

Action Plan

Case number: 2024CZ237470

Name of organization under review: CESNET, Association of Legal Entities

Registered address: Generála Píky 430/26, 160 00 Prague 6

1. Basic Information

*Please provide a limited number of key figures for your organization. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	44,25
Of whom are international (i.e. foreign nationality) *	1,6
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	4,3
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	13,2
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	12,55
Of whom are stage R1 = in most organisations corresponding with doctoral level *	18,5
Total number of students (if relevant) *	7,4
Total number of staff (including management, administrative, teaching and research staff) *	247,95
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	24 220 720
Annual organisational direct government funding (designated for research)	13 473 520
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	4 556 160
Annual funding from private, non-government sources, designated for research	6 191 040

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

CESNET operates the research e-infrastructure and provides its services to organizations in the field of science, research and education. It conducts research and development in the field of cutting-edge information and communication technologies and supports their distribution through education, technology transfer and other means.

It is an interest association of legal entities, members are public and state universities and the Academy of Sciences of the Czech Republic. The CESNET research e-infrastructure is part of the research infrastructure e-INFRA CZ, which provides capacities and resources for the transmission, storage and processing of scientific data to entities involved in science and research.

2. Strengths and weaknesses of the current practice

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

Ethical and professional aspects

Strengths and Weaknesses (max. 800 words)

STRENGTHS:

The CESNET Association places great importance on the freedom of research, respect for ethical principles and procedures, professional responsibility and protection of intellectual property. The protection of intellectual property is enshrined in an [internal directive](#).

The protection of personal data is governed by the European GDPR regulation. CESNET has established an [internal directive](#) that codifies the rules for handling information, rules for the protection of personal data, and the scope of activities of the Data Protection Officer.

The CESNET Association provides equal opportunities for Employees in both education and creative activities, regardless of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political views, or social and economic conditions. The basic principles are set out in the Work Regulation, and the topic of equal conditions is further developed in the document "[Plan to Promote Equal and Non-Discriminatory Conditions for Employees in the CESNET Association for the Period 2022–2024](#)." In 2024, a gender audit was carried out, which focused on the topic of equality in the association. Based on the results of the audit investigation, a document titled "Gender Equality Plan" was created for the next period, named "[Plan to Promote Equal and Non-Discriminatory Conditions for Female and Male Employees in the CESNET Association for the Period 2025–2027](#)."

The results of research and development are published and further used in practice. The CESNET Association supports the commercialization of science and research results. Publications are available in public databases, while other data are typically in a structure that is highly specific to the given project or activity that stores them, such as in the CESNET data repository. The results of research will be stored in repositories that CESNET is building as part of the EOSC CZ project.

The management of the CESNET Association promotes research and development activities that are socially relevant, contribute to new knowledge, and enhance the well-being of humanity.

CESNET seeks to popularize science and research and other creative activities of research teams or individuals. CESNET organizes a number of its own seminars, industry-specific or open conferences, workshops, and participates in publicly recognized events in collaboration with partners.

WEAKNESSES:

The CESNET Association adheres to ethical procedures and basic ethical principles, which are based on the observance of fundamental human moral principles. However, these are not defined in a specific document. It is necessary to develop a Code of Ethics, where the adherence to ethical principles will be established. It is also necessary to provide translations of directives and internal documents, as all employment-related documentation (e.g., employment contract templates, issued directives) is only available in Czech. There is also no unified communication strategy. CESNET lacks a comprehensive OTM-R policy. Most of the principles are implemented in practice, but they are not clearly established in a directive. There is no document that defines the principles and job description of a Selection Committee, which may lead to differences in the

recruitment process. Therefore, we would like to develop a Recruitment Procedure in accordance with the charter and code, establish the principles of the OTM-R policy within it, and create a Methodology for Recruitment Procedures, as well as implement a training system for selection committee members.

It is also essential to codify the employee onboarding process and implement adaptation procedures for the smooth training of new Employees. Additionally, we plan to create a unified Employee Evaluation System, which will include research staff and take into account their results, scientific activity, and so on. This evaluation system would be linked to the evaluation of activities between departments. We will also focus on the communication strategy, specifically the consistent delivery of information to Employees (internal communication of seminars, workshops, conferences, science popularization, and increasing the promotion of CESNET events among Employees).

We will continue with setting up a Training System for various groups of Employees (e.g. in the field of equal treatment in recruitment procedures, presentation skills, etc.)

All identified weaknesses are addressed in the [CESNET strategic plan](#) for 2025–2027, which is published on the organization's website.

