

Národní
filmový
archiv

HR Excellence in Research

ACTION PLAN



Spolufinancováno
Evropskou unií



Ministerstvo
školství, mládeže
a tělovýchovy

1. Organisational Information

- **Case number:** 2025CZ351278
- **Name of organisation under review:** National Film Archive, Prague
- **Organisation's contact details:** Závěšova 502/5, Prague 4, 14000, Czech Republic

Key Figures (Staff & Students)

Indicator	FTE / Count
Total researchers (staff, fellowship holders, PhD students)	60
Of whom are international (i.e. foreign nationality)	5
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0
Of whom are women	35
Of whom are R3 or R4 (Established / Leading researchers)	5
Of whom are R2 (Recognised researchers)	26
Of whom are R1 (First stage researchers)	29
Total number of staff (management, admin, teaching, research)	137

Research Funding

- **Total annual organisational budget:** 10 071 112 €
- **Annual direct government funding (for research):** 767 600 €
- **Annual competitive government funding (incl. EU):** 229 000 €
- **Annual funding from private sources:** 0 €

Organisational Profile

The mission of the Národní filmový archiv (National Film Archive) is to preserve film heritage, promote public understanding of it, and foster the development of the Czech audiovisual industry and film culture. In the Czech Republic, the National Film Archive ranks among the most prominent memory institutions. Alongside its archival duties, it manages Czech films, engages in research and publishing, presents film heritage, and supports contemporary Czech cinema. The National Film Archive is one of the ten oldest and largest film archives in the world.

2. Strengths and Weaknesses

Ethics, integrity, gender, and open science

Strengths:

- A robust normative framework for research ethics and integrity (Internal Directive No. 7, 35, 5; FIAF Code of Ethics) with high staff awareness — 97.9% of researchers are familiar with the ethical rules, and 92% have not encountered any breaches of authorship.
- A comprehensive Gender Equality Plan 2025–2030 with five thematic pillars, supplemented by the Concept for the Prevention of Negative Phenomena.
- A high level of respect in the working environment and equal access to development — 85.4% experience respectful treatment, 89.4% have equal access to training.

Weaknesses:

- There is no separate framework guaranteeing freedom of research or Rules for Research Activities; 56.3% of researchers do not have sufficient research time, and 52.1% lack information on funding.
- Open science without a binding policy — there is a lack of open access, FAIR data, DMP templates and an institutional repository.
- The Ethics Committee and the Ombudsperson have not yet been formally established
- The role of researcher is not formally defined as a professional category — 2.9% of staff are formally classified as researchers, compared with 51 who self-identify as such; there is no R1–R4 career framework or OTM-R policy.

Researchers' assessment, recruitment and progression

Strengths:

- An established system of mandatory annual individual interviews with structured support (guidance documents, workshops, HR consultations) — 85.1% receive regular feedback, 80.9% consider it beneficial for their development.
- Internal Directive No. 22 sets out standards for the selection process for senior positions; the 2024 gender audit confirmed that selection panels pay attention to gender representation.
- The prohibition of discrimination and the requirement for multi-member selection panels with documented minutes are adhered to across all selection processes.

Weaknesses:

- There is no binding methodology for evaluating research performance — individual interviews are the standard tool for all staff, and the research dimension is not formalised.
- Internal Directive No. 22 applies mandatorily only to senior positions; recruitment for research posts takes place without an OTM-R policy, standardised job advertisements or mandatory advertising on EURAXESS.
- There is a lack of criteria for assessing candidates' overall potential and of training for selection panels on unconscious bias; there is no standard for providing feedback to candidates.

- There is no overarching career framework with measurable criteria for progression — 40.4% do not know how their remuneration is determined, and 31.9% do not see scope for professional development.

Working conditions and practices

Strengths:

- The Collective Bargaining Agreement, Internal Directive No. 31 and the Cultural and Social Needs Fund form a comprehensive framework for flexible working hours, remuneration and social security — 93.8% have the option of flexible working arrangements, and 97.9% confirm the possibility of individual adjustment of conditions.
- High job security (88.4% on permanent contracts) supported by GEP measures to facilitate parents' return to work after maternity/paternity leave.
- A comprehensive legal framework (Internal Work Regulations, Remuneration Regulations, Internal Directive No. 36 on Cyber Security) with good awareness — 87.5% have access to information on health and safety at work and data protection.

