New information added to the website is always in Czech and English. For information on new websites, see action no. 24.
ACTION 22 Examination of the possibility of establishing a children's group in the area and other options for reconciling family and work life for employees (the possibility of providing babysitting for small children during scientific seminars, the possibility of	24, 25, 27	2Q/2026	The Director and Technical and Economic Management	T: Facilitate the return of female scientists to work after parental leave, reconciliation of work and family life. I1: The decision of the directors of the institutions in the area whether to further deal with the establishment of a children's group. I2: If I2 is evaluated positively, securing funds for the reconstruction of facilities – grant	Completed	A survey among potential future applicants for a children's group showed that interest in establishing a children's group on the premises is minimal. Moreover, there are no suitable facilities on the premises, and many legal obligations apply to this type of facility. The Czech Academy of Sciences offers the same service at a nearby workplace, and employees of our institution can also use this service. A similar result was shown by a survey among parents on parental leave regarding childcare during seminars. In our building, there are no suitable spaces for this, At

suburban summer camps for children and grandchildren of employees in the area)				application. I3: number of hours of babysitting for small children during seminars I4: number of children participating summer camps		the beginning of 2023, a survey was conducted in our area (3 institutions) regarding the organization of a summer camp; the interest was very low, it would not be possible to fill the camp's capacity and thus secure a favorable price per participant. In 2024, Czech Academy of Sciences began organizing suburban summer camps for the children of all employees of the organization.
ACTION 23 Courses for young researchers (practical training of presentation skills, publishing skills, project preparation skills etc.)	28, 30, 38, 39	2Q/2024	Personnel specialist in cooperation with Heads of departments	T: To help young scientists in the early stages of their careers I1: number of courses offered per year I2: number of course participants	Completed	This action hasn't been initiated, because courses specifically aimed at young researchers are offered from the Czech Academy of Sciences. According to a survey conducted in September 2025, however, it turned out that not only young researchers are interested in coordinated courses. In the questionnaire survey, we identified the needs for training and we decided to create two new actions – see action 26 and 27.
ACTION 24 Updating and optimizing the internal web pages for employees.	15, 24, 34, 36, 37	4Q/2023	Webmaster	T: Convince scientists of the advantages of using all information on the internal web pages. I1: Increase in the number of intranet accesses by 1/4 during the first year after optimization.	In progress	The current version of the intranet is functional and the information is kept up to date. The planned technical overhaul of the internal web pages must be coordinated with the ongoing creation of new websites. The work on the new website has been delayed due to complicated negotiations with the supplier and also as a result of personnel changes in the IT department. The expected completion date is Q4/2026. Subsequently, the internal web pages will be optimized, with the expected date being Q2/2027.
Kept ACTION 25 Review of the current Gender Equality Plan and	1, 2, 7, 10, 27	4Q/2024	Gender Equality Team in cooperation with the Technical and Economic Management	T: Gender Equality Plan reflecting all Horizon Europe building		Based on a 2024 study conducted by the National Contact Point for Gender and Science, the GEP of IAP was evaluated as satisfactory

update as needed.				blocks and recommendations. I: Gender Equality Plan update (as needed)	In progress	and meeting all mandatory requirements. Based on this finding, it was assessed that at this time no modification of the document is necessary. We continue to monitor new requirements and, if necessary, will update the document.
ACTION 26 Club of young researchers (PhD students and Postdocs) - the possibility of formal and informal meetings of young researchers and the exchange of experiences and knowledge.	1, 2, 3, 38,39	4Q/2027	Deputy director in charge of organizing professional seminars for the first meeting organization, then the representative from the young researchers	T: Improve communication and cooperation between individual departments, integration of newly recruited young researchers. I: Number of meetings per year.	New	
ACTION 27 Institute wide trainings/courses open to all staff twice a year beyond the educational fund specifically focused on IT security and AI use.	28, 30, 38, 39	4Q/2026	Personnel specialist, director, technical committee	T: Improve access to education and the continuous development of researchers in the domain of IT security and AI I1: number of courses offered per year I2: number of course participants	New	
ACTION 28 Integration of the PR officer position into the institution's structure, definition of responsibilities, setting goals for the next 3 years.	6, 8, 9	2Q/2027	PR officer in cooperation with Director	T: Incorporation of the new position into the structure of the institution, better communication of the institution towards employees as well as towards the general and professional public.	New	