Recruitment and selection of new Employees

Strengths and Weaknesses (max. 800 words)

STRENGTHS:

All Employees are recruited in accordance with the Open and Transparent Recruitment Policy. Job openings are posted on the CESNET Association's [website](#) in the Careers section, in Czech. Job openings for research staff are advertised in collaboration with the HR Department on the website in the "Careers" section and also on external portals. Job advertisements are written in gender-sensitive language. For advertising recruitment procedures, we have prepared templates available in Czech.

Across the CESNET Association, basic recruitment rules are followed, the recruitment process is open and transparent, and it includes a description of the required knowledge and job responsibilities. The rules are set by the HR Department.

The HR specialist responsible for the recruitment procedure informs the candidate about the progress in their selection process. The procedure for informing the candidate is related to the specific job they are being recruited for. The candidate's overall experience is always taken into account with regard to the expertise of the position. For all recruitment procedures, the application includes an overview of the candidate's experience and documents proving the qualifications achieved. The CESNET Association allows Employees to make use of flexible working hours and part-time employment. CESNET seeks to foster student engagement by seeking to recruit early career researchers (students) and subsequently foster their development. When selecting new Employees, the aim is to form Selection Committees with a balanced ratio of men and women, always from different fields.

Regular specialized training in the field of recruitment is currently taking place for executives and we plan to conduct this training in the future with the extension to the topics of regular Employee selection training.

CESNET has close ties with universities and technical schools, and our Employees may have additional positions at universities. Some Employees actively participate in teaching, supervising bachelor's, master's, and doctoral theses, as well as in thesis defense committees.

WEAKNESSES:

The process of recruitment to the CESNET Association is not regulated by an internal regulation or directive. CESNET does not have a written OTM-R policy, a developed recruitment procedure, separate legislation governing the hiring of research staff, or an internal regulation that defines the composition of Selection Committees. In the future, we would like to develop a recruitment procedure in accordance with the charter and code, establish the principles of the OTM-R policy within it, and create a Methodology for Recruitment Procedures, where clear, measurable, and transparent criteria for managerial Employees will be defined, along with clear and measurable evaluation criteria used in employee recruitment. We would like to codify the recruitment process and executive training in this area. There is also a lack of a written procedure for informing candidates, which will be included in the Recruitment Procedure.

Working conditions

Strengths and Weaknesses (max. 800 words)

STRENGTHS:

CESNET supports the creation of a suitable environment not only for research activities but also regularly renovates and modernizes work equipment. All Employees have equal access to the equipment they need for their activities. We strive to ensure that every Employee is as involved as possible and has opportunities to develop within their professional career.

The CESNET Association has a salary regulation in place, which defines Employee categories and their classification into salary grades (in accordance with qualification requirements, education, and the general characteristics of the specific type of work). The system of compensating Employees in the CESNET Association is detailed in [the Personnel and Payroll Regulation](#). In the case of projects, the assumption is based on non-project-based compensation.

The CESNET Association complies with the current labor and employment regulations of the Czech Republic. In the future, Employee compensation should be linked to the Career Framework and the Employee Evaluation System.

Employee care in the CESNET Association is regulated by [the directive on employee benefits](#). CESNET offers Employees the opportunity to request a reduction in their agreed working hours in accordance with the Labor Code, flexible working hours, and other benefits. Employees can use the children's corner at the workplace in Prague for their children. CESNET allows remote work and operates tools that support remote work. Courses are provided to Employees as part of their training. Employees with both fixed-term and indefinite contracts have the same rights, working conditions, and development opportunities.

Performance reviews with Employees take place once a year with the participation of the direct Manager and the Employee. During the review, the Employee's development is laid out and then implemented within the department. However, the Employee Evaluation System does not yet have a uniform concept.

Formally, from the perspective of internal legislation at CESNET, there is no gender discrimination. Internal regulations are developed in the spirit of equal employment opportunities. The CESNET Association employs individuals with reduced working capacity.

When hiring Employees, the primary criteria are their qualifications and experience in the field.

The CESNET Association provides equal opportunities for Employees in both education and creative activities, regardless of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political views, or social and economic conditions. The topic of equal conditions is further developed in the document "[Plan to Promote Equal and Non-Discriminatory Conditions for Employees in the CESNET Association for the Period 2022–2024](#)" and the "[Plan to Promote Equal and Non-Discriminatory Conditions for Employees in the CESNET Association for the Period 2025–2027](#)."

The HR Department provides individual career counseling to all Employees who wish to use it. Employees can also individually contact HR with any employment-related inquiries or when they need personal counseling, career guidance, or other support. CESNET also supports the involvement of Employees in teaching and supervising students. CESNET involves students from schools in solving certain problems through bachelor's and master's theses, or by working on agreements for work performed outside the employment relationship (DPP – Agreement to Complete a Job, or DPČ – Agreement to Perform Work).