Weaknesses:

- Lack of research time and facilities — 56.3% do not have enough time for research, 59.3% compensate for this by working outside working hours, and 29.2% lack technical equipment or methodological support.
- The Scientific and Technology Advisory Board has only limited influence on operational decision-making; 62.1% are dissatisfied with the level of financial remuneration and 40.4% do not know how it is determined.
- There is a lack of specific provisions for junior research posts (R1) — onboarding, career support and retention measures.
- Key internal regulations are not available in English; the dissemination and utilisation of results (open science, knowledge transfer, commercialisation, popularisation) are not addressed by any specific framework.

Research careers and talent development

Strengths:

- A functional system of training and professional development linked to annual individual interviews — 78.7% are satisfied with the training opportunities, 91.5% can participate according to their interests, and 89.4% have equal access to these opportunities as other staff.
- Informal peer learning and mentoring are in place; 78.7% are able to learn from more experienced colleagues, and 85.1% receive regular feedback from their Department Head.
- Researchers themselves are actively articulating the need for broader recognition of diverse outputs, which is paving the way for the introduction of an updated evaluation framework.

Weaknesses:

- The evaluation does not include diverse outputs (curatorial, popularisation, knowledge transfer) or non-linear career paths and mobility as equivalent criteria for progression.

- There is no formal career framework, competency model or standardised Individual Development Plan; career planning depends haphazardly on the specific Head of Department.
- There is no dedicated role for a career adviser/mentor — coaching has historically been available only to senior staff, and the formal role of senior mentors (R3/R4) is neither defined nor supported by training.
- Teaching, supervision and mentoring of junior researchers are not recognised as part of a career nor counted towards workload; there is no uniform standard for incorporating the research dimension into personal interviews.

3. Actions

This section sets out specific actions for all 20 principles defined in the GAP analysis.

PILLAR 1: Ethics, Integrity, Gender and Open Science

No.	Principle	Proposed Action	Responsible	Timeline	KPI / Indicator
1.	Ethics and Research Integrity	- Updating the Code of Ethics to include a separate section on research integrity (authorship and co-authorship, prohibition of plagiarism, research data management, conflicts of interest); - Defining the mandate and operating rules of the NFA Ethics Committee through a participatory process involving researchers and staff; - Introduction of R&D Information & Training Resources on research integrity on the wiki/intranet.	- NFA Management (Code, Committee statutes); - Research Support Department (Information and Training Resources)	Q1/2028	- Updated Code of Ethics drafted and discussed by the NFA Management - Committee statutes drafted and discussed by NFA Management - The wiki pages on the Resources contain rules on authorship, data management and integrity principles.
2.	Freedom of Scientific Research	- Adoption of a R&D Strategy with an explicit guarantee of freedom to choose topics, methodology and collaborators, and a transparent definition of restrictions; - Adoption of Rules for Research Activities enshrining freedom of research and conflict resolution processes; - Introduction of Information Resources on Grant Opportunities and publication rules on the wiki/intranet.	- NFA Management - Research Support Department	Q4/2027	- R&D strategy drafted and discussed by the NFA Management - Rules for Research Activities proposed and discussed by the NFA Management - Grant overview published on the wiki and updated

