HRS4R: Action Plan

Case No.: 2018SK336383
Name Organization under review: Slovak Academy of Sciences
Organization's contact details: Štefánikova 49, 814 38 Bratislava, Slovak Republic

1. ORGANIZATIONAL 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	*1523*
Of whom are international (i.e. foreign nationality)	*152*
Of whom are externally funded (i.e. for whom the organization is host organization)	*57*
Of whom are women	*857*
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	*508*
Of whom are stage R2 = in most organizations corresponding with postdoctoral level	*534*
Of whom are stage R1 = in most organizations corresponding with doctoral level	*481*
Total number of students (if relevant)	
Total number of staff (including management, administrative, teaching and research staff)	*2624*
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organizational budget	
Annual organizational direct government funding (designated for research)	
Annual competitive government-sourced funding (designated for research, obtained in competition with other organizations – including EU funding)	
Annual funding from private, non-government sources, designated for research	
ORGANISATIONAL PROFILE (a very brief description of your organization, max. 100 words)	
The Slovak Academy of Sciences (SAS) is a leading research-implementing organization in Slovakia. It is the founder of 45 scientific Institutes that carry out research across a wide range of scientific fields - from physical, engineering, life and medical sciences to social sciences and humanities. The SAS is one of the key players in science and research policy and regularly conducts research performance assessment and analysis. SAS representatives participate as advisors to state authorities, as members of the Science, Technology and Innovation Council, as well as other bodies involved in decision-making processes.	

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.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	**Strengths** Research freedom is respected to a high degree, research topics are most often given by upcoming and implemented projects. Ethical aspects are covered by the SAS, which has also adopted the Code of Ethics for the entire academy. Individual SAS Institutes have a relatively large freedom to set their own processes. After evaluation in 2016, individual SAS Institutes prepared their strategic and action plans, identifying their strengths and weaknesses, and defining the strategic areas of their research for the near future. Individual SAS Institutes and their employees adhere to ethical practices and principles of scientific work and responsibly approach the publication of research results and related issues of co-authorship, plagiarism and intellectual property protection. Employees actively engage in popularization activities and public information. In most cases, SAS Institutes have comprehensive employee assessment systems in place. **Weaknesses** Procedures within SAS Institutes are not unified, there is a lack of best practice sharing. Multiple documents in English are missing, which reduces the openness of organizations to foreign employees. Insufficient guidance and training in the subject areas. Direct and active public engagement is not well developed. Missing standards for secure data backup. There is no formalized procedure to address ethical issues and to settle them.
Recruitment and selection	**Strengths** Applicants are vastly selected on the basis of a personal interview with the selection committee. Applicants are assessed comprehensively, career breaks are not evaluated to the detriment of the applicant. The value of mobility is recognized and the different types of mobility are evaluated positively, in the context of other qualifications. The principle of service age is fully respected. Accepted applicants receive the necessary training.

	Weaknesses Recruitment and selection procedures are not formalized under the principles of Open, Transparent and Merit-Based Recruitment (OTM-R). Selection committee members are not trained in the OTM-R principles. Advertising on EURAXESS or other portals is being used to a small extent. Selection criteria for individual positions are not defined. Career plans and career development options are not published. The postdoctoral position is not formally recognized.
Working conditions	**Strengths** Working conditions are in accordance with the applicable Slovak legislation. Researchers are recognized as experts and treated accordingly. SAS Institutes' infrastructure and instrumentation are at a high level. SAS Institutes are keen to balance career and family life. In general, there is a gender balance among employees. SAS Institutes recognize and support employee mobility. Intellectual property rights are respected, co-authorship is perceived positively. Many employees participate in the teaching process at universities. Employees have opportunities to participate in decision-making processes. **Weaknesses** Many regulations and documents are available only in the Slovak language, foreign employees can hardly become familiar with them. Also, communication with administrative and technical staff is often limited to the Slovak language. Gender representation in decision-making bodies and management is unbalanced, to the detriment of women. A career development strategy and a strategy to support and take into account mobility are absent. Missing internal rules on intellectual property rights. Procedures for complaints and appeals are not formalized.
Training and development	**Strengths** Employees can advance their professional development and education. Teams/departments meet regularly, report on work progress and results; their staff get feedback. PhD students can contact their supervisor or scientific secretary of the organization. Qualified advisors are assigned to PhD students. Individual training of employees is supported. **Weaknesses** Procedures are not formalized. Advisory process for PhD students is not formalized, nor is management training for (senior staff) employees.