				I1: Updated Organization Scheme and Organization Rules I2: Number of newsletters for employees per year I3: Number of posts in the News section on the website, number of updates on social networks per year		
ACTION 29 Update guidelines for the Evaluation Committee, defining the specific achievements and activities to be taken in consideration in the valuation process.	11	4Q/2028	Director with Evaluation Committee	T: Definition of criteria used in evaluation process I1: Publication of guidelines for employee evaluation on internal website.	New	
ACTION 30: Review and improvement of institute compliance to open science and FAIR data access principles. Improve open access publication rates.	1, 6, 8, 9	2Q/2028	Director, Heads of Departments	T: Improve internal regulations and procedures regarding open science. I1: Review of at least 2 existing datasets with respect to FAIR principles I2: Issue recommendation on open access funding in grant proposals. I3: Introduce the role of data steward	New	This action is conditional on available funding. Institute will apply for specific funding for this process.
ACTION 31 Improvement of IT-related procedures and rules, clear definition of	6, 7, 23	4Q/2027	Director together with IT administrators and technical committee chair	T: IT and security related procedures, clear responsibilities and duties.	New	

competencies, improving awareness among employees.				I1: Instructions for individual situations published on the internal web pages. I2: IT security and responsibility directives issued.		
ACTION 32: Introduce an award for young researchers for outstanding publication	1, 2, 3, 28, 32,38	2Q/2027	Director and Institute Board	T: Motivate young researchers and offer an official recognition of excellence I1: One award given every year.	New	

Note: Add as many actions are needed.

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website. Please provide the link to the dedicated webpage(s) on your organisation's web site *:

URL: <https://www.yoursite.com>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles

The OTM-R policy is implemented into IAP's recruitment process. Directive 2022/1, which summarizes the procedures for hiring new research staff (OTM-R policy), was created in the previous period and is still valid and followed without changes. Changes have been recorded in the composition of permanent selection committees, which are based on directive 1/2021. All new members of the selection committees have been trained in recruitment rules. In the past period, we recorded an increase in the number of foreign researchers hired, which is one of the main benefits of implementing the OTM-R policy and the sign, that the established processes are working correctly.

Manual for new employees is regularly updated, and the Personnel specialist takes care of its distribution to all newly hired employees. All research vacancies are published in English on the Euraxess website. In addition, new positions are also posted on the institution's website, on the Czech Academy of Science's website, and on other relevant platforms. Personnel specialist is responsible for publication of open vacancies. The information about new hires is provided in the institution's annual report.

The newly hired PR officer created the institution's account on the social network LinkedIn; in the future, we expect to advertise job openings through this portal as well.

Despite all established and functioning measures, there are still some weaknesses in the recruitment process. In competition with the more advanced states of the European Community, we are failing to attract senior foreign researchers, mainly for economic reasons - lower salary standards and relatively high cost of living in the Czech Republic. This fact remains unchanged even after the

implementation of the OTM-R principles.

4. Implementation

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

The main goal of implementing the action plan is to carry out specific activities and measures that will lead to the improvement of working conditions and the work environment (not only) for research staff, in accordance with the principles of the European Charter for Researchers. Since the beginning of our involvement in the entire process, we have gained valuable experience, which we will strive to use in the coming years. Feedback is also valuable to us, both from our employees and from assessors at the end of each cycle of the process.

The activities of the Action Plan were carried out by a working group with almost the same composition as during the first phase of the project. The members of the working group were representatives of all four scientific departments as well as representatives of groups R1-R4. Each activity was assigned a coordinator who took care of it and directed its implementation. Research members of the working group are responsible for transfer of information about action plan activities to individual departments and at the same time ensure feedback from their colleagues. Except for researchers, the project coordinator, personnel specialist and the head of economic department are the member of working group. During the past period, the working group met twice a year (in person or online) to evaluate the progress of individual activities, consult on issues related to implementation, and set tasks for the following period. Since January 2026, the composition of the working group has been significantly adjusted; the new working group met every month during the first months of the year and completed work on a new action plan.

