

VÚRV

Crop Research
Institute, Prague

Knowledge for sustainable agriculture

Action Plan

HRS4R

Action Plan

Organization: Crop Research Institute, p. r. i. (Výzkumný ústav rostlinné výroby, v. v. i.)

Case number: 2020CZ478327

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STAFF & STUDENTS	<i>FTE</i>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	136
Of whom are international (i.e. foreign nationality)	14
Of whom are externally funded (i.e. for whom the organisation is host organisation)	6
Of whom are women	65
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	77
Of whom are stage R2 = in most organisations corresponding with the postdoctoral level	16
Of whom are stage R1 = in most organisations corresponding with doctoral level	37
Total number of students (if relevant)	18
Total number of staff (including management, administrative, teaching and research staff)	325
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	10 184 057,56
Annual organisational direct government funding (designated for research)	8 831 673,01
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	299 015,60
Annual funding from private, non-government sources, designated for research	1 053 368,95

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

The subject of the activity of the Crop Research Institute is applied research focused on plant production and related fields. The main objective of research in CRI. is to gain scientific knowledge to support the sustainable development of agriculture, based on innovations in agricultural crop cultivation systems and technologies for the production of quality and safe food, feed and raw materials for energy and industrial use. The main application of research results is in the field of increasing the efficiency of plant production, while ensuring minimal negative impacts on the environment and human

health.

In addition to research, emphasis is also placed on the transfer of research results into practice in CRI. The Institute regularly organizes field days and seminars for farmers, agricultural advisors and representatives of the state administration. Not only advisory activities are extensive, but also related publishing and publishing activities, especially in the area of methodologies for practice as well as for state administration bodies and proceedings from seminars and conferences. The institute's staff is directly involved in the introduction of new procedures, means of plant protection, varieties and technologies into agricultural practice.

In addition to its research activities, CRI also operates a gene bank (bank of genetic resources of plants and microorganisms) and is the coordinator and investigator of the National Programme of Conservation and Use of Plant Gene Fund and Agro-Biodiversity and the National Programme of Genetic Resources of Microorganisms and Small Animals of Economic Importance.

As part of this activity, the Institute has a significant share in the management and further development of collections of genetic resources of agricultural crops as well as collections of small organisms and micro-organisms important for agriculture. The Institute also ensures the operation of long-term field experiments, located throughout the Czech Republic.

CRI cooperates closely with universities, participates in the education of students in the form of semester lectures and seminars and the management of bachelor's, diploma and doctoral thesis.

Strengths and Weaknesses of the Current Practice

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p data-bbox="512 1361 644 1395">Strengths:</p> <ul data-bbox="563 1429 1375 2020" style="list-style-type: none"><li data-bbox="563 1429 1375 1574">• The organization has adopted a formalized conceptual, development document setting out the basic vision and strategy of the organization's activities for the medium to long term perspective.<li data-bbox="563 1574 1375 1720">• Strategic management of the organization in the CRI takes place with the involvement of individual research teams, where research projects arise from the discussion of individual research teams.<li data-bbox="563 1720 1375 1843">• The questionnaire survey shows that 91 % of researchers understand the general ethical principles to be followed in the course of their activities.<li data-bbox="563 1843 1375 1910">• CRI has a Code of Conduct that contains the principles of work ethics and research<li data-bbox="563 1910 1375 2020">• The CRI places great emphasis on non-discrimination on grounds of sex, age, ethnic, national or social origin, religion or belief, sexual orientation, language,