3.	Open Science	• Update to the R&D Strategy to include open science policy (open access, FAIR data); • Update to binding internal regulations governing the handling of research results to include rules on open access, FAIR principles and the licensing of outputs; • Adoption of the Rules for Research Activities establishing the role of a data steward; • Incorporation of the topic of open science into R&D Information & Training Resources and Onboarding.	• NFA Management • Research Support Department	Q2/2028	• R&D Strategy drafted and discussed by the NFA Management • Internal regulations updated Internal Directive No. 5 updated • The role of data steward defined in the information resources on the wiki • Onboarding includes the topic of open science.
4.	Gender equality	• Defining the mandate and rules of procedure for the NFA Ethics Committee and the Ombudsperson through a participatory process involving researchers and staff; • Informing staff of their existence and remit; • Inclusion of training on Thematic Axis 4 of the GEP (Gender in Science and Research) in the R&D Information & Training Resources and Onboarding Programme.	• NFA Management; • HR Manager • Research Support Department (R&D Information & Training Resources)	Q1/2028	• Statutes of the Ethics Committee and the Ombudsperson proposed and discussed by NFA Management
5.	Embracing Diversity	• Adoption and publication of the OTM-R policy as a binding framework for non-discriminatory, merit-based recruitment	• NFA Management	Q2/2027	• OTM-R policy approved and published
6.	The Researcher	• Implementation of the Research Roles and Work Activities Framework defining the scope, competences and professional requirements for levels R1–R4.	• NFA Management / • HR Manager • Research Support Department	Q4/2027	• Framework of Work Activities created and discussed by NFA Management. • Rules for research activities adopted

		• Adoption of the Rules for Research Activities (funding, authorisation, prevention of duplication, obligations relating to financial management); • Adoption of the R&D Strategy with overarching research priorities; • Introduction of proactive Information Resources on Grant Opportunities			• R&D Strategy approved.
7.	Free Circulation of Researchers	• Introduction of explicit recognition of mobility (geographical, inter-institutional, cross-sectoral, virtual) as a career asset in the definition of posts, to be taken into account in performance appraisals; • publication of English versions of key internal documents and the introduction of a mechanism for their regular updating.	• NFA Management / • Human Resources Department (Career Regulations); • Research Support Department (English versions)	Q1/2028	• The Research Roles and Work Activities Framework includes recognition of mobility • at least 3 key documents translated and published on the wiki,
8.	Sustainability of Research	• Update the R&D Strategy to include a separate commitment to research sustainability, taking into account the environmental and social impacts of research activities.	• NFA Management / • Research Support Department	Q4/2027	• The R&D Strategy contains provisions setting out a commitment to research sustainability.

PILLAR 2: Assessment, Recruitment and Progression

No.	Principle	Proposed Action	Responsible	Timeline	KPI / Indicator
9.	Researchers' Evaluation	- Development of a Researcher Evaluation Methodology incorporating qualitative peer review as the primary tool, explicit criteria for non-traditional outputs (curatorial, filmographic, technological, database-related) and the responsible use of metrics; - introduction of a standardised template for evaluation interviews with the research section.	- NFA Management - HR Manager - Research Support Department	Q1/2028	- Methodology developed and published on the wiki; - Template for evaluation interview output introduced
10.	Recruitment	- Adoption and publication of the OTM-R policy establishing a mandatory standard for the selection process for research posts; introduction of an internal Recruitment Procedure Methodology, including a job advertisement template with mandatory elements and publication rules; - introduction of mandatory advertising of research posts on the EURAXESS platform and other relevant channels.	- HR Manager - NFA Management	Q2/2027	- OTM-R policy drafted and published on the website - Methodology developed and published on the wiki - Internal Directive No. 22: for Recruitment Procedures have been updated to include a reference to the OTM-R policy
11.	Selection	- Addition to the OTM-R policy of binding criteria for assessing candidates' overall professional potential (competence, creativity, relevance of experience) regardless of length of experience, and a standardised assessment form; - Introduction of an internal Recruitment Procedure Methodology, including a mandatory step to brief selection	- HR Manager - NFA Management - Selection Committee	Q2/2027	- OTM-R policy drafted and published on the website - Methodology developed and published on the wiki

		panels on the principles of OTM-R and how to address unconscious bias, along with a binding standard for providing feedback to candidates.			Internal Directive No. 22: for Recruitment Procedures have been updated to include a reference to the OTM-R policy
12.	Career Progression	- Implementation of the Research Roles and Work Activities Framework defining the scope of duties, competencies and professional requirements at levels R1–R4. - Introduction of explicit recognition of non-linear career paths, mobility and hybrid trajectories as equivalent criteria for progression.	- NFA Management - HR Manager	Q1/2027	- Framework developed and discussed by NFA Management. - Promotion criteria include non-linear career paths, mobility and hybrid trajectories.

