

Action Plan

HRS4R strategy – HR Excellence in Research Award

Transport Research Centre (CDV), v. v. i.

Period of validity: October 2026 – September 2029



HR EXCELLENCE IN RESEARCH

Name of the organisation under review: Transport Research Centre (CDV), v. v. i.

EC case number: 2020CZ482785

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Date of preparation: 16. 10. 2026

HR Award Action Plan 2026–2029

The objectives and activities are based on the weaknesses and strengths identified in the Gap Analysis and on the mandatory and other recommendations of the EC assessors. Activities addressing weaknesses and the EC assessors' recommendations aim to close the identified gaps. Activities relating to strengths aim to maintain and further develop them. Each objective specifies a concrete approach, a measurable indicator, a responsible team and an implementation deadline.

No.	Issue addressed	Objectives	Specific measures	Pillar of the European Charter for Researchers	Responsible team or department	Timing
1	HRS4R governance and researcher involvement	1.1 Formalisation of the HRS4R governance structure. <i>Indicator:</i> Approved and published statutes of the steering committee and working group; a list of members indicating their R1–R4 career stage.	Definition of the roles of the steering committee (senior management) and the HR Award working group, their functions, responsibilities and meeting frequency (working group at least 4 times a year, steering committee at least 2 times a year), and incorporation of these into internal documentation (e.g. the Organisational Rules); addition of researcher representatives to ensure representation of all R1–R4 career stages, and a representative of sites outside headquarters.	Working Conditions and Practices	HR Award working group, HR department, institutional management	October 2026 – December 2026

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		<p>1.2 Revision of the award renewal documentation and publication of the Action Plan.</p> <p><i>Indicator:</i> Revised internal review report submitted to the EC within the required period; GAP Analysis and Action Plan published on the CDV website.</p>	Expansion of the descriptive part of the HR Award documentation (communication channels, intranet, training system, organisational structure, consultation process and links between the GAP Analysis and the Action Plan, results achieved), publication of the Action Plan and updating of the HR Award section of the website.	Working Conditions and Practices	HR Award working group, HR department	October 2026
		<p>1.3 Ongoing monitoring of Action Plan implementation.</p> <p><i>Indicator:</i> Annual update of the Action Plan posted on the CDV website.</p>	Annual evaluation of activity implementation against the indicators, consideration by the steering committee and addition of new measures according to current needs (the Action Plan as a living document).	Working Conditions and Practices	HR Award working group, steering committee, HR department, institutional management	September 2027, September 2028, September 2029
		<p>1.4 Continue regular assessment of researchers' needs by career stage.</p> <p><i>Indicator:</i> Repeated survey with an optimal response rate of at least 65 %. Annual career interviews evaluated by R1 to R4 group; a summary of needs submitted to the steering committee once a year.</p>	Administration of the HR Award questionnaire at three-year intervals; annual career interviews, their evaluation and submission of the findings, particularly researchers' needs by R1 to R4 category, to the steering committee.	Working Conditions and Practices	HR Award working group, HR department	March 2029 – June 2029

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2	Awareness of the HR Award and feedback to employees	2.1 Increasing awareness of the HR Award, HRS4R and the Action Plan. <i>Indicator:</i> A presentation at an employee meeting at least once a year; an information article on the internal website after each Action Plan update; the topic included in new employee adaptation.	An information campaign on the institution's internal website explaining the HR Award, the HRS4R strategy, the steering committee and the working group, the benefits for employees and how they can become involved; publication of the GAP Analysis results. A reminder of the HR Award during the HR Award admin's annual presentation at an employee meeting.	Working Conditions and Practices	HR Award working group, Marketing Department	November 2026 – September 2029
		2.2 Providing employees with feedback on their suggestions. <i>Indicator:</i> A presentation at an employee meeting at least once a year; a summary of "suggestions and measures taken" published on the institution's internal website once a year.	Regular publication of a summary explaining how suggestions from the HR Award questionnaire and career interviews have been addressed, including reasons where suggestions have not been implemented. An annual presentation on progress by the HR Award admin at an employee meeting.	Working Conditions and Practices	HR Award working group, HR department, institutional management	June 2027 – September 2029
3	Information sharing and cooperation across divisions	3.1 Regularly sharing information about research activities and strengthening collaboration among departments and divisions. <i>Indicator:</i> Meetings organised and articles published. A new long-term strategic development of the research organisation, including interdivisional projects, was created.	Sharing information about research activities at staff meetings or via the internal website. Developing a new long-term strategic development of the research organisation (starting in 2028), including cross-divisional projects involving collaboration among all CDV research divisions.	Ethics, Integrity, Gender and Open Science	institutional management, Research, Development and Knowledge Transfer Office, HR department	January 2027 – September 2029