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
	<p>disability, political opinions, social and economic conditions. This was confirmed by a questionnaire survey in which almost 90% of respondents confirmed that they had not encountered discrimination in the organisation in the past.</p> <ul style="list-style-type: none"> • Within the Institute, the obligation to regularly evaluate subordinates is formally established, interim evaluation and feedback takes place informally. <p>Weaknesses:</p> <ul style="list-style-type: none"> • Intellectual property rules are insufficiently clearly set for more than a third of employees. • The institute's strategy is not made available and communicated in its overall form to all employees after its processing. • Employees are not demonstrably familiarised to the extent of the content of the existing Code of Conduct • There is no systematic evaluation of staff at regular intervals beyond the attestation procedure, which limits the planning and evaluation of the personal development of researchers.
<p>Recruitment and selection</p>	<p>Strengths:</p> <ul style="list-style-type: none"> • Within the Institute, there is a formalised recruitment process in all permanent positions' recruitment cases • Functional and intensive connection with the university environment and pedagogical activities of CRI staff can be considered as a strength of the recruitment process. • The current staff perceives the (objective) professional quality of the results achieved in the scientific field and the overall competence in the research field as the dominant criterion for having successfully obtained a position in the organization. <p>Weaknesses:</p> <ul style="list-style-type: none"> • The organization does not have an OTM-R policy in place, which means that not all internal procedures and documents used to comply with all the requirements of the Code and the Charter. • Job advertisements are not usually published on EURAXESS or other international research portals (only exceptionally). • For selected (non-permanent) positions, there is no standardised way of recruiting

<p>Thematic heading of the Charter and Code</p>	<p>STRENGTHS and WEAKNESSES</p>
<p>Working conditions</p>	<p>Strengths:</p> <p>The questionnaire survey showed that almost 90% of researchers have not faced discrimination in the past and more than 80% of workers believe that all employees in the same position are treated equally (i.e. recognition of the profession is part of the organisation's philosophy).</p> <p>CRI has at its disposal a high-quality research environment (modern premises, laboratories, SW and HW facilities for research or access to research journals and databases), taking into account the possibilities of funding the institute and securing grant support.</p> <p>The organization allows its employees to have limited flexible working conditions for research (such as flexible working hours, home office or part-time contracts) concerning a specific job.</p> <p>CRI promotes mobility and enables its employees to participate in international traineeships or conferences.</p> <p>Weaknesses:</p> <ul style="list-style-type: none"> • An organization does not have a standardized system of individual performance evaluation that provides feedback and personal development planning to relevant personnel. As a result, the CRI partly lacks continuity between performance assessment and subsequent career development, including the allocation of wages and other remuneration (beyond the attestation procedure, which is standardised within the Institute and focuses more on quantitative performance assessment). • The area of intellectual property is only partially regulated by management documentation within the organisation. The questionnaire survey confirmed that 35 % of researchers do not consider the rules on intellectual property in the organisation to be clear. • Furthermore, the organisation lacks an 'ombudsman institute, i.e. an independent person/body in charge of reviewing complaints, including disputes between researchers and their supervisors. • The management documentation is not processed in English, which limits the ability of foreign workers to familiarize themselves with the binding procedures of the organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
	<ul style="list-style-type: none"> • In practice, home office work options lag behind the good practice, although this form of flexibility is introduced in the management documentation.
Training and development	<p>Strengths:</p> <p>All CRI researchers have access to further education. Educational activities are organized at the level of each department and according to the needs of individual employees. Internal and external education is used equally in the organization.</p> <p>Weaknesses:</p> <ul style="list-style-type: none"> • As mentioned above, CRI does not have a standardised system for evaluating and planning the personal development of researchers (beyond the attestation procedure). As a result, the organization partly lacks continuity between performance evaluation and subsequent career development. • Supervisors are not systematically assigned to researchers or employees who do not have information about this. This role is performed by their managers or managers; their rights and obligations are not formalised. • Regular evaluation of staff (at least once a year) is introduced in the management documentation, but there is no harmonised procedure for their implementation and this process is not formally recorded. More than a third of respondents are more likely to receive or receive feedback for their work performance.