PILLAR 3: Working Conditions and Practices

No.	Principle	Proposed Action	Responsible	Timeline	KPI / Indicator
13.	Working Conditions, Funding and Salaries	• Updating the Internal Work Regulations and the Collective Bargaining Agreement to include binding provisions on flexible forms of work in accordance with GEP Axis 1; • Implementation of the role and service standard of the Research Support Department in the Rules for Research Activities (responsibilities, interface with researchers, proactive provision of information on methodological and administrative support); • Definition of the Ombudsperson's mandate and rules of operation through a participatory process involving researchers and staff;	• HR Manager • NFA Management • Research Support Department	Q4/2027	• Internal Work Regulations and Collective Bargaining Agreement updated to include flexible working arrangements; • the role of the Research Support Department has been defined and communicated; • Ombudsperson's statute drafted and discussed by NFA Management
14.	Stability of Employment	• Implementation of specific provisions for junior research posts (R1) within the Research Roles and Work Activities Framework (Onboarding conditions, career support, stabilisation measures).	• NFA Management • HR Manager	Q4/2027	• The Framework of research Roles includes a separate section for R1, setting out the conditions for Onboarding, career support and job security.
15.	Contractual and Legal Obligations	• Publication of English versions of key documents (Code of Ethics, Internal Work Regulations, Information for New Employees) on the organisational wiki and the introduction of a mechanism for their regular updating.	• HR Manager • Research Support Department	Q2/2028	• At least 3 key documents translated and published on the wiki

16.	Dissemination and Exploitation of Results	• Update the R&D Strategy on open science policy as an overarching framework for the dissemination and exploitation of results; • Update of Internal Directive No. 5 on open access and FAIR data policy, including the conditions for exceptions and the chapter on intellectual property (ownership, access, use, compensation, and acknowledgement of authorship for internal technical outputs); • Defining the role of the Research Support Department as the body responsible for open science, intellectual property and the dissemination of results within the Rules for Research Activities. • Introduction of information and educational resources covering the popularisation and communication of research to the public, and approaches such as citizen science and co-creation.	• NFA Management • Research Support Department • HR Manager	Q2/2028	• The R&D Strategy includes a chapter on open science; • Internal Directive No. 5 updated to include open access/FAIR/intellectual property; • Rules for Research Activities have been drafted and discussed by the NFA Management • Educational resources for the popularisation and communication of research have been launched.
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PILLAR 4: Research Careers and Talent Development

No.	Principle	Proposed Action	Responsible	Timeline	KPI / Indicator
17.	Valuing Diverse Research Careers	- Implementation of the Research Roles and Work Activities Framework, defining the scope of duties, competences and professional requirements at levels R1–R4, explicitly recognising diverse career paths and forms of mobility as equivalent criteria for progression, including the formalisation of the role of senior researchers (R3/R4) as mentors for R1/R2; - Introduction of qualitative peer review as the primary tool, alongside explicit criteria for non-traditional outputs (curatorial, filmographic, database, programme-related and popularisation outputs) in the Researcher Evaluation Methodology; - Updating the R&D Strategy to include an expanded definition of eligible research outputs corresponding to the profile of a memory institution, aligned with the Evaluation Methodology.	- NFA Management - HR Manager - Research Support Department	Q1/2028	- The Framework for Research Roles has been drawn up and discussed by the NFA Management - The pilot version of the Evaluation Methodology has been published on the wiki - The R&D Strategy includes a definition of eligible outputs aligned with the Methodology.
18.	Career Development and Advice	- Implementation of the Research Roles and Work Activities Framework, defining the scope of duties, competencies and professional requirements at levels R1–R4, with transparent promotion criteria as the basis for career advice; - Introduction of a standardised Individual Development Plan template linked to the annual personal interview, available to every researcher regardless of contract type; - Introduction of an R3/R4 → R1/R2 mentoring programme formalised in the Career Regulations (rules for mentor allocation, minimum frequency of meetings);	- NFA Management - HR Manager - Research Support Department	Q1/2028	- Research Roles and Work Activities Framework has been drawn up and discussed by NFA Management - Pilot version of the Individual Development Plan template is available - Coaching available to all researchers.