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		3.2 An overview of projects, research topics and contact persons available to researchers. <i>Indicator:</i> Overview made available on the internal website; revised access rights to project results.	Creation of an overview of projects and topics with contact persons on the intranet, and reassessment of access arrangements for outputs of projects in other research departments, ensuring data protection while enabling awareness of the issues being addressed.	Ethics, Integrity, Gender and Open Science	Research, Development and Knowledge Transfer Office, IT department, HR department	January 2027 – December 2027
		3.3 Regular overviews of division results provided by division directors (once a year at an employee meeting). <i>Indicator:</i> Presentations by division directors on significant project results from the previous calendar year.	Introduction of regular information sharing (once a year) on the division's key results and projects at employee meetings.	Ethics, Integrity, Gender and Open Science	institutional management, HR department	January 2027 – September 2029
4	Management communication and employee involvement in changes	4.1 Timely and clear information from institutional management. <i>Indicator:</i> Minutes of management meetings published on the intranet within 3 working days; updated structure of the internal website.	Streamlining of the process for internal publication of meeting minutes (shortening the publication period) and definition of a single channel for important information; provision of reasons for measures being introduced. Better structuring of the FORwoMAN internal website and improved retrieval of older information.	Working Conditions and Practices	institutional management, Marketing Department, HR department	November 2026 – June 2027
		4.2 Introduction of internal communication rules. <i>Indicator:</i> Rules defined in an internal document.	Incorporation of internal communication rules into an internal document (Work Rules, directive) – specification of communication channels for different types of situations.	Working Conditions and Practices	institutional management, Marketing Department, HR department	December 2027

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		4.3 Continue regular meetings between employees and the Director. <i>Indicator:</i> At least 2 meetings per year with the Director.	Regular meetings with the Director, with time for employee questions. Sharing of further important information as needed, with possible involvement of top management or HR department.	Working Conditions and Practices	institutional management, HR department	November 2026 – September 2029
		4.4 Employee involvement in preparing major changes. <i>Indicator:</i> A consultation requirement incorporated into an internal regulation; each major change to processes or tools subject to consultation or pilot testing with representatives of the employees concerned.	Establishment of a procedure for involving the employees concerned (including representatives of R1–R4 researchers) in preparing and pilot testing changes before institution-wide implementation.	Working Conditions and Practices	institutional management, Legal Department, HR Award working group	January 2027 – June 2027
5	Prevention of inappropriate workplace behaviour	5.1 Prevention and handling of inappropriate workplace behaviour such as sexual harassment, bullying by colleagues, bullying by managers, discrimination and other inappropriate workplace behaviour. (Activity from the previous Action Plan) <i>Indicator:</i> A working procedure for recognising and handling inappropriate workplace behaviour developed and published internally.	Issuing of an internal document to help recognise inappropriate workplace behaviour and define the procedure for handling it, including clear identification of the persons to contact in cases of suspected inappropriate workplace behaviour, and creation of an anonymous reporting channel. The document will be available to all employees in the IIS.	Ethics, Integrity, Gender and Open Science	HR department, Legal Department	January 2027 – June 2027

No.	Issue addressed	Objectives	Specific measures	Pillar of the European Charter for Researchers	Responsible team or department	Timing
		5.2 Ensuring a respectful working environment. <i>Indicator:</i> Training for managers on the prevention of inappropriate workplace behaviour at least once a year; in the repeated survey, a decrease in the proportion of respondents with experience of inappropriate workplace behaviour.	Training for managers in respectful communication and conflict resolution, and familiarisation with procedures for handling inappropriate workplace behaviour.	Ethics, Integrity, Gender and Open Science	HR department, institutional management	April 2027 – September 2029
6	Research ethics, artificial intelligence, the gender dimension and open science	6.1 Accessible information on the Ethics Committee. <i>Indicator:</i> Updated Code of Ethics; information on the composition, remit and contact details of the Ethics Committee published on the internal website.	Updating of the Code of Ethics – definition of the powers and operating procedures of the Ethics Committee, and publication of the appointed Ethics Committee members and their activities on the internal website.	Ethics, Integrity, Gender and Open Science	Ethics Committee, Research, Development and Knowledge Transfer Office, HR department	January 2027 – March 2027
		6.2 Establishment of rules and provision of training in the ethical use of AI for all positions. <i>Indicator:</i> Updated internal rules for the use of AI published in the IIS; at least 2 training sessions per year, including at least 1 for non-research positions.	Regular updating of internal rules for the use of AI (data protection, copyright, licences for generated images, checking of outputs, etc.) and delivery of practical internal training tailored to individual groups of positions.	Ethics, Integrity, Gender and Open Science	IT department, Research, Development and Knowledge Transfer Office, HR Award working group, HR department	January 2027 – September 2029