Activities

Summary list of all individual activities to be performed in connection with HRS4R to eliminate weaknesses or promote strengths identified in GAP analysis. The proposed measures are designed and combined already with regard to the expected practical implementation in the organization (in the form of adaptation or adoption of specific regulations and processes):

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>Using participatory approaches, formulate the vision and strategy of the organization, i.e. using the involvement of researchers and communicate it regularly with employees.</p> <p>The process of developing the CRI Strategy should allow researchers to participate in the development of the strategy itself and other conceptual decisions, for example in round tables, seminars, intranet, newsletter, commenting on prepared documents, etc.</p> <p>The current process (processing of the previous strategy) should be left behind and extended with the possibility of comments on pre-final versions of documents.</p>	4. Professional attitude	31.12. 2022	Management of the CRI	<ul style="list-style-type: none"> • 4Q 2020 - analytical documentation • 4Q 2022 - draft strategy • 1Q 2023 - publication of the strategy on the web and intranet CRI
<p>Modify the Organization Code of Conduct / Ethics (regularly signed by employees) to include:</p> <ul style="list-style-type: none"> • respect for freedom of thought, • basic ethical principles of research, • intellectual-property policy, • liability to employers and other entities • basic ethical principles of cooperation between researchers, 	1. Freedom of Research 2. Ethical Principles 3. Professional Responsibility 6. Accountability 10. Non-discrimination 22. Recognition of the	31.12. 2022	Deputy Director for Science and Research	<ul style="list-style-type: none"> • 1Q 2021 updated Code of Conduct is published on the CRI website • 1Q2021 All employees are demonstrably familiar with the Code of Conduct

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<ul style="list-style-type: none"> unifying approaches to dealing with researchers regardless of experience achieved (i.e. "every voice is heard equally") <p>Ensure regular conclusive familiarity of all employees with the form of the Code of Ethics.</p>	profession			
<p>Revise/design and publish internal standards within the managed documentation following the Conditions of Employment, which will:</p> <ul style="list-style-type: none"> provide adequate care for employees where it is not possible to ensure the stability and permanency of employment through project funding, etc. (personal and professional development advice, job search assistance at all career levels). explicitly allow long-term leave enable participation in education in undergraduate or postgraduate studies. set up regular meetings between the researcher and the supervisor to implement the development plan and systematically evaluate the employee; enable professional advice to employees and help find employment at all levels of their careers; define a form of mobility support. 	<p>25. Stability and permanence of employment</p> <p>33. Teaching</p> <p>35. Participation in decision-making bodies</p> <p>37. Supervision and managerial duties</p>	31.12.2022	Deputy Director for Science and Research	<ul style="list-style-type: none"> 4Q 2021 - publication of the document on the CRI website 1Q 2022 publication of all competitions for Euraxess 4Q 2022 - introduction to new employees within the adaptation process
<p>Increasing the possibility (scope) of personal evaluation (especially in the case of work on projects with an external source of funding).</p>	26. Funding and salaries	31.12.2022	Deputy Director for Science and Research	<ul style="list-style-type: none"> 2Q 2022 – modification of internal documentation - increase of the ceiling for personal evaluation

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
				<ul style="list-style-type: none"> Ongoing discussions with the founder on increasing institutional support
Supplement internal documentation with specific rules of employment and career progression in the case of employees with postdoctoral status.	21. Postdoctoral appointments (Code)	31.12.2022	Deputy Director for Science and Research	<ul style="list-style-type: none"> 4Q 2021 - publication of the document on the VURV website 4Q 2021 - introduction to new employees during the adaptation process
Introduction of the Institute of career counselling in internal CRI, p. r. i., documentation.	30. Access to career advice	31.12.2022	Deputy Director for Science and Research	<ul style="list-style-type: none"> 4Q 2021 – launching of career guidance service and informing employees about the availability of this service
Revise/design and publish internal standards within the managed documentation following the Conditions of Employment, which will: <ul style="list-style-type: none"> regulate working conditions, including contractual relationships and related obligations; contracts will be standardised (determination of the length of the contract with regard to the strategic direction). 	24. Working conditions	31. 12. 2022	Deputy Director for Science and Research	<ul style="list-style-type: none"> 3Q 2021 - publication of the document on the CRI website 4Q 2021 - introduction to new employees within the adaptation process 4Q 2022 - introduction to the remaining employees
Prepare a document standardizing the adaptation process, which will: <ul style="list-style-type: none"> include familiarization with the principles of research, vision and strategies of the organization, including identification of the individual's contribution. include familiarity with legislation relating in particular to research activities and other activities 	5. Contractual and legal obligations 7. Good practice in research 8. Dissemination, exploitation of results 36.Relation with supervisors	31.12. 2022	Deputy Director for Science and Research	<ul style="list-style-type: none"> 4Q 2021 - Document standardizing the adaptation process is published on the CRI website 4Q 2022 implementation of a survey on the adaptation process using results to improve the adaptation