		ensuring the systematic availability of coaching and career guidance for all researchers.			
19.	Continuous Professional Development	- Implementation of the Research Roles and Work Activities Framework, which defines the scope of duties, competencies and professional requirements at levels R1–R4, as a formal framework for the career development strategy for researchers; - the introduction of Individual Development Plans as a standard tool linked to the annual personal interview; - supplementing the Researcher Evaluation Methodology with a mandatory development section linked to the Individual Development Plan, ensuring the explicit inclusion of development activities in performance appraisals.	- NFA Management - HR Manager - Research Support Department	Q1/2028	- Research Roles and Work Activities Framework is drawn up and discussed by NFA Management - The Individual Development Plan has been introduced as an output of the evaluation process in accordance with the pilot version of the Researcher Evaluation Methodology - Researcher Evaluation Methodology (pilot version) has been published on the wiki.
20.	Supervision and Mentoring	- Establishing the role of senior researchers (R3/R4) as mentors and supervisors within the Research Roles and Work Activities Framework, including access to professional training for the performance of this role; - introduction of an R3/R4 → R1/R2 mentoring programme linked to Individual Development Plans (assignment rules, minimum frequency of meetings); - supplementing the Researcher Evaluation Methodology with a standard for incorporating the research dimension and mentoring into evaluation interviews across all departments.	- NFA Management - HR Manager - Research Support Department	Q1/2028	- Research Roles and Work Activities Framework is drawn up and discussed by NFA management - Researcher Evaluation Methodology (pilot version) has been published on the wiki

Please also indicate how your organisation will use the OTM-R toolkit and how you intend to implement / are implementing the principles of OTM-R. It is helpful to include a brief commentary demonstrating this implementation even if there is some overlap with the actions listed above. If this is the case, please link the OTM-R checklist with the overall action plan.

Open, Transparent and Merit-based Recruitment is the backbone of NFA's HR Excellence in Research strategy, and the recruitment strand of the Action Plan is designed as the institution's route to full implementation of the OTM-R principles. NFA's starting position is uneven: the prohibition of discrimination is firmly anchored in the Code of Ethics and the Collective Bargaining Agreement, multi-member selection committees with documented minutes are mandatory, and the 2024 Gender Audit confirmed that committees systematically observe gender balance. What is missing is a dedicated, binding OTM-R framework. Internal Directive No. 22 *On the Recruitment Procedures* governs only management positions and is extended to research posts at the CEO's discretion, so research recruitment is not yet subject to a standardised, transparent procedure. This is why NFA's self-assessment recognises only partial coverage across most of the checklist, with genuine strength limited to the use of e-recruitment and additional advertising channels and to the low, fully electronic administrative burden placed on candidates.

The instrument that turns this partial picture into a coherent system is a binding OTM-R Policy, adopted and published by NFA Management by Q2/2027. The policy makes open, transparent and merit-based recruitment the standard for all research positions, and Internal Directive No. 22 is updated to refer explicitly to it, so that the established normative base and the new framework reinforce rather than duplicate one another. The policy is published online in both Czech and English, and its consistent application is safeguarded by a dedicated HR quality-control role responsible for methodological support and oversight of the recruitment process.

The policy is made operational by an internal Recruitment Procedure Methodology, led by the HR Manager together with NFA Management and delivered on the same Q2/2027 horizon. The Methodology equips every research competition with a standard job-advert template carrying the mandatory OTM-R toolkit elements — full information on the post, working conditions, career prospects and the selection timetable — and establishes clear publication rules, including mandatory advertising of research vacancies on the EURAXESS portal and other relevant channels so that suitable candidates, including those from abroad, are systematically reached. It also strengthens the evaluation stage: the OTM-R Policy introduces binding criteria for judging a candidate's overall professional potential — competences, creativity and the relevance of experience — independently of length of service, supported by a standardised evaluation sheet, while the Methodology requires that selection committees be briefed on OTM-R principles and unconscious bias before each research competition. Together these measures replace discretionary practice with a documented, merit-based process whose consistency can be verified against the Methodology's own checklist.