3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organization's website.

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

*URL: https://www.sav.sk/?lang=en&doc=activity-hrs4r

Please fill in a sum up list of all individual actions to be undertaken in your organization's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

No.	Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)
1	To translate the SAS Code of Ethics into English and publish it on the SAS website	(2) Ethical principles	2019 Q3	SAS Office - Department of Research and Development	I-1.1 Publication of the translated SAS Code of Ethics / T-1.1 To inform researchers
2	To conduct regular ethics trainings	(2) Ethical principles	2019 Q4 and further	SAS Office - Department of Research and Development, SAS Presidium, SAS Ethics Committee	I-2.1 Number and frequency of trainings on ethical issues / T-2.1 To inform researchers about ethical issues
3	To establish ethics committees in individual SAS Institutes	(2) Ethical principles	2019 Q3 and further	SAS Office - Department of Research and Development, SAS Ethics Committee, SAS Institutes	I-3.1 Establishment of ethics committees / T-3.1 To give researchers an opportunity to solve ethical issues directly in a SAS Institute
4	To adopt internal ethical rules	(2) Ethical principles	2019 Q3	SAS Office - Department of Research and Development, SAS Ethics Committee, SAS Institutes	I-4.1 Adoption of internal rules (document) / T-4.1 To inform researchers and set rules for the SAS Institutes
5	To formalize the procedure for ethical issues complaints and appeals	(2) Ethical questions	2020 Q1	SAS Office, SAS Ethics Committee	I-5.1 Formalized procedures for ethical issues complaints (document) / T-5.1 To simplify and clarify the procedure for dealing with ethical issues
6	To prepare a welcome information package both in Slovak and English	(3) Professional responsibility (12) Recruitment (32) Co-authorship	2020 Q3, 2020 Q4, and further	SAS Office	I-6.1 Published Slovak version of the welcome package; I-6.2 Published English version of the welcome package; I-6.3 Regular update of the welcome package / T-6.1 For new employees, to receive the necessary information; T-6.2 For employees, to be informed about the content of the welcome package which can be useful for them.

7	To prepare a feasibility study of the central data storage system	(5) Professional responsibility (7) Professional approach (8) Dissemination and exploitation of results	2020 Q2	SAS Office, SAS Centre of Operations	I-7.1 Publication of the feasibility study of the central data storage system and action plan / T-7.1 To identify the best possible options of data storage
8	To translate important documents, regulations and templates into the English language	(5) Contractual and legal obligations (10) Non - discrimination	2020 Q3	SAS Office - Department of Research and Development	I-8.1 Documents available for download on internet or intranet; I-8.2 Up-to-date documents / T-8.1 To provide foreign employees with comprehensible information; T-8.2 To reduce administrative burden for employees; T-8.3 To attract more foreign employees
9	To provide active support for management of international and European projects	(5) Contractual and legal obligations	2019 Q3	SAS Office - Department of Research and Development	I-9.1 Support mechanism for project management / T-9.1 To reduce administrative burden for researchers
10	To prepare a feasibility study of the online tool for project management and financial reporting	(6) Responsibility	2019 Q4	SAS Office, SAS Presidium, SAS Centre of Operations	I-10.1 Published feasibility study of the online tool for project management and financial reporting / T-10.1 To improve project management and financial reporting
11	To create a project management guide	(6) Responsibility	2021 Q1	SAS Office - Department of Research and Development, SAS Office	I-11.1 Published version of the guide (document) / T-11.1 To provide employees with better information; T-11.2 To reduce administrative burden
12	To create a strategy and internal rules for secure data backup	(7) Best practice in research	2021 Q1	SAS Office, SAS Centre of Operations, SAS Presidium	I-12.1 Published strategy and internal rules (document) / T-12.1 To inform researchers; T-12.2 To unify data backup procedure; T-12.3 To increase data security
13	To disseminate Open Access news and updates	(8) Dissemination and exploitation of results	2019 Q3 and further	SAS Office, SAS Presidium	I-13.1 Dissemination of information about Open Access to employees via email or webpage (number of interactions); T-13 To provide researchers with better information; T-13.2 To increase share on Open Access publications
14	To prepare a concept of public engagement activities	(9) Public involvement	2020 Q4	SAS Office - Department of Research and Development, SAS Office, SAS Institutes	I-14. An overview of activities (document) / T-14.1 To increase researcher's awareness of public engagement activities; T-14.2 To increase public engagement in research
15	To engage in communication activities	(8) Dissemination and exploitation of results (9) Public involvement	2019 Q3 and further	SAS Office, SAS Presidium	I-15.1 An overview of activities (document) / T-15.1 To inform public; T-15.2 To improve the image of science and scientists in society
16	To inform about options of the commercial exploitation of research results	(8) Dissemination and exploitation of results	2020 Q2	SAS Office, SAS Presidium, Technology Transfer Office	I-16.1 Analysis on the commercial exploitation of research results (document) / T-16.1 To inform researchers; T-16.2 To increase the commercial exploitation of research results
17	To provide support for language courses for administrative and technical staff	(10) Non-discriminations	2022 Q1	SAS Office, SAS Presidium, SAS Institutes	I-17.1 Trainings attended by administrative and technical staff of organizations (number) / T-17.1 To make organization more attractive for foreign employees; T-17.2 To reduce administrative burden for employees.

