

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
Tomáš Etrych	Director of the institute, Head of the department of Biomedical Polymers R4	X		Director of the institute, Department of Biomedical Polymers
Jiří Kotek	Former director, Chairman of the Attestation Committee	X		The office of the Director
Petr Štěpánek	Former Acting Director, Researcher at Supramolecular Polymer Systems	X		Department of Supramolecular Polymer Systems
Zdenka Sedláková	Chair(wo)man of Council of the institute, Head of the department of Controlled Macromolecular Synthesis R4	X		Council of the institute, Department of Controlled Macromolecular Synthesis
Václav Ježdík	Head of the Economics dpt, Deputy Director for Economics	X		Economics Department
Zdeněk Starý	Member of the Council of the institute, Head of the department of Polymer Processing R4	X		Department of Polymer Processing
Pavel Slabihoudek	Member of the Director's Board for Administration and Operations, Head of	X	X	The office of the Director

	the office of the Director			
Petr Šálek	Member of the Director's Board for popularization, Researcher at Biomaterials and Bioanalogous Systems department R3	X	X	Department of Biomaterials and Bioanalogous Systems
Richard Laga	Head of the Department of Polymer and Colloid Immunotherapeutics R4	X		Department of Polymer and Colloid Immunotherapeutics
Jana Dvořáková	Chair of the Trade Union / Deputy Head of the Department of Biomaterials and Bioanalogous Systems R3		X	Trade Union, Department of Biomaterials and Bioanalogous Systems
Anna Golunová	Researcher at the department of Biomaterials and Bioanalogous Systems R2		X	Department of Biomaterials and Bioanalogous Systems
Gloria Huerta Angeles	Researcher at the department of Polymer Processing R3		X	Department of Polymer Processing
Świątek Małgorzata Anna	Researcher at the department of Polymer Particles R3		X	Department of Polymer Particles
Kevin Kotalík	Researcher at the department of Biomedical Polymers R1		X	Department of Biomedical Polymers
Priscilla de Souza Lima	Researcher at the Department of Polymer Processing R1		X	Department of Polymer Processing
Hix-Janssens Thomas Petrus H. R2	Researcher at the Department of Conducting Polymers R2		X	Department of Conducting Polymers
Hana Kostková	Head of project department		X	Economics Department
Leona Pejcharová	HR AWARD Administrator		X	The office of the Director

Petra Valešová	Personnel department		X	Economics Department
Kaprálková Lucie	Lawyer		X	The office of the Director

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.	Survey 08-09/2024, A total of 161 out of approximately 250 institute employees participated.	The questionnaire for researchers covered all topics included in the 2023 Charter and the OTM-R checklist. It contained approximately 150 questions; however, individual respondents were directed only to those relevant to their position, length of employment, and similar factors. Mostly Likert scales were used, with several open questions.
Employees (all)	Assembly of Researchers	(12/2024) The Director of the Institute presented to all staff at the Assembly of Researchers an overview of IMC's involvement in the HR Excellence in Research Award process, including an explanation of the upcoming steps and a summary of the key findings from the employee survey.
Steering committee meetings	On-site meetings, thematic discussions, and feedback provided through shared online documents. The director and several positions changed during the year; however, the composition of the committee remained the same, with only the roles of individual members adjusted in the final version of the document.	The Steering Committee contributed extensive management and research experience, ensuring that all initial phase documents are both practically applicable and aligned with the institute's organizational culture and legal framework. Their expertise was crucial in shaping a realistic and sustainable HR strategy. All relevant documents were

		reviewed and discussed within the Steering Committee.
Working group meetings	On-site meetings, thematic discussions, and feedback provided through shared online documents.	Since the beginning of the initial phase, consultations within the Working Group (WG) have taken place mainly on a one-to-one basis between the HR Award Administrator and experts from relevant areas (HR, legal, R1-R4). These consultations informed the preparation of the questionnaire. Since June 2025, the WG has been addressing specific topics via shared documents and broader issues during on-site meetings. The practical experience of researchers has been particularly valuable in aligning the analysis with the institute's real challenges. All relevant documents were reviewed and discussed within the Working Group.

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

The members of the Steering Committee were nominated by the HR Award Administrator in consultation with the Director of the Institute. The final composition was approved by the Director's Board, ensuring balanced representation in terms of seniority, research level, experience, gender, and age. Each member confirmed their participation and was informed about the planned workflow and next steps.

Steering Committee meetings followed a pre-defined agenda and structure, led by the HR Award Administrator, who prepared specific topics and questions for discussion. Meetings were held at key milestones of the process, allowing members to evaluate progress, discuss draft outputs, and provide strategic guidance. In addition to in-person meetings, members actively participated in the commenting process through shared online documents, where feedback and revisions were continuously collected and discussed.

Thanks to the expertise of the members, the resulting HR management strategy builds on the institute's strengths and provides a solid foundation for effective implementation in the coming years.

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

The members of the Working Group were nominated by the HR Award Administrator in consultation with the Director of the Institute. Particular attention was paid to ensuring balanced representation

in terms of gender, age, research level (R1–R4), experience, and area of expertise, including the participation of employees from abroad. The proposed composition was subsequently approved by the Director's Board. Each member was then formally invited to confirm their participation, informed about the objectives and structure of the working process, and expressed their willingness to actively contribute to the initiative.