This recruitment logic is deliberately aligned with how NFA assesses researchers already in post. The Researcher Evaluation Methodology (Q1/2028) defines qualitative peer review and explicit criteria for the non-traditional outputs characteristic of a memory institution — curatorial, filmographic, database and technological work — and the same understanding of merit informs both selection and in-service assessment, so that a researcher is recruited and later evaluated against a coherent set of expectations rather than two disconnected ones.

The Action Plan also closes the parts of the recruitment cycle that follow the decision. The Methodology sets a binding feedback standard under which every applicant is informed of the outcome and interviewees receive substantive feedback on request, while the participatory establishment of the Ethics Committee and the Ombudsperson gives candidates an appropriate and impartial route to raise concerns about a competition. NFA's ability to attract international and under-represented applicants is reinforced by the publication of English versions of key internal documents (Q1–Q2/2028) and by the Gender Equality Plan, ensuring that the recruitment framework is consistent with the institution's wider commitments to mobility and diversity.

Finally, the recruitment strand is not left as a set of one-off measures but is embedded in the Action Plan's monitoring architecture. A defined set of OTM-R indicators — the share of vacancies advertised through e-recruitment and EURAXESS, the share of international and women applicants and appointees, the offer-acceptance rate, and figures on candidate feedback and complaints handling — is aggregated in a rolling three-year report reviewed by the Steering Committee that oversees the Action Plan. This keeps the OTM-R checklist and the wider implementation, monitoring and KPI framework on a single evidence base and ensures that the progress described here can be assessed against measurable results at the next review.

4. Implementation

General overview of the expected overall implementation process of the action plan.

The implementation of the Action Plan at the Národní filmový archiv (NFA) is designed as a structured, institution-wide transformation process running through the dedicated project Development of the NFA Research Environment (Reg. No. CZ.02.01.01/00/23_026/0011435), funded by the Jan Amos Komenský Operational Programme (OP JAK). As one of the world's ten oldest and largest film archives and a key national memory institution in the Czech Republic, NFA operates at the intersection of cultural heritage preservation, public education, and audiovisual research. The primary objective of the implementation process is to embed the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers directly into the daily operational life of the institution, ensuring that research excellence and supportive working conditions are permanently sustained.

The execution phase builds upon the comprehensive baseline established during the initial analytical phase. The implementation roadmap is structured around functional domains led by a core operational team. The Main Project Coordinator (Financial Director of NFA) and the Expert Supervisor (Head of the Research Support Department) jointly lead the overall administrative, financial, and substantive execution of the plan. Individual measures are distributed across responsible departmental leads, including the Head of the Secretariat, Financial Manager, Project Administrator, HR Coordinator, Head of Curators, and Head of PR, ensuring that each action is owned by the appropriate operational unit. To maintain uninterrupted operational continuity following an HR leadership transition in spring 2026, HR-related deliverables are temporarily co-managed by the Main Project Coordinator and HR Coordinator in close coordination with project leadership until a new HR Manager assumes office in autumn 2026.

Implementation progresses in distinct, phased deliverables over the project lifecycle. Early-stage measures focus on formalizing strategic frameworks and setting baseline policies, such as institutional research strategies. Subsequent stages (spanning the next one to two years) build upon these

foundations to implement structural and ethical governance mechanisms, including the formalization of the NFA Ethics Committee mandate and the establishment of an independent Ombudsperson role.

NFA approaches implementation as a holistic organizational upgrade. By bridging operational project management with executive leadership and research staff, the process guarantees that administrative changes are backed by institutional authority while directly addressing the practical needs of the research community. This overarching implementation framework provides the necessary stability, resources, and structural pathways to transform European HR principles into sustainable organizational reality.

How will the implementation committee and/or steering group regularly oversee progress?

Regular oversight of the Action Plan is structured through a dual-level governance mechanism that combines detailed operational monitoring with high-level institutional accountability.