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>by the end of the probationary period.</p> <ul style="list-style-type: none"> confidentiality and data protection, and this area will be covered by internal regulation. establish regular meetings between the researcher and the supervisor, which serve to implement the development plan and systematically evaluate the employee by the supervisor. include initial training for new staff by the HR Department, which includes assigning a supervisor that researchers will be able to contact early in their careers on performance issues. 	40. Supervision			process
<p>Propose a standardised evaluation system - within the EU employment rules (benchmark, periodicity, remuneration) containing:</p> <ul style="list-style-type: none"> Assessment of personal development as part of regular meetings between researcher and direct supervisor. The evaluation system should formalise the evaluation of researchers both at the professional level and in the dimension of other competences ('soft'). Evaluating all results achieved and activities carried out concerning remuneration. Alternatively, supplement the current method of the evaluation carried out through the attestation procedure. Standardised process for transferring employees from grant method of financing to permanent 	11. Evaluation/ appraisal systems	31.12. 2022	Deputy Director for Science and Research	<ul style="list-style-type: none"> 4Q 2021 The management documentation standard containing the standardised evaluation system is published on the CRI website 2Q / 2022 - pilot evaluation is carried out - at least one employee from each department will be evaluated following the new standards 4Q / 2022 - evaluation is carried out regularly

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
contract employees.				
<p>Design and implement individual training plans for individual employees or jobs based on their existing experience, education and standard for their job position (it is assumed that mobility is included in the training plans)</p> <ul style="list-style-type: none"> Individual researchers will have educational plans drawn up according to individual needs and possibilities. Individual training plans will also include training to protect intellectual property. Compliance with the training plan will be centrally monitored and regularly evaluated 	<p>23. Research environment 28. Career development 29. Value of mobility 31. Intellectual Property Rights 32. Co-authorship 38. Continuing Professional Development 39. Access to research training and continuous development</p>	31.12.2022	Deputy Director for Science and Research	<ul style="list-style-type: none"> 3Q 2021: At least one individual training plan for each job 4Q 2021: individual training plan for 1/2 of employees 4Q 2022: individual training plan for all employees
<p>Create the CRI Ombudsman Institute, i.e. an independent person who would be responsible for reviewing complaints or dismissing researchers, including disputes between supervisors and researchers.</p>	34. Complain/ appeals	31.12. 2022	Management of the CRI	<ul style="list-style-type: none"> 4Q 2021 - Appointment of the Ombudsman by the CRI 4Q 2022 - Monitoring the Ombudsman's activities (the aim is to resolve 90% of the Ombudsman's submissions).
<p>Create an internal and external newsletter that will be sent to partners and key players on a regular basis (at least once a year) and shared within the organization. The newsletter will be available on the CRI, p.r.i., website.</p>	9. Public engagement	31. 12. 2022	Deputy Director for Science and Research	<ul style="list-style-type: none"> 1Q 2022 - Introduction of the standard newsletter creation process 1Q 2023 – Verification of the benefits of the Newsletter for target groups /users and