CESNET strives to support joint research within a team consisting of senior and junior positions and institutional and interdisciplinary cooperation. The protection of intellectual property, in accordance with applicable law, is enshrined in an [internal directive](#), the scope of which applies to all

Employees. The management of the CESNET Association promotes research and development activities that are socially relevant, contribute to new knowledge, and enhance the well-being of humanity. Researchers and research teams further utilize intellectual property protection in the form of patents, utility models, industrial designs, and other similar rights.

The CESNET Association has a mechanism for resolving Employee complaints. Complaints can be discussed with the HR Department, the Manager, etc., and there is a suggestion box for Employees, including an email address.

CESNET has established an internal reporting system where Employees can report unethical behavior, unfair treatment, etc., known as whistleblowing. The email address for reporting is provided on the [association's website](#).

WEAKNESSES:

CESNET does not have a centrally established system for employee evaluation and education, including the assignment of mentors or trainers.

Employee development takes place at the request of employees, but the education system is not holistically grasped.

In the future, Employee compensation should be linked to the Career Framework and the Employee Evaluation System.

CESNET lacks a Recruitment Procedure and a Methodology for Recruitment Procedures.

At the CESNET Association, [the Management of Intellectual Property](#) directive needs to be updated, and there is a lack of specialized training on intellectual property matters. All documents and directives exist only in Czech.

Training and development

Strengths and Weaknesses (max. 800 words)

HRS4R form | EURAXESS

STRENGTHS:

Performance reviews with Employees take place once a year with the participation of the direct Manager and the Employee. During the review, the Employee's development is laid out and then implemented within the department.

All CESNET Employees are regularly trained according to the needs of the department and their position. As part of Employee development, training sessions are conducted both internally and externally. There are also one-off internal events – lectures and seminars which Employees are welcome to attend.

Support for Employee career growth through education is primarily realized through relevant educational events organized within the department or the organization.

WEAKNESSES:

CESNET lacks a centralized evaluation system with regard to career development and rules for evaluators. The CESNET Association does not have defined rules for supporting career growth, nor do we have a unified concept for Employee education, including the assignment of mentors or trainers. In the future, we would like to establish a training framework for Employees, including defining when a mentor will be assigned, as well as participation in training sessions, professional conferences, internships, and similar activities.

At the CESNET Association, there is no handbook in place for new and senior Employees, no adaptation plans for new Employees, and no systematically designed onboarding training.

An important part of career development should be an individual career development plan, through which career development objectives for the following year are set in cooperation between the Employee and the Employer. The development of Employees at CESNET is not systematically structured.

3. Actions

The Action Plan and the HRS4R strategy must be published in a clearly accessible section of the organization's website.

Please provide the web link to the organization's Action Plan / HR Strategy dedicated webpage(s):

<https://www.cesnet.cz/hr-award>

Please fill in the list of all individual actions to be undertaken in your organization's HRS4R to address the weaknesses or strengths identified in the GAP Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

Note: Choose one or more of the principles retrieved from the GAP Analysis.

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
- () 26. 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 Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicators/Target(s)
1. Translate documents Documents related to HR, recruitment and other HR areas are translated. The documents are in Czech and English.	(-/+) 1. Research freedom (+/-) 5. Contractual and legal obligations (+/-) 7. Good practice in research (+/+) 23. Research environment (+/-) 26. Funding and salaries (-/-) 32. Co-authorship	1Q – 4Q 2025	HR Department	<ul style="list-style-type: none"> min. 50% of relevant HR documents will be bilingual. Documents and forms are stored on the internal CESNET website

All forms and supporting documents are stored on the internal CESNET website.				<ul style="list-style-type: none"> From 1Q 2025 (some had to be completed before submitting the application) to 4Q 2025 (all HR documents completed)
2. Develop the CESNET Code of Ethics, which is in line with the Charter and the Code	(-/+) 1. Research freedom (-/-) 2. Ethical principles (+/-) 3. Professional responsibility (+/-) 6. Accountability	2Q + 3Q 2025	Head of HR in cooperation with the HR Department and the Equality Working Group	<ul style="list-style-type: none"> The CESNET Code of Ethics is approved by the CESNET management. The Code of Ethics is available on the CESNET internal website both in Czech and English.
3. Train Managers and HR staff on the CESNET Code of Ethics and related areas. As part of the newly developed Code of Ethics, training should be provided to Employees and members of the HR Department.	(-/-) 2. Ethical principles (+/-) 4. Professional attitude	3Q 2025	HR Department	<ul style="list-style-type: none"> All HR Department Employees and executives are trained. 80% of other Employees are trained The training is prepared online
4. Regular Equality Working Group meetings As part of meetings	(+/+) 10. Non-discrimination (+/-) 27. Gender balance (+/+) 34. Complaints/ appeals	Continuously 2025–2027	Head of HR and the Equality Working Group	<ul style="list-style-type: none"> Regular meetings of the Equality Working Group take place at least 4 times a year. Each year, the outcome is a report