18	To unify researcher evaluation practices	(11) Evaluation and / or appraisal systems	2022 Q1	SAS Presidium, SAS Institutes	I-18.1 Publication of framework document for researcher evaluation / T-18.1 To unify and formalize the employee appraisal procedures
19	To unify recruitment practices - OTM-R	(12) Recruitment (13) Recruitment Codex (14) Recruitment (Codex)	2020 Q2, 2020 Q3, 2020 Q2, 2020 Q1 and further	SAS Office, SAS Presidium, SAS Institutes	I-19.1 Templates for job postings; I-19.2 Guide for recruitment of researchers; I-19.3 Analysis of a unified approach to job posting on job portals (document); I-19.4 Number of advertised open position on EURAXESS / T-19.1 To ensure open, transparent and merit-based recruitment of researchers; T-19.2 To make organization more attractive for foreign employees
20	To make recommendations about prevention of conflicts of interest in recruitment	(14) Recruitment (Codex)	2020 Q1	SAS Ethics Committee, SAS Presidium	I-20.1 Published document with recommendations / T-20.1 To unify recruitment procedures; T-20.2 To increase transparency and fairness in recruitment
21	To develop career development plans for each type of researcher positions	(15) Transparency	2021 Q3	SAS Office - Department of Research and Development, SAS Office, SAS Presidium, SAS Institutes	I-21.1 Published guide on career development plans / T-21.1 To provide researchers with better information early in the recruitment process
22	To provide training on OTM-R for members of recruitment committees and team leaders/heads of departments	(13) Recruitment Codex (14) Recruitment (Codex) (16) Judging merit (Codex) (17) Change in chronological order in CV (Codex)	2021 Q3, 2021 Q4	SAS Office - Department of Research and Development, SAS Presidium	I-22.1 Implemented trainings for members of recruitment committees and team leaders/heads of departments (number); I-22.2 OTM-R Guide for members of recruitment committees and team leaders/heads of departments (document) / T-22.1 To increase awareness about OTM-R among employees; T-22.2 To align current recruitment processes with OTM-R
23	To increase awareness of international qualifications	(19) Recognition of qualifications	2019 Q4	SAS Office - Department of Research and Development, SAS Presidium	I-23.1 Published information on international qualifications via email and webpage; T-23.1 To raise awareness of international qualifications
24	To modify postdoctoral status and recruitment procedures internally	(21) Appointment after graduation (Code)	2022 Q3	SAS Presidium	I-24.1 Internal document on postdoctoral status and recruitment procedures - posted on the web / T-24.1 To define clear rules and procedures
25	To propose principles for efficient management of publicly funded infrastructure	(23) Research Environment	2020 Q1	SAS Presidium, SAS Institutes	I-25.1 Published document with principles of efficient infrastructure management / T-25.1 To increase efficiency of infrastructure management; T-25.2 To improve research infrastructure
26	To support sharing of best practices between SAS Institutes	(23) Research environment (37) Control and management obligations (38) Continuous professional development	2019 Q4 and further	SAS Presidium, SAS Office, SAS Institutes	I-26.1 Number of team-building and networking activities / T-26.1 To create room for informal discussions and sharing of best practices
27	To prepare a feasibility study on a daycare center / kindergarten	(24) Working conditions	2022 Q2	SAS Office, SAS Office - Department of Research and Development, SAS Presidium	I-27.1 Published feasibility study on a daycare center / T-27.1 To facilitate decision-making on further actions in this topic; T-27.2 To improve working conditions for employees with young children