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>Design a document formalising the recruitment process, which will include:</p> <ul style="list-style-type: none"> • identification of the different stages of recruitment (including follow-up information on the results); • the definition of the mandatory content of the job advertisement according to the different positions of the researchers; • the definition of where the advertisement will be published; • the establishment of evaluation criteria; • identification of barriers for disadvantaged people and their subsequent removal (achieving the same conditions); • the balance between men/women in the selection of members of selection committees; • the possibility of analysing the current situation and justifying possible non-standard facts; • the involvement of people with different experience in the selection process of staff and selection committees; • the availability of a sample report describing/summarizing the candidate's performance during the interview and the opportunity to hear the assessment in person; <p>the following criteria for evaluating candidates:</p> <ul style="list-style-type: none"> • the overall experience of the candidates/results achieved; 	<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) 27. Gender balance</p>	<p>31.12. 2022</p>	<p>Deputy Director for Science and Research</p>	<p>possible revision of the form</p> <ul style="list-style-type: none"> • 1Q 2022 A document formalising the recruitment process is published on the CRI website. • The selection procedure will then be monitored for all candidates who will be interviewed about the recruitment process using internal questionnaires. • Executive training • 2Q 2022 Website for potential applicants

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<ul style="list-style-type: none"> • overall research capability; • creativity; • degree of independence; • contribution to the organization's strategy. <p>The following information to be reflected by recruiters</p> <ul style="list-style-type: none"> • information on the importance of career breaks or changes in the chronological order of CVs • information on the importance of mobility in formalising the recruitment process • procedures for evaluating academic and professional qualifications, including informal qualifications of all researchers (gradual updating of rules and transparent communication) • information on the importance of seniority in formalising the recruitment process • gender balance in individual positions (as far as permitted by local conditions). <p>Carry out training of managers in the recruitment process and repeat this regularly.</p> <p>Create a website containing key information for potential applicants in Czech and English.</p>				

As stated in gap analysis and the OTM-R checklist, CRI currently uses only limited elements of the OTM-R policy, but unsystematically and without adequate implementing documentation for the selection of all types of personnel. For employees employed on the main employment relationship, the process is currently standardised, but it needs to be supplemented with selected elements. CRI is committed to the OTM-R policy and has therefore stated its intention to fully implement all OTM-R principles and has adopted a document — OTM-R Guidelines:

- Document formalising the recruitment process
- Document standardizing customization
- Conditions of employment
- Standardised evaluation system - within the Framework of the Conditions of Employment (scale, periodicity, relation to remuneration)
- Wage stabilisation (phasing out the project/grant base as the dominant source of funding); clear setting of growth opportunities within the established career plan/ personal development
- Creation of the Institute of the "Ombudsman of the CRI".

CRI will create (as part of the implementation of the OTM-R policy) own, open, transparent and "merit-based" recruitment tool in which applicants should be able to find information on:

- the organisational unit in charge of recruitment,
- Job title, requirements, and start date for receipt of applications.
- career profiles of researchers (R1-R4) with relevant "required" competences
- selection criteria (and, where appropriate, their "weighting"), including knowledge and professional experience,
- the number of available jobs,
- working conditions, workplace, entitlements (salary, other benefits, etc.), type of contract,
- opportunities for professional development,
- career prospects

It should also include:

- Application procedure and deadlines for the collection of applications from the date of publication
- reference to the OTM-R policy of the institution
- reference to the institution's equal opportunities policy (e.g. positive discrimination, dual career, etc.)
- contact details.

The OTM-R Toolkit will also include a feedback requester's questionnaire.

Implementation

A general overview of the projected implementation process:

The main goal of the project is to set the strategic management of the Institute in the field of human resources development following the conditions for obtaining the HR Award and obtaining and maintaining the HR AWARD.

It is part of a broader CRI strategic project aimed at developing the knowledge and skills of managers, researchers and other personnel to increase their professional capacity for management as well as strategic R&D management, to create internationally competitive conditions and environments for the implementation of excellent research and development through the setting up of strategic management of the research organisation following the conditions of the European Charter for Researchers and the Code of Conduct and Recruitment of Researchers, and to implement the Human Resources Management Strategy for Researchers (HRS4R) and obtain the HR Award.

GAP Analysis identified key findings in areas where the required standards are not sufficiently met:

- Fragmentation of management documentation,
- The lack of standardisation and transparency of the recruitment process for all positions
- The lack of standardisation of the adaptation process in all
- Education in the organisation is not centrally managed,
- Access to expert advice is not formalised,
- Absence of a system for evaluating employees beyond the attestation procedure,
- The absence of independent complaints and dispute resolution body,
- Low degree of digitization of the process.