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		6.3 Clear co-authorship rules. <i>Indicator:</i> Co-authorship rules incorporated into an internal regulation and published in the IIS.	Establishment of co-authorship rules based on the authors' actual contributions, in accordance with international standards. The internal regulation will be available to all employees on the intranet.	Researchers' Assessment, Recruitment and Progression	Research, Development and Knowledge Transfer Office, Ethics Committee, HR department	July 2027 – December 2027
		6.4 Internal open access guidelines. <i>Indicator:</i> Internal open access guidelines published in the IIS; at least 1 training session per year; guidance on data management plans and repositories developed.	Development of institutional guidelines on open access and data sharing beyond funder requirements, training for researchers and practical guidance on data management plans and repositories available on the intranet.	Ethics, Integrity, Gender and Open Science	Research, Development and Knowledge Transfer Office, IT department, HR Award working group, HR department	January 2027 – December 2027
		6.5 Increasing awareness of the handbook on the gender dimension in research. <i>Indicator:</i> In the repeated survey, an increase in the proportion of researchers with awareness of the handbook on the gender dimension in research.	Ensuring renewed familiarisation with the handbook two years after the previous introduction, and creation of a micro e-learning course on the basics of the gender dimension in research with a link to the handbook.	Ethics, Integrity, Gender and Open Science	HR department	January 2027 – December 2027

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7	Assessment and career interviews	7.1 Revision of career interview forms and their differentiation by R1–R4 career stage. <i>Indicator:</i> Updated forms, separately for research and non-research positions, with a dedicated section for identifying needs by career stage (particularly R1).	Revision of the forms, including on the basis of employee feedback – shortening and simplification of forms, removal of duplicate items, addition of explanatory notes, text fields without a maximum character limit, and technical adjustments to the forms. Addition of a section focusing on the specific needs of researchers at individual career stages, and evaluation of these needs for planning training and HRS4R measures. Establishment of assessment criteria for commercial contracts as well.	Researchers' Assessment, Recruitment and Progression	HR department, IT department, HR Award working group	November 2026 – February 2027
8	Researchers' career progression	8.1 Establish transparent career progression criteria. <i>Indicator:</i> Updated Wage Rules describing career stages (R1–R4) and career-stage classification criteria.	Updating of the Wage Rules to include a description of the basic requirements for classification at individual career stages (R1–R4), thereby also establishing clear and understandable criteria for researchers' career progression.	Researchers' Assessment, Recruitment and Progression	HR department, institutional management, Research, Development and Knowledge Transfer Office	January 2027
9	Recruitment and OTM-R policy	9.1 Advertising all researcher vacancies on the Euraxess portal. <i>Indicator:</i> All researcher vacancies advertised on Euraxess. Updated Procedure for the Recruitment of researchers.	Advertising all researcher vacancies on Euraxess and incorporation of this rule into the Procedure for the Recruitment of researchers.	Researchers' Assessment, Recruitment and Progression	HR department	October 2026 – September 2029

No.	Issue addressed	Objectives	Specific measures	Pillar of the European Charter for Researchers	Responsible team or department	Timing
		9.2 Increasing employee awareness of the OTM-R policy. <i>Indicator:</i> An increase of positive responses to the question on knowledge of OTM-R in the repeated survey. Training for managers once a year.	An information article on OTM-R and inclusion of the topic in adaptation. Creation of a document available to employees in the IIS. Maintaining awareness among managers through annual training.	Researchers' Assessment, Recruitment and Progression	HR department, HR Award working group	January 2027 – September 2029
10	Internationalisation	10.1 Increasing involvement in international projects. <i>Indicator:</i> Designated support for international project coordination; an increase in the number of international proposals submitted during the third Action Plan period compared to the previous period.	Strengthening of administrative support for the preparation and management of international projects, and timely information on international calls.	Working Conditions and Practices	Research, Development and Knowledge Transfer Office, institutional management, HR department	January 2027 – September 2029
		10.2 Language skills. <i>Indicator:</i> Rules for providing language training to employees established in an internal document; number of courses delivered.	Reintroduction of language courses for researchers working on international projects and, where appropriate, for support offices, and provision of a Czech language course for foreign employees, with clearly defined rules on who is entitled to attend and under what conditions.	Research Careers and Talent Development	HR department	January 2027 – September 2029