addressing gender equality issues at the CESNET Association, discussions are held in accordance with the Gender Equality Plan (GEP), which serves as a basis for the plan for the upcoming period.				on the activities of the Equality Working Group and an update on progress toward the objectives set out in the approved Gender Equality Plan (GEP).
<p>5. Create onboarding processes for new Employees, training for their specific position, and onboarding plans.</p> <p>The goal is to develop an Adaptation Process Methodology for newly recruited Employees, particularly for the most frequently filled positions.</p> <p>As part of the adaptation process document,</p>	<p>(-/+) 12. Recruitment (+/-) 37. Supervision and managerial duties (+/-) 39. Access to research training and continuous development (+/-) 40. Supervision</p>	3Q + 4Q 2025	HR Department in cooperation with the Working Group	<ul style="list-style-type: none"> • The Adaptation Process Methodology has been developed. • Templates of adaptation plans have been created along with competency models. • Adaptation plans are stored on the internal website of the HR Department. • All HR staff are trained. • All Managers have been informed about the roles of mentor and supervisor.

<p>descriptions of the most frequently filled positions and proposed training plans are prepared.</p> <p>A basic description and training for the role of the mentor (the Manager at the given workplace or project).</p>				
<p>6. Create a handbook for new Employees and a handbook for Managers.</p> <p>The aim is to create a handbook for the adaptation process.</p>	(+/-) 37. Supervision and managerial duties	1Q 2026	Head of HR and HR Department	<ul style="list-style-type: none"> • 2 handbooks are created – one for new Employees and the other for Managers. • The handbook is available on the internal website for all Employees.
<p>7. Revise job advertisement templates and translate them into English.</p> <p>The objective is to update and supplement the job advertisement templates on the website and translate them into English.</p>	(+/-) 13. Recruitment (Code)	1Q 2026	HR Department	<ul style="list-style-type: none"> • Job ad templates have been updated and revised. • All templates will be translated into English. • Templates will be available to the entire HR Department.

Job advertisements for positions defined in the Recruitment Procedure are always published in English as well				
<p>8. Create a new Recruitment Procedure in accordance with the Charter and Code, incorporating the principles of the OTM-R policy.</p> <p>The Recruitment Procedure is designed for various types of positions, ensuring alignment with the Charter and Code, and incorporating the principles of the OTM-R policy. The Recruitment Procedure will define the individual stages of the recruitment process (announcement of the recruitment procedure, appointment of the</p>	<p>(-/+) 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) (+/-) 27. Gender balance</p>	1Q + 2Q 2026	The Head of the HR Department, in cooperation with the HR Department and the HR Award Working Group.	<ul style="list-style-type: none"> The new Recruitment Procedure is approved by the Director of the Association and published on the internal CESNET website in both Czech and English. The new Recruitment Procedure is available to all Employees.

<p>selection committee, provision of additional information, notification of selection, invitation of shortlisted candidates for interviews, recognition of qualifications, and more) and will codify the process of recruiting and hiring Employees. The Recruitment Procedure will establish specific steps for different groups of job positions.</p> <p>To further support the recruitment and selection process, a supplementary Recruitment Methodology will be developed.</p> <p>Managers will be informed about and trained in the use of this document.</p> <p>Research positions will be defined and introduced in this document in accordance with the European Framework for Research Careers – Euraxess, categories R1 to R4.</p>				
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9. Revise and translate the Directive on the Management of Intellectual Property. Update and translation of the Management of Intellectual Property directive. Train Employees on the issue of protection of intellectual property rights.	(-/+) 1. Research freedom (+/-) 3. Professional responsibility (+/-) 5. Contractual and legal obligations (+/-) 31. Intellectual Property Rights (-/-) 32. Co-authorship	3Q 2026	Legal Department	<ul style="list-style-type: none"> The new Management of Intellectual Property directive is approved by the management and published on the internal CESNET website. The directive is available to 100% of Employees. The directive is available in Czech and English.
10. Monitor and advertise new job openings. Monitor job advertisements, including the number of applicants, selected candidates, or canceled recruitment procedures based on the published job postings.	(+/-) 13. Recruitment (Code)	Continuously from 2Q 2025	HR Department	<ul style="list-style-type: none"> An internal statistics report has been created, providing an overview of all published job advertisements, including the number of applicants, start and end dates of the recruitment process, male vs. female candidates, recruitment start date and candidate start date, number of interview rounds, canceled recruitment procedures, and more.