The Steering Committee, whose functions during the implementation phase were carried out by the Board of Directors, monitored the progress of the project and ensured that commitments were met. The Steering Committee was informed about the activities of the Working Group through the deputy director's report twice a year. Researchers and other staff of the institution were informed about the project outputs both through representatives of individual departments in the Working Group and on the (internal) website, in the section designated for the project.

Strategic documents, such as the updated version of the action plan, are consulted with the Institute Board. The members of the Institute board (8 internal and 4 external) are elected and dismissed by the Assembly of Researchers.

Employees of the institution were involved in the creation of the action plan by providing feedback through anonymous survey questionnaire. The survey was conducted in September 2025, and nearly 76% of all employees of the institution submitted completed questionnaires. In addition to feedback from the questionnaire survey, recommendations from the International Advisory Board, established in 2023, were also used to create new actions. Another source of recommendations in planning new actions was the report from the regular evaluation of research institutions of the Czech

Academy of Sciences.

Out of 4 new actions in the previous period, two were marked as completed and two as in progress for this report. Action no. 22 was evaluated as unfeasible and economically inefficient after a survey of interest among employees in the campus and consultations regarding the possible localization of the individual parts; some parts of the action are partially provided centrally for the entire Czech Academy of Sciences. Employees are regularly informed about summer and autumn suburban camps for children, as well as the possibility of placing children in the preschool facility of the Czech Academy of Sciences via emails. The implementation of activity no. 23 has not been initiated; a comprehensive course for young researchers is offered several times a year by the Czech Academy of Sciences, and every young researcher has the opportunity to register for it. Information is available both in the Manual for new employees and on the website of Czech Academy of Sciences. At IAP, it is possible to attend a series of regular professional seminars, and it is also possible to actively participate in the seminar. In addition to professional seminars, all scientific and non-scientific staff have the opportunity to have selected training or courses paid for from the education fund upon approval by the department head (see action no. 18). After evaluating the results of the anonymous questionnaire survey from September 2025, actions no. 26 and 27, which follow up on this action, were included in the list of new actions for next period. The implementation of action no. 24 experienced a delay due to the dependency on the transition of the institute web to a new provider and system, which is still ongoing. The Gender equality plan (action no. 25) meets all mandatory requirements, as evidenced by an external audit. If adjustments are necessary, an update will be made.

Besides work on new actions, significant progress was made in internationalization (establishment of the International Advisory Board, increase in the number of foreign researchers) and also in the popularization of research (increase in the number of public events; at the end of the period hiring of a PR officer).

The new actions for next period listed above were prepared with the assistance of all staff, who provided us with their feedback through anonymous survey and through representatives of individual departments in the working team. A total of 7 new actions have been set for the following period (no.26-32). The work of a PR officer, whose position will be anchored in the structures and functioning of the institution in the new period (see action no. 28), will significantly contribute both to better informing employees about the events at the institution and to unifying the institution's presentation in the media and towards both the professional and general public. Actions 29, 30, and 31 were defined to improve working conditions at the institution and action 32 to motivate young researchers to create high-quality publications.

In part 3 of the Internal Review, the status of **15** actions was changed, and a comment was added to all actions. The original comment from the Interim Assessment is also kept in Remarks to maintain continuity.

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

How have you prepared for the internal review? *

Detailed description and duly justification (max 500 words)

Internal review was based on the minutes of all meetings of the working group and the steering committee. All outputs were continuously checked in relation to the original action plan. The actions were revised to the current status. Based on the results of questionnaire survey from September 2025 and of the discussions at the meetings of individual departments the working group created proposals for new actions for the following period. The proposed actions were discussed by the Steering Committee and submitted to the Institute Board for approval.

How have you involved the research community, your main stakeholders, in the implementation process? *

Detailed description and duly justification (max 500 words)

Researchers were informed about the main milestones of the project by e-mail, on the institution's webpage, and by working group's representatives directly at the meetings of each department. New internal documents are sent to all employees by e-mail and published on internal website. All relevant information published on the (internal) website are provided in Czech and in English. In September 2025, an anonymous questionnaire survey was conducted, the purpose of which was to determine the response to the measures already implemented and identify other weaknesses that may be addressed in the next three years. We observed a great interest in the survey among employees; almost 76% of all employees of the institution completed the questionnaire. During the preparation of the internal report, employees had the opportunity to comment on the individual proposed actions through representatives of individual departments in the working group. All proposals were consulted with the management of the institution and with the Steering Committee.