28	To prepare a feasibility study on barrier-free buildings	(24) Working conditions	2022 Q3	SAS Office, SAS Office - Department of Research and Development, SAS Presidium, SAS Institutes	I-28.1 Published feasibility study on barrier-free buildings / T-28.1 To facilitate decision-making on further actions in this topic; T-28.2 To improve accessibility of buildings for disabled researchers
29	To initiate a discussion on changes in researcher remuneration system	(26) Financing and salaries	2020 Q4	SAS Presidium	I-29.1 Published conclusions from the discussion (document); I-29.2 Published future scenarios (document) / T-29.1 To improve researcher remuneration system; T-29.1 To make employment in research more attractive
30	To analyze options of the meal allowances for employees	(26) Financing and salaries	2019 Q4	SAS Office, SAS Presidium, SAS Institutes	I-30.1 Published analysis of options of the meal allowances for employees; I-30.2 Consultation with the SAS Institutes (number of interactions); I-30.3 Design and implementation of the best scenario (document) / T-30.1 To comply with legal obligations concerning meal allowances for employees
31	To analyze options of a gender balanced composition of the SAS governing and decision-making bodies	(27) Gender balance	2020 Q2, 2020 Q3, 2020 Q4, 2020 Q4 and further	SAS Office - Department of Research and Development, SAS Presidium, SAS Institutes	I-31.1 Published analysis of a gender balanced composition of the SAS governing and decision-making bodies; I-31.2 Consultation with the SAS Institutes (number of interactions); I-31.3 Design and implementation of the best scenario (document); I-31.4 Indicator-based evaluation (activity) / T-31.1 To achieve a gender balanced composition of the SAS governing and decision-making bodies
32	To outline a career development plan for employees	(28) Career development (30) Access to career guidance	2023 Q1, and further	SAS Office - Department of Research and Development, SAS Presidium, SAS Institutes	I-32.1 Published career development plan for employees; I-32.2 Implementation of the career development plan for employees; I-32.3 Career development trainings (number) / T-32.1 To improve career development planning for employees; T-32.2 To unify and formalize ongoing practices in this field
33	To adopt a new internal regulation, or to amend the existing decree of the Czechoslovak Academy of Sciences no. 55/1977 Coll.	(28) Career development	2020 Q2	SAS Office, SAS Presidium	I-33.1 Analysis of the options of adopting a new internal regulation, or of amending the existing decree; I-33.2 Adoption of the internal regulation or amendment of the decree or other procedure / T-33.1 To formalize and harmonize relevant processes.
34	To outline a support mechanism for mobility and networking	(29) Mobility value	2020 Q1	SAS Institutes, SAS Office - Department of Research and Development, SAS Office, SAS Presidium	I-34.1 Inclusion of the support mechanism for mobility and networking into the strategic plans of the SAS Institutes / T-34.1 To unify evaluation of researchers mobility; T-34.2 To improve networking practices; T-34.3 To share best practices
35	To raise awareness on the principles of social security contributions in other countries and their portability	(29) Mobility value	2022 Q4	SAS Office, SAS Office - Department of Research and Development	I-35.1 Published information material on the principles of social security contributions in other countries and their portability - prepared in cooperation with the relevant authorities and organizations / T-35.1 To raise awareness of researchers on the principles of social security contributions in other countries and their portability; T-35.2 To improve conditions for researchers