				<ul style="list-style-type: none"> Statistics are available to the entire HR Department.
11. Develop an HR communication strategy. The goal is to ensure clear and consistent internal communication with Employees. Sharing information about upcoming workshops, conferences, science outreach, organized events, and reaching out to potential new candidates through social media.	(+/-) 8. Dissemination, exploitation of results (-/+) 9. Public engagement	4Q 2026	PR Department and HR Department	<ul style="list-style-type: none"> Management or designated Managers clearly define who will inform Employees about an upcoming event, how the information will be shared, and within what timeframe. Responsibilities related to social media are clearly divided.
12. Develop a Recruitment Methodology. The goal is to create a supporting document to accompany the Recruitment Procedure. The Methodology will include the basic aspects and principles of	(+/-) 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 (Code)	3Q + 4Q 2026	Head of HR in cooperation with the HR Department	<ul style="list-style-type: none"> The Recruitment Methodology has been developed and approved by the management. The document is accessible to 100% of the Selection Committee members and the HR Department.

<p>Employee selection, job advertisement templates, options for publication, required and recommended information in recruitment procedures, possible methods and techniques used in the selection process, effective and objective ways to gather information about candidates' qualifications, and the processing and analysis of that information. The principles of the OTM-R policy for selecting new Employees for various types of positions will be included. The Methodology is available in Czech and English. Managers and HR staff are trained on this document.</p>				<ul style="list-style-type: none"> • The Methodology document is in English. • All HR staff and Managers are trained in the Methodology.
<p>13. Train on the topic of recruitment procedures.</p> <p>The goal is to provide training for Selection Committees,</p>	<p>(+/-) 10. Non-discrimination (-/+) 12. Recruitment (+/-) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 16. Judging merit (Code)</p>	<p>2Q 2027</p>	<p>HR Department</p>	<ul style="list-style-type: none"> • All members of the Selection Committee are familiar with the new documents published on the internal website. • All HR Specialists involved in

Managers, and the HR Department on how to conduct recruitment procedures properly and in line with the Charter and Code, including training on equal treatment during the selection process. The training will take place both through the review of the newly developed documents—the Recruitment Procedure and the Recruitment Methodology—and through a training session on the topic delivered by an external expert. This training will be held once every two years.				recruitment procedures are trained both through the documents and in-person training sessions.
14. Introduce a regular Employee satisfaction survey A regular Employee satisfaction survey is conducted to obtain ongoing feedback on the benefits provided and working conditions. The aim is, among other	(+/+) 24. Working conditions (+/-) 25. Stability and permanence of employment	2Q 2027	HR Department	<ul style="list-style-type: none"> Every two years, feedback is collected from Employees through a survey that is distributed to all Employees. The survey will focus on working conditions and environment, benefits, social security and well-being, among other areas.

things, to identify and set up possible further steps to improve the quality of the working environment.				<ul style="list-style-type: none"> The survey results are published on the internal CESNET website and made available to all Employees.
<p>15. Develop an Employee Evaluation System.</p> <p>This evaluation system will be linked to the Personnel and Payroll Regulation and the Career Framework with regard to career development. The Employee Evaluation System will be relevant to all Employees, including researchers.</p> <p>The system will be linked to the Employee's level of activity, their efforts to deepen knowledge, career development, performance and research activities, as well as interdepartmental evaluations.</p> <p>For research staff, the evaluation will include authorship</p>	<p>(-/+) 11. Evaluation/ appraisal systems (+/-) 20. Seniority (Code) (+/-) 26. Funding and salaries (-/+) 28. Career development (-/-) 32. Co-authorship (+/-) 33. Teaching (+/-) 39. Access to research training and continuous development (+/-) 40. Supervision</p>	3Q + 4Q 2027	HR Manager in cooperation with Heads of Departments	<ul style="list-style-type: none"> The Employee Evaluation System has been created and approved by the management. The document is accessible to all Employees on the internal CESNET website in Czech and English.

and co-authorship, outcomes of research, innovation, and other creative activities, as well as publication results.				
16. Draft a concept of an Employee Training System. The concept will map out the centralization of training events and training for Employees.	(-/+) 21. Postdoctoral appointments (Code) (-/+) 28. Career development (-/+) 30. Access to career advice (+/-) 33. Teaching (+/-) 35. Participation in decision-making bodies	1Q + 2Q 2028	Head of HR and the HR Department	<ul style="list-style-type: none"> The concept of a new Employee Training System has been developed and approved by the management. The concept is accessible to all Employees in Czech and English.
17. Develop a Career Framework concept. The Career Framework will be linked to the Employee Training System and the Personnel and Payroll Regulation. The Career Framework will be aligned with the principles of the Charter and Code, and it will incorporate the principles of the OTM-R policy. The Framework sets out the basic tools	(-/+) 22. Recognition of the profession (-/+) 28. Career development (+/-) 29. Value of mobility (+/-) 33. Teaching (+/-) 36. Relation with supervisors (+/-) 37. Supervision and managerial duties (-/+) 38. Continuing Professional Development (+/-) 39. Access to research training and continuous development	1Q + 2Q 2029	Head of HR and the HR Department	<ul style="list-style-type: none"> The concept of the Career Framework has been developed and approved by the management. The concept is accessible to all Employees in Czech and English.

