

Process description

The HR Excellence in Research process must engage all management departments directly or indirectly responsible for researchers' HR-issues. These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HR Excellence in Research strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4 , as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide the name, the position and the management line/ department of the persons who are directly or indirectly engaged in the HR Excellence in Research process in your organisation:

Name	Position	Steering Committee	Working Group	Management line / Department
Jan Martinec	Director of the institute, R4	X		Director of the institute
Petr Nový	Head of Technical and Administrative Services (THS)	X		Technical and Administrative Services (THS)
Lenka Burketová	Chair of the Executive Board, Head of Laboratory of Pathological Plant Physiology, R4	X		Laboratory of Pathological Plant Physiology
Martin Vágner	Scientific Secretary R4	X		Director's Office
Jan Bartoš	Deputy Director, Deputy Chair of the Executive Board, Head of Centre of Plant Structural and Functional Genomics, R4	X		Centre of Plant Structural and Functional Genomics
Lucie Fischerová	Deputy Head at Laboratory of Biologically Active Compounds, R3	X		Laboratory of Biologically Active Compounds
Jan Šafář	Researcher at Centre of Plant Structural and Functional Genomics, head of a research group, R4		X	Centre of Plant Structural and Functional Genomics
Tatiana Kalachová	Researcher at Laboratory of Pathological Plant Physiology R3		X	Laboratory of Pathological Plant Physiology
Kateřina Malínská	Head of Imaging Facility, R4		X	Imaging Facility

Roman Pleskot	Head of Laboratory of Integrative Structural Biology, R4		X	Laboratory of Integrative Structural Biology
Michaela Neubergerová	Researcher at Laboratory of Integrative Structural Biology R1		X	Laboratory of Integrative Structural Biology
Roman Hudeček	Deputy Head at Laboratory of Integrative Structural Biology R3		X	Laboratory of Integrative Structural Biology
Ondřej Kopecký	Researcher at Centre of Plant Structural and Functional Genomics, R1		X	Centre of Plant Structural and Functional Genomics
Vinod Kumar	Researcher at Laboratory of Pollen Biology, R2		X	Laboratory of Pollen Biology
Jan Martinek	Researcher at Laboratory of Plant Morphodynamics, R2		X	Laboratory of Plant Morphodynamics
Said Hafidh	Researcher at Laboratory of Pollen Biology, R3		X	Laboratory of Pollen Biology
Zuzana Hroncová	Project manager (BALANCE, INOVATE)		X	Secretary Office
Leona Pejcharová	HR AWARD Administrator		X	Secretary Office
Marta Gollová	Head of the HR Department		X	HR Department
Markéta Musilová	HR Department		X	HR Department
Andrea Hourová	Welcome office		X	Secretary Office

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4, as well as appoint a Committee overseeing the process and a Working Group responsible for the implementation of the HR Excellence in Research process.

Provide information on how the researchers groups were involved in the GAP-analysis:

Stakeholder group	Consultation format	Contributions
Research staff at levels R1–R4 (both Czech and international) as well as administrative and technical departments.	Institute-wide staff survey (2025) conducted as part of the BALANC project preparation	Identified employees' needs and challenges related to work-life balance, flexible working arrangements,

		overtime, career breaks, childcare and caregiving responsibilities. The findings helped shape actions related to working conditions, equality, work-life balance and institutional support.
Heads of laboratories and service units (facilities)	Individual structured interviews (June–September 2025) conducted within the BALANC project	Explored managerial practices, leadership competencies, communication with employees during career breaks, awareness of legal and institutional procedures, and support needs. The interviews highlighted the need for management training, clearer institutional procedures, stronger HR support and improved internal guidance, which were reflected in several actions of the Action Plan.
Institute Director	Strategic consultations during the preparation of the INOVATE project	Provided strategic direction for strengthening institutional governance, management support, internal processes, Open Science, Technology Transfer, researcher support and institutional resilience. These priorities informed the development of several strategic actions included in the HRS4R Action Plan.
Research staff at levels R1–R4 (both Czech and international) as well as administrative and technical departments.	Survey 12/2025-01/2026, a total of 209 out of approximately 350 institute employees participated.	The survey questionnaire addressed all topics covered by the 2023 Charter and the OTM-R Checklist. It comprised approximately 150 questions, although respondents were presented only with those applicable to their role, employment status, length of service, and other relevant characteristics. Most questions used Likert-scale responses, complemented by a small number of open-ended questions. The survey results are available to assessors on the institute's dedicated HR Excellence in Research webpage.

HR Award Coordinator (in cooperation with the HR Department)	Coordination of the HRS4R process, document drafting, consultations	Coordinated the overall HRS4R process, analysed institutional documentation and consultation outcomes, prepared draft versions of the Gap Analysis, OTM-R Checklist and Action Plan, ensured consistency across all documents, and incorporated comments received from the Working Group and Steering Committee.
Working group meetings	On-site meetings and feedback provided through shared online documents.	Reviewed draft HRS4R documents, discussed proposed actions and priorities, provided comments and recommendations, and contributed to refining the Gap Analysis, OTM-R Checklist and Action Plan.
Steering committee meetings	On-site meetings and feedback provided through shared online documents.	Reviewed the revised HRS4R documents from a strategic perspective, assessed their relevance and feasibility, provided final recommendations, and approved the final versions of the Gap Analysis, OTM-R Checklist and Action Plan.
Project manager of the BALANC and INOVATE projects	Consultations during the preparation of the HRS4R documents	Provided information on the objectives and implementation framework of the INOVATE project and its links to the preparation and implementation of the HRS4R Action Plan. Due to its length, the INOVATE project summary is not included as a separate document in the application but will be available to assessors on the institute's HR Excellence in Research webpage.

Please describe how the Committee overseeing the process was appointed and how it worked (meetings, decisions, etc.):

The Steering Committee was established at the beginning of the HRS4R process by the Institute Director in consultation with the HR Award Coordinator. The composition of the Committee was designed to ensure balanced representation of key institutional stakeholders, including senior management, research leaders, administrative staff, representatives from both of the institute's

main locations (Prague and Olomouc), and both women and men. Particular attention was paid to involving individuals with decision-making responsibilities, strategic insight, and a strong interest in institutional development.

To ensure effective decision-making and regular participation, the Committee was intentionally kept relatively small. Members were invited by the Institute Director and confirmed their willingness to participate before formally joining the HRS4R process.

The Steering Committee met at key milestones of the process. Prior to each meeting, members received draft documents through a shared online platform, allowing sufficient time for individual review. During the meetings, the Committee discussed the proposed documents, provided strategic guidance and recommendations, and agreed on the main priorities and proposed actions. Following each meeting, the HR Award Coordinator revised the documents in line with the agreed comments and circulated the updated versions for final approval.

Please describe how the Working Group doing the Gap Analysis was appointed:

The Working Group was established by the Institute Director in consultation with the HR Award Coordinator following the same principles applied to the Steering Committee. Particular emphasis was placed on ensuring balanced representation across the institute while maintaining a group size that would allow for effective discussion and decision-making.

The composition of the Working Group reflected the diversity of the institute, including women and men, early-career and senior researchers, Czech and international employees, and representatives from both of the institute's main locations (Prague and Olomouc). In addition, members were selected to represent different institutional perspectives and areas of expertise relevant to the HRS4R process, including research, human resources, the Welcome Office, project management, and research support infrastructure. This multidisciplinary composition ensured that the Gap Analysis and the subsequent Action Plan benefited from a broad range of experience, expertise and institutional perspectives.