36	To adopt an internal regulation on intellectual property rights	(31) Intellectual property rights	2020 Q3, 2020 Q4	Technology Transfer Office, SAS Presidium	I-36.1 Adopted internal regulation on intellectual property rights in the Slovak language / I-36.2 Adopted internal regulation on intellectual property rights in the English language
37	To conduct trainings on the intellectual property rights	(31) Intellectual property rights	2021 Q1 and further	Technology Transfer Office	I-37.1 Trainings on the intellectual property rights (number) / T-37.1 To improve awareness of the intellectual property rights
38	To sign framework contracts with relevant universities on the involvement of SAS staff in the teaching process	(33) Teaching	2020 Q2, 2020 Q3, 2020 Q4, 2020 Q4	SAS Presidium, SAS Institutes	I-38.1 Needs analysis of the SAS Institutes (document); I-38.2 Consultation with relevant universities (number of interactions); I-38.3 Outline of framework contracts with the selected universities (document); I-38.4 Adoption of the framework contracts / T-38.1 To facilitate the involvement of SAS staff in the teaching process at universities; T-38.2 To enable better access to graduate and PhD students
39	To include teaching activities in the evaluation of researchers	(33) Teaching	2019 Q4, 2020 Q1	SAS Institutes	I-39.1 Publication of the analysis of options to include teaching activities in the evaluation of researchers; I-39.2 Implementation of the proposed scenario / T-39.1 To have more complex picture of the researcher activities
40	To adopt internal regulations on processing complaints and appeals	(34) Complaints / Appeals	2020 Q2	SAS Institutes	I-40.1 Adoption of internal regulations on processing complaints and appeals in the Slovak and English languages / T-40.1 To formalize procedures for processing complaints and appeals; T-40.2 To ensure the best possible legal protection for employees
41	To outline a code of conduct for project leaders and project collaborators	(36) Relationship with project managers	2022 Q2, 2023 Q1	SAS Office - Department of Research and Development, SAS Institutes, SAS Presidium	I-41.1 Study on possible scenarios for adopting a code of conduct for project leaders and project collaborators (document); I-41.2 Based on the study, drafting and adoption of the code of conduct, or another procedure / T-41.1 To define rights and responsibilities of the project leaders and project collaborators
42	To develop a mentoring scheme	(30) Access to career guidance (37) Control and management obligations	2022 Q2, 2022 Q3, 2023 Q1	SAS Office - Department of Research and Development, SAS Institutes, SAS Presidium	I-42.1 Analysis of the options of mentoring scheme (document); I-42.2 Consultation of the proposed scenarios and identification of the best one (number of interactions); I-42.3 Implementation of the best scenario / T-42.1 To provide a professional mentoring; T-42.2 To define the position of mentor and mentored person
43	To develop a management training scheme	(37) Control and management obligations (39) Access to research and continuous training development (40) Supervision	2019 Q3	SAS Presidium, SAS Institutes	I-43.1 Publication of the management training plan and schedule (document); I-43.2 Implementation of the management trainings (number) / T-43.1 To improve managerial skills
44	To analyze suitable educational online platforms	(38) Continuous professional development	2021 Q3	SAS Office - Department of Research and Development, SAS Institutes	I-44.1 Published analysis of the online learning platforms / T-44.1 To raise awareness among researchers about the online learning platforms

45	To include evaluation criteria for advisors in the quality assessment of PhD study	(40) Supervision	2019 Q3	SAS Presidium, SAS Institutes	I-45.1 List of criteria for the quality assessment of PhD study - including criteria for advisors (document) / T-45.1 To define clear criteria and requirements for the PhD advisors

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organization will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

> The current recruitment policy is governed by the applicable Slovak legislation and established procedures. The general principles of the Charter and the Code are respected, but the principles of Open, Transparent and Merit-Based Recruitment are not fully implemented. The implemented Gap Analysis pointed to major gaps between established practices and OTM-R principles. We plan to remove these gaps in the following ways:
>
> a) To develop and to publish OTM-R principles,
>
> b) To prepare and to make available templates for advertising individual job types in accordance with OTM-R policy,
>
> c) To develop and to publish a manual of clear OTM-R procedures, including feedback mechanism, to ensure that each candidate is informed after the selection process,
>
> d) To develop a training plan for OTM-R,
>
> e) To analyze a centralized approach to job posting,
>
> f) To advertize job postings on the EURAXESS website,
>
> g) To advertize job postings at other portals in order to reach a broader audience,
>
> h) To analyze options of electronic recruitment,
>
> i) To define criteria for selection committees,
>
> j) To develop a guide for selection committees members on OTM-R principles,
>
> k) To formalize transparent complaints procedures.
>
> The implementation will be ensured by the Working Group in close cooperation with the Steering Committee, individual SAS Institutes, SAS Office departments/sections as well as with the SAS Presidium. The Working Group will report quarterly to the Steering Committee on the achievements of target indicators.

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

> URL:

4. IMPLEMENTATION

General overview of the expected implementation process:

In order to harmonize procedures in the individual SAS Institutes with the principles of the Charter and the Code, implementation will be carried out in the above-mentioned 45 actions. The compliance rate varies from the SAS Institute to the SAS Institute, so the implementation of the action plan will be tailored to the real needs of the particular SAS Institute. A great emphasis will be placed on sharing best practices between the SAS Institutes.

Most of the measures taken at central level will have a framework or recommendation character and the SAS Institutes will be left free to take their own measures to match their current situation and needs. The SAS Institutes will be provided with the necessary synergies and methodological support. The implementation plan, as well as check of achieved objectives will be controlled quarterly.