Although some activities are carried out in the organisation, there is a lack of proper implementing documentation (internal directives, rules and standards and documents certifying the performance of tasks) or existing standards need to be worked out.

Documents that need to be prepared or substantially revised have been identified and the following priorities have been identified:

- Individual training plans for individual employees or jobs based on their existing experience, education and their positions.
- Document formalising the recruitment process
- Document standardizing the adaptation process
- Standardised evaluation system (scale, periodicity, relationship to remuneration) beyond attestation procedure
- Creation of the CRI Ombudsman Institute, i.e. an independent person responsible for reviewing complaints including disputes between supervisors and researchers;
- Addition of a document regulating researchers' right to recognition and citation and/or citation in connection with their actual contribution as co-authors of a document, patent, etc.
- Regulations governing the commercialisation of research results and the enforcement of intellectual property protection
- Availability of individual training plans, including training in intellectual property protection.

Five guiding principles under the Code and the Charter and the measures that should be taken to fulfil them have also been identified. From the researchers' point of view, these are the priorities:

- Establishment of a standardised evaluation system - scale, periodicity, relationship to remuneration: conduct of evaluation, including evaluation of personal development in the context of regular meetings between the researcher and the supervisor; evaluating all results achieved and activities carried out concerning remuneration.
- Availability of individual training plans for individual employees or jobs based on their existing experience, education and standard for their position. Availability of a human resources management document, including the professional development of individuals, which includes necessary training, courses, certifications, etc.
- Management documentation governing Working Conditions, including contractual relationships and related obligations. Standardisation of employment contracts (determination of the length of the contract concerning strategic direction). Provide adequate care for employees where it is not possible to ensure stability and permanency in employment due to project financing, etc.
- Wage stabilization (gradual efforts to remove the project/grant base as the main source of funding), taking into account the institution's funding options; clearly set growth opportunities within the established career plan/personal development.