At the operational level, the Implementation Team—comprising the Main Project Coordinator, Expert Supervisor, Head of Secretariat, Financial Manager, Project Administrator, HR Coordinator (temporarily covering HR management together with Main Project Coordinator), and Head of PR—serves as the primary monitoring body. The implementation team convenes on regular monthly basis. While previous meetings focused mainly on the OP JAK project agenda, moving forward, the team will also monitor the implementation of the steps outlined in the HR Award Action Plan. During these meetings, team members report on the current status, evaluate progress against predefined indicators, and identify potential risks or operational bottlenecks in a timely manner. This monthly rhythm ensures that delays are caught early and corrective measures are applied immediately.

Final institutional oversight rests with the executive leadership of NFA, headed by the CEO in collaboration with the board of directors—comprising the Directors of Finance, Strategy, Data, Collection, and Presentation. On a regular basis, the Financial Director (acting as Main Project Coordinator) briefs top executive leadership on implementation milestones, overall progress, and upcoming strategic outputs. This collective framework ensures that proposed measures, structural guidelines, and policy frameworks align with the overall institutional direction and secure organizational consensus across all sections. Once endorsed at the executive level, key strategic documents receive formal statutory approval from the CEO, granting approved Action Plan measures binding authority across the entire Národní filmový archiv.

How do you intend to involve the research community, your main stakeholders, in the implementation process?

The research community is central to the successful implementation of the Action Plan, moving beyond a purely consultative role to become active co-creators of institutional reform. Building on the participatory foundation laid during the initial analytical phase—which engaged researchers through staff surveys, in-depth qualitative interviews, and dedicated focus groups—NFA employs a continuous consultation model throughout the implementation lifecycle.

Active stakeholder engagement relies on flexible, collaborative channels designed to foster direct dialogue and co-creation:

- **The HRS4R Working Group:** An informal, collaborative group of researchers across different career stages and departments who work together with project leadership. Coordinated

through the Head of the Research Support Department, this group actively participates in drafting, reviewing, and commenting on key policy documents and proposed measures.

- **Thematic Task Forces:** Focused working groups established as needed for specific Action Plan measures, allowing researchers to directly contribute their practical expertise to policy design.

In the current implementation phase, researchers are directly involved in shaping key strategic documents, notably the upcoming NFA R&D Strategy. Through informal working sessions, structured feedback rounds, and consultative discussions, researchers exercise genuine influence over the strategic direction of research at NFA.

This participatory approach will be maintained for upcoming governance milestones over the next two years. When designing and defining the mandates for new institutional frameworks—specifically the NFA Ethics Committee and the independent Ombudsperson role—researchers will be consulted to ensure these bodies are tailored to their practical needs and command widespread trust across the institution. Regular internal communication channels, managed in collaboration with the Head of PR, will keep the research community updated on implementation outcomes and maintain open feedback loops.

How do you proceed with the alignment of organisational policies with the HR Excellence in Research award process? Make sure it is recognised in the organisation's research strategy as the overarching HR policy.

NFA will systematically align its organizational policies with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers by embedding the HR Excellence in Research (HRS4R) framework directly into its overarching research strategy.

While the existing *Long-Term Concept for the Development of the NFA Research Organization (DKRVO 2024–2028)* served as the initial institutional framework prior to launching the OP JAK project, NFA is now developing a comprehensive, forward-looking *NFA R&D Strategy*. This upcoming strategy will serve as the master umbrella document that fully incorporates and anchors HRS4R principles as the organization's overarching HR policy for research personnel. By embedding Charter & Code standards directly into this core document, NFA formally connects its statutory mission—preserving, researching, and presenting national film heritage—with a binding commitment to transparent, ethical, and supportive working conditions.

This institutional alignment operates on two primary levels:

- **Strategic & Policy Integration:** The new *NFA R&D Strategy* explicitly establishes Charter & Code principles as the foundational standard for all research-related HR practices, elevating HRS4R from a temporary project to an institutionalized policy. This internal alignment also reflects national priorities outlined in the *Interministerial Concept of Applied Research and Development of National and Cultural Identity (2023–2030)* and the *National Policy of Research, Development, and Innovation of the Czech Republic 2021+* regarding research career development.
- **Operational Directives:** Internal HR guidelines, evaluation procedures, working condition standards, and recruitment rules will be systematically updated to align with Open, Transparent, and Merit-based Recruitment (OTM-R) principles and ethical standards.