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		<p>10.3 Continue creating a comfortable working environment for foreign employees as well as foreign interns and visitors.</p> <p><i>Indicator:</i> All internal documentation available in English upon issue; emails to all employees also in English.</p>	<p>Introduction of English into CDV processes: ensure translation of supplementary documents (e.g. visitors' books), define the obligation to issue documentation simultaneously in English within the document management process, and use English in mass emails.</p> <p>Assignment of a buddy to foreign employees.</p>	Working Conditions and Practices	HR department, Property and Operations Management	January 2027 – June 2027
		<p>10.4 Increasing awareness of and interest in working at CDV among foreign researchers.</p> <p><i>Indicator:</i> Attendees of conferences abroad provided with materials on currently open positions.</p>	<p>Before their departure, researchers representing CDV at conferences abroad will be provided with materials presenting vacancies – leaflets with a link (QR code) to the CDV careers pages.</p>	Researchers' Assessment, Recruitment and Progression	HR department, Marketing Department	January 2027 – September 2029
		<p>10.5 Creation of a practical handbook for foreign employees.</p> <p><i>Indicator:</i> A practical handbook for foreign employees developed and published in the IIS.</p>	<p>A practical handbook for foreign employees containing information useful for communicating with authorities and obtaining the necessary permits, and on the life and culture of people living in Brno/the Czech Republic, published in the IIS.</p>	Working Conditions and Practices	HR department, HR Award working group	January 2028 – December 2028

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		10.6 Support for researcher mobility. <i>Indicator:</i> An overview of internship opportunities (partner institutions) published on the internal website. Increase in the number of CDV employees participating in international mobility programs compared to the previous period.	Promotion of internships of varying duration, including exploration of opportunities to establish relationships with partner organisations for internships for our employees, and identification of ways to actively support mobility.	Research Careers and Talent Development	Research, Development and Knowledge Transfer Office, HR department	January 2027 – September 2029
11	Administrative burden	11.1 Reduction of duplicate reporting. <i>Indicator:</i> Analysis of duplication completed; depending on the options for removing duplications or automated pre-filling (e.g., data management plan, repositories, OBD).	Analysis of duplicate data entry into the IIS, OBD, Zenodo and data management plans, integration of systems and pre-filling of available data.	Working Conditions and Practices	IT department, Research, Development and Knowledge Transfer Office, HR department	January 2027 – December 2028
		11.2 Clear processes and documents. <i>Indicator:</i> Step-by-step instructions for less frequent tasks published internally on the intranet; an overview of support department services published; an updated travel order module; change logs for revised internal directives.	Publication of instructions (travel orders, data management plans, repositories, etc.) and descriptions of the responsibilities of individual support departments, and marking of changes when internal directives are updated.	Working Conditions and Practices	IT department, Research, Development and Knowledge Transfer Office, HR department	January 2027 – December 2027

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12	Workload and well-being	12.1 Prevention of overload. <i>Indicator:</i> In a repeated survey, decrease in the proportion of respondents who feel they lack support for their mental well-being.	Increasing managers' awareness of capacity planning during project preparation, addressing cover arrangements for key staff, and offering mental health support measures.	Working Conditions and Practices	institutional management, HR department	January 2027 – September 2029
		12.2 Flexible working time recording. <i>Indicator:</i> Analysis of the possibility of carrying over overtime hours completed, and a decision by institutional management.	Analysis and subsequent assessment of the possibility of carrying over overtime hours to the following month in accordance with the Labour Code.	Working Conditions and Practices	HR department, Legal Department	January 2027 – June 2027
		12.3 Maintaining and developing employee benefits. <i>Indicator:</i> Identification of employee preferences once every three years, and a decision by institutional management on adjustments to the employee benefits provided.	A survey of preferences and adjustment of the range of employee benefits within the institution's budgetary constraints; retention of measures supporting work-life balance.	Working Conditions and Practices	HR department, institutional management, Economics and Administration Office	January 2027 – September 2029
		12.4 Transparent home-office rules. <i>Indicator:</i> Clearly defined home-office rules in an internal document in the IIS.	Eliminate inconsistent approaches by managers when approving requests from employees in comparable positions (extent per month, etc.).	Working Conditions and Practices	HR department, institutional management	June 2027 – June 2028
		12.5 Informal employee meetings. <i>Indicator:</i> At least 1 institution-wide event per year open to all employees.	Organisation of joint events across divisions and offices for all employees.	Working Conditions and Practices	HR department, Marketing Department	January 2027 – September 2029