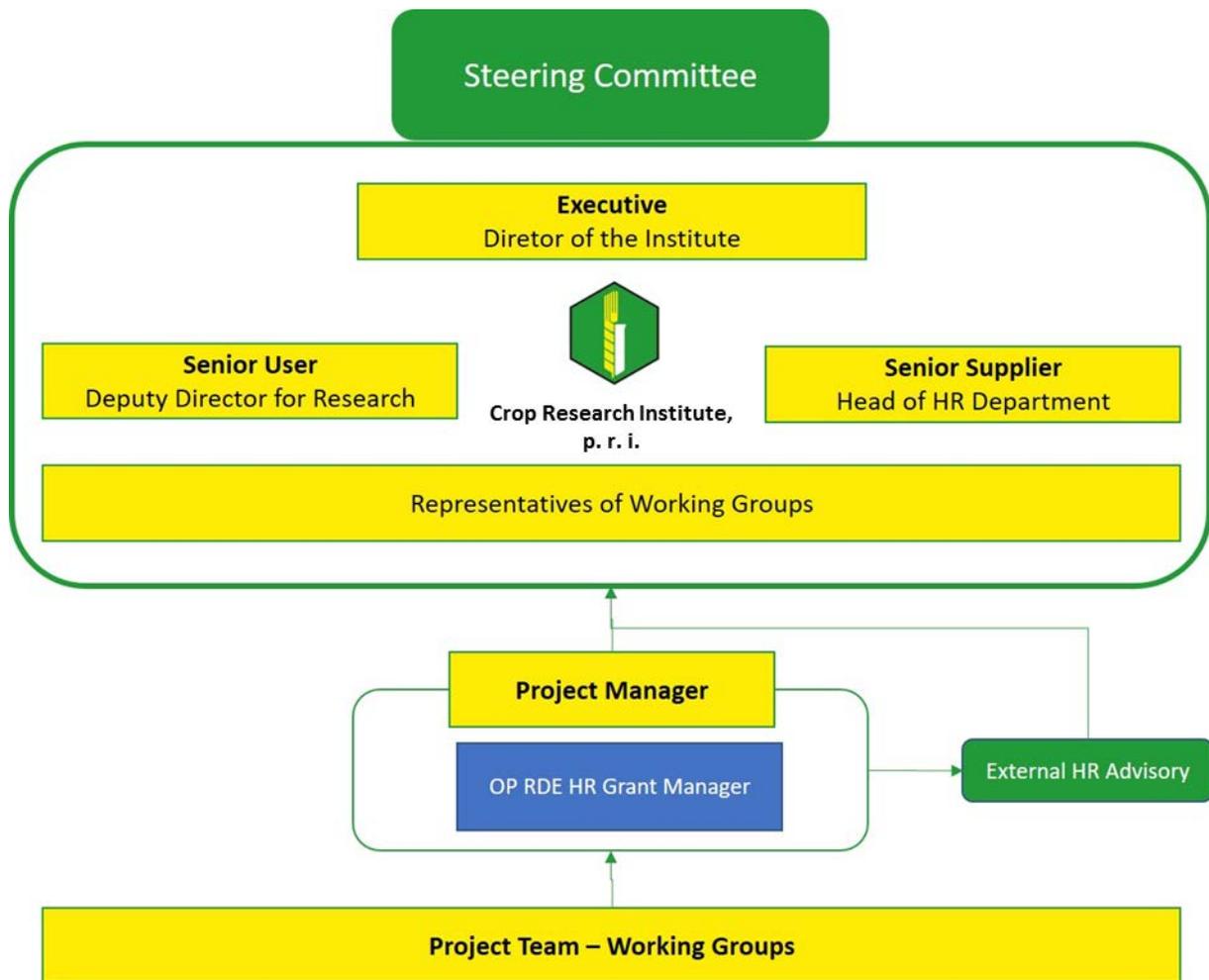
HRS4R at CRI is part of the broader HR strategic project Improving Strategic Management in the Field of Human Resources in CRI, which is financed by the Ministry of education of the Czech Republic and co-financed by the European Union. This project is planned for a period of three years - 2020 - 2022. As regards the period of implementation of the Action Plan, the CRI plans to implement actions throughout the period, up to 2025 i.e. not only for 2 years up to the interim evaluation, but for a full 5 years.:

- Introduction and promotion of OTM-R policy elements (document formalising the recruitment process, document standardising the adjustment process, code of ethics, employment rules, standardised evaluation system – within employment rules (benchmark, periodicity, relationship to remuneration), creation of the 'CRI Ombudsman');
- Design and implementation of a standardised evaluation system;
- Proposal for additional internal rules (code of ethics, intellectual property rules, etc.);
- Individual training plans for individual employees based on their existing experience, education and standard of their position and provision of funding for employee training.

The implementation of HRS4R will take place through several stakeholder groups.

Given good practice, a project team structure will be created according to PRINCE2, which will reflect the key players of the Institute – Steering Committee. Under this structure, the project structure itself will be created, which will be responsible for the implementation of the individual activities of the action plan.

The following diagram shows the basic structure of the team.



The steering committee's task is to manage the overall progress of the project, evaluate its progress, resolve any disputes and decide on major changes.

Senior user is responsible for setting the requirements of researchers and enforcing them in the implementation of the action plan. The senior supplier is responsible for implementing the sub-tools associated with the administrative side of the processes and implementing them into practice. The Executive has overall accountability for the implementation of the project.

The project manager is responsible for day-to-day project management. To this end, it manages the work teams/groups involved in the implementation of individual activities.

Following the PRINCE2 principle, the project will be managed based on the manage by stages principle. An overall project plan will be created, which will then be supplemented by detailed plans of the individual stages. For each stage, a detailed plan will be drawn up, which will always be approved by the Steering Committee and then transparently made available to all employees. At the end of the phase, this plan will be evaluated and a detailed plan for the next stage will be drawn up (evaluation will also be published).

The project will be continuously evaluated by an external body, which will ensure an independent evaluation of the realized activities and their impact on the fulfilment of the principles of the HR Award.