and conditions for Employee career development, evaluation, compensation, and support for individual career counseling. It will be aligned with the principles of the Charter and Code and will incorporate the principles of the OTM-R policy. As part of the Career Framework, development plans will be created for certain job positions.				
18. Develop a concept for the Employee Compensation System. The Employee Compensation System is linked to the Career Framework and the Employee Evaluation System.	(+/-) 26. Funding and salaries	3Q + 4Q 2029	Head of HR	<ul style="list-style-type: none"> The Employee Compensation System is linked to the Career Framework and the Employee Evaluation System. The concept is accessible to all Employees in Czech and English.

Note: Add as many actions as needed.

The implementation of an open recruitment policy is a key element of the HRS4R strategy. Describe how your organization will use an open, transparent recruitment tool and how you plan to implement the principles of open and transparent recruitment. Although there may be some overlap with a number of the actions listed above, please provide a brief comment demonstrating how this implementation will take place. In such a case, establish a connection between the OTM-R checklist and the overall action plan.

The implementation of all the principles mentioned above is visually represented in the attached [file – Project Timeline and Strategic Plan 2025–2027](#).

Currently, some OTM-R principles are being applied, but they are not formally codified and are not fully aligned with the principles of the Charter and Code. As part of the GAP analysis, we summarized the topics we want to address in the future and identified priorities among those that are currently important to us and those that can be addressed within the given timeframe. At the CESNET Association, high-quality, satisfied, and motivated Employees are the foundation of everything we do.

The principles of the OTM-R policy will be incorporated into the Recruitment Procedure. Measures to address the identified shortcomings and inconsistent provisions have been described in the Action Plan and the attached [Timeline for 2025–2027](#). The recruitment templates will also be revised and created in English for various job positions. Another supporting document we will develop is the Recruitment Methodology, which will include, for example, job advertisement templates, publication options, required and recommended information, and more. The Recruitment Methodology will ensure the implementation of OTM-R policy principles at the CESNET Association and will be aligned with the Charter and Code. There will be a requirement to advertise positions in both Czech and English, and job postings will be actively monitored. We will support and continue training the members of Selection Committees, and the measures will be incorporated into internal regulations. We will also focus on creating onboarding processes and developing manuals for new employees.

The Action Plan covers activities to be implemented over a two-year period, while the long-term Strategic Plan outlines additional areas that we will further develop and focus on in the coming years. These topics are listed in Action Plan items 16–18, namely Employee training, the Career Framework, and the Employee Compensation System.

Between 2025 and 2027, the CESNET Association will implement its long-term strategic plan by carrying out proposed actions relevant to HRS4R in the following areas:

- Retention of high-performing Employees, Employee care (development, training, evaluation, and feedback).
- Compensation
- Adaptation process for new Employees
- Recruitment
- Communication
- Human resource management (development of new essential documents and directives, Code of Ethics, translation of directives and documents).
- Research Staff

The implementation of the proposed Action Plan is the responsibility of the HR Specialist and the Head of HR, with each specific task assigned to a designated responsible person. A Steering Committee will oversee the fulfillment of the goals set out in the Action Plan. A visual representation of the activities and objectives is provided in the file [Project Timeline and Strategic Plan 2025–2027](#). The HR Award Working Group will contribute to achieving the goals. It will have a consultative and communication role (members will share important information related to the HR Award) and will also serve as a representative body for all personnel groups. Progress in implementation, completed actions, and other activities will be monitored using a set of defined indicators. The Steering Committee will be regularly informed, and suggestions and comments will be incorporated into the specific objectives of the Action Plan.

If your organization already has a recruitment strategy that implements the principles of Open, Transparent, and Merit-Based Recruitment, please provide the web link where this strategy is available on your organization's website:

URL: <https://www.cesnet.cz/hr-award>

4. Implementation

A general overview of the expected overall implementation process of the Action Plan: (max. 1000 words)

Implementation is scheduled to begin in Q2 2025, with a primary focus on addressing selected shortcomings identified in the GAP analysis and the OTM-R checklist. The selected goals correspond with the [survey](#) conducted at the CESNET Association in Q1 and Q2 of 2024. The two-year Action Plan covers only the actions to be implemented during the initial period, while the long-term Strategic Plan for the CESNET Association outlines additional areas we intend to explore in more detail in the coming years.