Do you have an implementation committee and/or steering group regularly overseeing progress? ***Detailed description and duly justification (max 500 words)**

The position of the steering committee is held by the Board of Directors (consisting of the director + heads of departments + deputy directors and a trade unions representative) which meets regularly every month. The connection between the steering committee and the working group is ensured by the deputy director, who is a member of both teams and who informs the steering committee about the progress in implementation. The conclusions and recommendations from the meeting of the Board of Directors are then passed on to the working group for incorporation, again through the deputy director. The steering committee reviews and evaluates the key activities and supervises the implementation process. Documents containing adjustments to the strategic direction of the institution are discussed and approved by the Institute Board, either at its regular meetings, or per rollam if necessary.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy**Detailed description and duly justification (max 500 words)**

In the letter of accession to the European Charter and Code for Researchers, we pledged to observe the principles contained in these documents and to implement HRS4R. Twice a year, a report of the progress of the project is submitted to the Board of Directors, which holds the position of the steering committee in the project. All strategic parts of the implementation are discussed and approved by the Institute Board. The implementation of the Charter and Code principles by the IAP was financially supported by the Ministry of Education, Youth and Sports of the Czech Republic in the years 2021-2023 within project No. CZ.02.2.69/0.0/0.0/18_054/0014500. This project initiated the HR Excellence in Research Award process, and currently, the project is still in the sustainability phase.

How has your organisation ensured that the proposed actions would be also implemented? *

Detailed description and duly justification (max 500 words)

The working group meets regularly at least twice a year to continuously monitor the implementation process and make it more precise based on a detailed plan of each activity. It presents its findings to the steering committee through regular reports. The steering committee oversees the entire process and proposes adjustments if necessary. For each activity, a coordinator from the working group is assigned and responsible for implementation. The deputy director is a member of both the working group and the steering committee. Some activities are completed by issuing internal regulations; this act is within the authority of the institution's director. Each such issued document has a defined effectiveness and is binding for all employees of the institution.

How are you monitoring progress (timeline)? *

Detailed description and duly justification (max 500 words)

For each activity, a schedule is prepared and the working group is responsible for monitoring the progress of work for each activity. Progress in implementation is included twice a year in reports, which are submitted by the deputy director (who is a member of both groups) to the steering committee. The implementation of HRS4R was also, until 6/2023, part of a grant project of the Ministry of Education, Youth and Sports of the Czech Republic, where the preparation of a detailed monitoring report was required every six months.

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

Detailed description and duly justification (max 500 words)

Every action in the Action Plan has indicators determined so as to observe progress of the implementation. Progress will be assessed in relation to the original findings as summed up in GAP analysis. Progress will be measured using the same methods as the original GAP analysis, i.e. a questionnaire survey and controlled interviews or using informal meetings with employees.

How do you expect to prepare for the external review? *

Detailed description and duly justification (max 500 words)

We will continue to fulfill the obligations arising from the Action Plan. We will work on raising awareness among employees of all the changes that have occurred within the HRS4R process, while also giving employees the opportunity to express their opinions on newly planned events, either through a questionnaire survey or in the form of informal personal meetings with employees. For the on-site visit, we will prepare a presentation of our achievements and further challenges. After consultation with the head of the control group, we will arrange the meeting with representatives of all stakeholder groups.

Additional remarks/comments about the proposed implementation process

Detailed description and duly justification (max 1,000 words)

The list of proposed actions has been adjusted in **Interim Assessment** to record the progress of each part of the action. For this reason, actions that had multiple subsections were divided so that each subpart corresponded to one action. The original designation of the action is stated in the name of each action. The original actions have numbers 1-21, the newly added ones in last period 22-25, and newly added for next period 26-31. These changes were made before the system upgrade.

In the previous period, actions that were not completed by the originally stated deadline were reported with the status Extended, even though their completion date had passed in the previous period. This was a misinterpretation of this status. Most of these actions were already correctly marked with the status Completed in the new review, and updated comments were added to most of them.

Since some of the documents created during the implementation of the action plan, which are listed as indicators for certain actions, are not publicly available, these documents are attached in the appendix of this review.