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		12.6 Extend support for carers beyond childcare. <i>Indicator:</i> Support options for carers discussed by management; a handbook for carers published internally.	Define conditions for employees caring for relatives (partners, parents, etc.) – options for reduced working hours, unpaid leave, etc.	Working Conditions and Practices	institutional management, HR department	January 2027 – December 2027
13	Remuneration	13.1 Clarify employee remuneration criteria. <i>Indicator:</i> Updated Wage Rules describing career stages (R1–R4) and criteria for performance assessment and the award of bonuses.	Updating of the Wage Rules to include a description of the basic requirements for classification at individual career stages (and therefore also the level of basic wages) and assessment of employee performance, and updating of the rules for awarding exceptional bonuses.	Working Conditions and Practices	HR department, institutional management	January 2027 – December 2027
14	Working environment	14.1 Improving conditions in buildings. <i>Indicator:</i> A repair plan (windows, heating, ventilation systems) prepared and progressively implemented; a cleaning standard for shared spaces.	Assessment of thermal comfort and ventilation systems in buildings, a repair plan and improvements to workstation ergonomics according to the institution's financial capacity. Establishment of a cleaning standard for shared spaces and requirement for its consistent observance.	Working Conditions and Practices	Property and Operations Management, HR department, Economics and Administration Office	January 2027 – September 2029

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15	Training and development	15.1 Maintaining and developing the training system. <i>Indicator:</i> At least 1 development activity per year for each researcher; an annual training plan linked to career interviews.	Continuation of the established training frequency (1 development activity per year for all researchers), linked to career interviews. Ensuring that development activities identified in career interviews are followed through to implementation – linking planned activities to each employee’s personal development plan (completed activities) in the IIS, and assessing the benefit of each training activity for employees. Ensuring the availability of activities and a funding plan.	Research Careers and Talent Development	HR department, IT department	January 2027 – September 2029
		15.2 Development of trainers’ teaching and presentation skills. <i>Indicator:</i> At least 1 teaching or presentation skills course for researchers who lecture or deliver training, or are beginning to do so.	Provision of courses for researchers who teach or deliver training, and those interested in teaching, appropriate to their existing level of presentation and teaching skills.	Research Careers and Talent Development	HR department	January 2027 – September 2029
		15.3 Maintaining and developing managers’ management skills. <i>Indicator:</i> Management mentoring or a series of training sessions for managers introduced; a succession plan for key positions.	Building on existing practice in soft skills and project management training for management positions; preparation of successors for key positions – identification of candidates and provision of basic training.	Research Careers and Talent Development	HR department, institutional management	January 2028 – September 2029

No.	Issue addressed	Objectives	Specific measures	Pillar of the European Charter for Researchers	Responsible team or department	Timing
		15.4 Taking new knowledge into account in professional development and assessment. <i>Indicator:</i> In a follow-up survey, decrease in the proportion of respondents who feel that new knowledge is not being sufficiently taken into account.	Taking newly acquired qualifications into account in assessment and professional development during career interviews.	Research Careers and Talent Development	HR department	January 2027 – September 2029
16	Scientific Mentoring Program	16.1 Maintaining and developing the Scientific Mentoring Program. <i>Indicator:</i> Revised programme format; mandatory in-person participation by new researchers (R1–R2) during the first two years of employment.	Revision of the programme in view of low in-person participation by junior researchers, and incorporation of mentoring into new researcher adaptation.	Research Careers and Talent Development	Research, Development and Knowledge Transfer Office, HR department	January 2027 – December 2027
17	CDV visibility and commercialisation of results	17.1 Increasing awareness of knowledge transfer opportunities. <i>Indicator:</i> Information events or articles by the Knowledge Transfer Centre at least 2 times a year.	Active provision of information to researchers on opportunities for commercialisation and intellectual property protection.	Working Conditions and Practices	Knowledge Transfer Centre, HR department	January 2027 – September 2029
		17.2 Popularisation of research results and awareness of CDV. <i>Indicator:</i> At least 2 events for students or the public per year; an overview of popularisation opportunities for research departments.	Support for promoting the employer brand and raising the visibility of researchers' project results in a form accessible to university students and the general public. Organisation of events for students and the public.	Working Conditions and Practices	Marketing Department, Research, Development and Knowledge Transfer Office, HR department	January 2027 – September 2029