The goals we want to achieve by following these steps:

- To be more open to foreign employees - by translating the necessary regulations, documents, forms into English, improving the communication skills in English for technical and administrative staff;

- To unify and formalize certain procedures - by filing and investigating ethical issues, dealing with complaints, appeals, backing up data, storing and sharing data, evaluating researchers, recruiting and selecting researchers, preparing the necessary internal rules (e.g. on ethical issues), intellectual property rights, etc.);

- To support career development and counselling and continuous education - by preparation and publication of career plans, career development strategies, career guidance schemes and mentoring, management training;

- To make all necessary documents available to (new) staff and raise awareness of employees - by preparation of a bilingual welcome information package, training of scientists on ethical issues, intellectual property rights;

- To harmonize the recruitment process with the OTM-R principles - by developing a SAS OTM-R policy, preparing the necessary templates, manuals, documents, training for relevant persons, using different forms of recruitment;

- To analyze the options of improving working conditions for researchers with a special emphasis on selected groups - by improving remuneration schemes, facilitating public procurement conditions, ballancing family and career life, enabling better access for disabled researchers, creating posts for doctoral students and postdocs.

In order to ensure proper implementation, a working group will be created which will work closely with the SAS Institutes, the SAS Presidium and various departments or divisions within the SAS Office.

It will also be necessary to use the services of external bodies and organizations to achieve individual objectives. A steering committee will be set up to monitor and supervise the implementation, which will be regularly informed by the working group about the achievements of sub-objectives and / or sub-objectives changes in the action plan and etc. Individual researchers will also be regularly informed about the implementation process and will be actively involved in the consultation process.

The Action Plan is drawn up for a period of 4 years - from Q3 2019 to Q3 2023. After two years, the Action Plan will be revised and, if necessary, modified.

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

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	The Steering Committee will be composed of SAS Presidium representatives and representatives of SAS Institutes (researchers / managers). Meetings will be twice a year, each quarter will check the performance of each step based on a report sent by the Working Group. The Steering Committee will oversee the whole process, monitor the fulfilment of obligations, decide on the necessary changes and adjustments and comment on the individual actions. The Working Group will be composed of the staff of the SAS Office (mostly from the Department of Research and Development of the SAS). Individual SAS Institutes will be responsible for appointing HRS4R contact persons with whom the Working Group will work closely and for ensuring that the necessary actions are done.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	The scientific community will be regularly informed about the implementation process and the ongoing actions. The Steering Committee reports will also be made available to researchers. Representatives of the scientific community (of all groups) will be involved in the consultation process concerning the ongoing actions.
How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.	The fact that the SAS initiated the process of obtaining the HR Excellence in Research is a clear declaration of efforts to fully implement the Charter and Code principles. The compliance of the organizational procedures with HRS4R will be ensured by the gradual implementation of the actions proposed in this Action Plan.
How will you ensure that the proposed actions are implemented?	The proposed actions are based on the consultation process with the individual SAS Institutes and with individual gap analyses that we have received. The SAS Institutes themselves have identified areas that need to be addressed and harmonized. The actions will be implemented on the basis of an approved schedule, by cooperation of the necessary bodies, organizations and persons (Working Group, Steering Committee, SAS Presidium, SAS Office, SAS Institutes and others). A proper control mechanism will be in place to ensure that the proposed actions are implemented or, if necessary, revised.

How will you monitor progress (timeline)?	The implementation of individual actions according to the approved schedule will be reported quarterly to the Steering Committee, which will check their compliance with the Action Plan. If it is found that an action cannot be implemented within the specified deadline, the Steering Committee will be informed. The Steering Committee may propose the necessary adjustments to ensure that the objectives of the HRS4R Strategy and Action Plan are met, to increase efficiency or in other justified cases.
How will you measure progress (indicators) in view of the next assessment?	The indicators (I1- I45) will be monitored in order to evaluate progress in the action plan. Their evaluation will be part of the report to the Steering Committee.

Additional remarks/comments about the proposed implementation process:

The proposed action plan will be implemented over the next 4 years with the option of revision after 2 years. The implementation of the individual actions will ensure the compliance of the HR policies of SAS and its individual Institutes with the principles of the Charter and the Code.

Implementation will be ensured in a cooperative manner at multiple levels - the SAS Office, SAS Presidium, SAS Institutes, other bodies / organizations. The Steering Committee will supervise the proper implementation according to the approved schedule.