The focus will be primarily on the following areas: Code of Ethics, Recruitment Procedures – development of the Procedure and Methodology, Employee satisfaction surveys, adaptation processes, internationalization (translation of recruitment/selection documents and HR materials into English), communication strategy, and the Employee Evaluation System. Additionally, in the following period, a concept for Employee training, compensation, and the Career Framework will be proposed and detailed further.

In the initial phase, activities will focus on establishing procedures, creating conceptual documents, and developing the legislative and methodological framework. Subsequently, the gradual implementation of individual actions will be carried out according to the attached Action Plan. A pilot period will be established, which will then be evaluated, and any shortcomings will be addressed. The translation of related documents into English will be carried out continuously. The implementation of the proposed measures, the development of supporting methodologies, and training will be carried out according to the established Action Goals.

The Working Group is responsible for carrying out the individually defined actions of the Action Plan and will remain in the same composition as during the preparation of the materials. Employees from selected groups will also be involved, if necessary.

The Steering Committee will remain in the same composition as during the preparation of all materials for obtaining the award and will oversee whether the goals are being achieved according to the Action Plan and the attached [Timeline](#).

The implementation of individual action points should ensure:

- Clearly set HR processes
- Defined conditions for the recruitment and selection of new Employees
- Smooth adaptation of newly recruited Employees
- Language skills (EN) of HR staff at least at the B1 level
- Employee Evaluation System linked to Training

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

How will the Implementation Committee and/or Steering Group regularly oversee progress?

Detailed description and justification (max. 500 words)

The responsibilities and relationships have been divided within the implementation phase as follows:

The Working Group is composed of Employees who are responsible for carrying out the individual actions in the Action Plan according to the [Timeline](#). The Working Group will remain in the same composition as during the preparation phase of the materials. The Working Group was established in 2Q 2024 by the CESNET management. The group consists of representatives of individual R1-R4 groups and other Employees. The group has a shared email account through which members communicate, a SharePoint for document sharing, and regular meetings, held as needed but no less than once every two months.

The main tasks of the Working Group include monitoring activities, tracking the implementation of actions in line with the activities in the Action Plan, and other related documents submitted as part of the HR Award application. An important task will be to identify any shortcomings and risks in the implementation phase and propose corrective measures. Meetings will be planned with regard to the deadlines for meeting the Action Goals. The group will continue to meet regularly once every two months to review the progress of the action plan and inform the Steering Committee about the status of activities.

The Steering Committee will remain in the same composition as during the preparation of all materials for obtaining the award, i.e., the director, deputies, selected department heads, and the Head of HR. The Steering Committee will monitor and oversee the progress and guarantee the entire implementation process. The Steering Committee will meet once every 6 months or more often as needed. The members of the Working Group will always receive feedback from the Steering Committee necessary for formulating corrective actions. The Steering Committee will also be responsible for allocating financial resources to ensure that activities are carried out properly and within the defined timeframe.

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

Detailed description and justification (max. 500 words)

Within the Working Group, more than half of the involved members are research staff and furthermore IT professionals. Each year, the composition of the Working Group will be evaluated, and subsequent adjustments will be made to reflect any changes in the representation of the entire community. Some of the actions in the Action Plan will require direct, specific interaction and involvement from CESNET Employees (e.g., training, feedback, etc.).

We will communicate the steps needed to achieve the set goals with technical experts and research staff who are part of the Working Group. The impact of the adopted measures will be regularly monitored every two years through a survey. Key stakeholders will be involved through regular meetings, during which steps and progress in the implementation of activities will be presented.

How do you align organizational policies with HRS4R? Ensure that HRS4R is recognized in the organization's research strategy as an umbrella HR policy.

Detailed description and justification (max. 500 words)

The implementation of HRS4R is one of the key points of the new CESNET Strategic Plan for the period 2025–2027. The individual principles of HRS4R are then also incorporated into the Strategic Plan for 2025–2029. The implementation of the strategic plan is the responsibility of the Director of the Association, the HR Department, and the Steering Committee.

There is a clear responsibility in the Action Plan and a timetable for actions to be overseen by the Steering Group. This schedule will be posted on the Association's website.

HRS4R is an important HR policy for CESNET – not only for researchers, but across the entire CESNET Association. Regular communication of the principles of the Charter and Code, as well as the process of implementing specific measures, will be ensured for Employees. The area of human resource development is a priority for CESNET, ensuring a high level of employee competence, employee satisfaction, and compliance with the provisions for recruitment based on the OTM-R policy and the Charter and Code.

How will you ensure the implementation of the proposed measures?

Detailed description and justification (max. 500 words)

The proposed measures are defined in the Action Plan together with the timetable for the actions and the person responsible. Supervisory bodies are appointed to ensure and implement the rules of HRS4R. The Director of the Association, the Steering Group, which serves as the supervisory body, and the Working Group, which oversees the actions and timetable set out in the Action Plan, are responsible for the implementation of the proposed measures.

The Working Group is responsible for carrying out the individual actions. The HR Department has control over the entire HRS4R administrative process. A detailed description of tasks and responsibilities is included in the [Project Timeline](#). The process will also include communication platforms, ensuring effective communication within the individual groups. An email group and a group on a communication platform have been set up for the working team to streamline communication across the team and minimize risks associated with the implementation of the plan.

How will you track progress (timeline)?

HRS4R form | EURAXESS

Detailed description and justification (max. 500 words)

A basic timeline is given as part of the Action Plan. A separate timeline has also been developed as part of the Action Plan. The Project Timeline outlines all the planned actions for implementing the principles of HRS4R. The individual actions are assigned to responsible persons who will ensure the implementation of the activities. The Working Group will also oversee the achievement of goals during regular team meetings, which will be held every two months, and the Steering Committee during meetings held every six months. The Working Group will regularly present the updated Project Timeline to the Steering Committee along with information on the next steps.

The Working Group will also be responsible for assessing potential risks, proposing corrective actions, and supporting problem-solving for any issues that may arise during the implementation phase. In the case of delays longer than three months, these will be communicated and discussed with the Steering Committee.

The [Project Timeline](#) and Action Plan is be presented on the organization's website.

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

Detailed description and justification (max. 500 words)

The individual steps in the Action Plan have specific indicators that will be used to measure progress. These indicators are part of the Action Plan and [Timeline](#). Compliance with the indicators will be assessed by the Working Group and presented to the Steering Committee. A report on the achievement of the Action Plan objectives, including corrective actions, will be prepared once a year and submitted to the Steering Committee for discussion. The conclusions from the meetings will be formulated as corrective actions and will be handed over to the Working Group.

Additional notes/comments on the proposed implementation process: (max. 1000 words)

CESNET is a member of the unique large research e-infrastructure e-INFRA CZ, collaborates with and employs individuals from the university environment, which is why it is important for CESNET to have established processes based on the principles of HRS4R. We have decided to approach the implementation of HRS4R uniformly across the entire organization and not differentiate between Employees in research, IT professionals, and other staff, as these groups are made up of highly independent and experienced Employees. The goal is to establish unified, centralized, and transparent HR processes across the entire organization.

Some Employees also change their positions during their time at CESNET, transitioning from IT professionals to research staff or vice versa. Given that creating specific conditions only for research staff and excluding IT professionals from these new conditions could lead to the promotion of one group of Employees over the other, we have decided to adjust the HR Award conditions to appropriately address the needs and expectations of both groups of Employees. In this way, we are implementing the principles of HRS4R, ensuring that working conditions are fair for all Employees, not just for research staff. For this reason, all steps in the preparation, development of methodologies, and other activities will always include all groups of Employees, with the support of Technical and Administrative staff and other groups.

The implementation of HRS4R at CESNET began with the Director of CESNET signing up to [the 40 principles of the Charter and Code on June 4, 2024. This was approved by the European Commission](#) on June 18, 2024.

In accordance with HRS4R, a timeline of all activities has been created, focusing on those that align with the Charter and Code, as well as the principles of the OTM-R policy. During the implementation phase, the HR Department will be responsible for communication between the Steering Committee and the Working Group, as well as for monitoring the achievement of the Action Plan goals. It will also serve as a supportive advisory body for any Employee who is interested in HRS4R/HR Award and related matters, whether as a member of the implementation group for a specific action objective or simply as an Employee. HR will continuously update the website and internal portal related to HRS4R.

A key part of the implementation process will be highlighting the importance and strengths of the HRS4R principles to Employees, along with clear communication about the progress of implementing the measures (internal meetings, website, updates on internal portals, etc.). Just like during the preparation phase of the HR Award application, the implementation phase will also focus on regularly informing Employees and gathering their feedback. A comprehensive initial survey for all CESNET Employees was conducted in March and April 2024, providing us with a baseline for the internal environment analysis. Employee surveys are scheduled every two years to collect feedback from all staff. The next Employee survey will provide an annual comparison, and based on the results, it will be possible to set goals for the next period and the next phase of HRS4R.

(Internal regulations and guidelines of the CESNET Association regarding the aforementioned topics can be found at the link: <https://owncloud.cesnet.cz/index.php/s/JyCfroKp8Qruemr>.)