Supported by the OP JAK project *Development of the NFA Research Environment*, this strategic alignment ensures that HR Excellence is permanently embedded in NFA's organizational governance.

How will you ensure that the proposed actions are implemented?

NFA will ensure the successful execution of the proposed actions through a structured operational management framework that directly connects individual accountability with executive oversight and dedicated project funding.

Implementation governance is structured around clear operational ownership and capacity planning:

- **Assigned Action Leads:** Every measure in the Action Plan is assigned to a specific departmental lead (e.g., Head of Research Support, HR Coordinator, Financial Manager, Head of PR, Head of Secretariat). These leads serve as action owners responsible for executing daily tasks according to defined project sheets and milestone schedules.
- **Workload Allocation and Planning:** Task implementation is managed on an individual basis. Specific workload capacities are formally allocated to key members of the implementation team to ensure they have the dedicated time and resources required to deliver their assigned HRS4R tasks alongside their standard responsibilities.
- **Dedicated OP JAK Project Management:** Operational execution is structurally and financially supported by OP JAK project *Development of the NFA Research Environment*. The dedicated project team—led by the Main Project Coordinator and Expert Supervisor—provides ongoing administrative, financial, and methodological support to action owners.
- **Institutional Binding and Executive Authority:** High-level institutional backing is ensured by the CEO of NFA and director board. Formal outputs, regulations, and strategic policies developed under the Action Plan are submitted to the CEO for statutory approval, granting them binding authority across all organizational units.

By combining individual action ownership, realistic workload planning, dedicated OP JAK support, and formal executive authorization, NFA establishes a reliable framework that guarantees the completion of all proposed actions.

How will you monitor progress (timeline)?

Progress monitoring will follow a multi-tier monitoring cycle designed to track timeline adherence, detect potential bottlenecks early, and maintain full alignment between the HRS4R Action Plan and OP JAK project requirements.

The progress monitoring process is organized around three distinct operational cadences:

- **Monthly Implementation Reviews:** The Implementation Team will convene on a mandatory monthly basis to systematically evaluate progress across active measures. Action owners report on task status, upcoming deliverables, and any operational impediments.

- **Monthly Executive Board Updates:** On a monthly basis, implementation status reports are presented during executive management meetings to keep department heads across the institution fully informed and synchronized.
- **Semi-Annual Synchronized Reviews (OP JAK & HRS4R):** Every six months, in alignment with the mandatory OP JAK reporting cycles, the Implementation Team performs a formal review. In this way, we can systematically evaluate progress against defined milestones, assess risk factors, and ensure full synchronization between the outputs of the OP JAK project and the HRS4R Action Plan in preparation for the formal HRS4R interim review.

How will you measure progress (indicators) in view of the next assessment?

NFA will measure progress toward the next HRS4R assessment through a practical framework combining quantitative target metrics, qualitative internal feedback, and clear output tracking. Every measure in the Action Plan is assigned verifiable indicators and concrete deliverables.

Progress measurement is structured across three key areas:

- **Quantitative Output Indicators:** Operational progress will be tracked using clear numerical metrics, such as the number of finalized internal policies, the share of research vacancies published in full compliance with OTM-R criteria, participation rates in training sessions, and internal communication outputs.
- **Qualitative Feedback & Internal Consultation:** Qualitative impact will be assessed through regular discussions within the HRS4R Working Group, management meetings, and sub-working groups for specific tasks. This ongoing feedback enables researchers, heads of departments, and project coordinators to evaluate how new practices—such as career support, ethical frameworks, and recruitment rules—work in daily practice and adjust them as needed.
- **Documentation & Evidence Tracking:** To ensure smooth tracking and preparation for the HRS4R Interim Assessment, all finalized documents, policy outputs, and supporting materials (such as meeting notes, training records, or published guidelines) will be continuously organized in an internal shared repository.

By combining practical quantitative metrics with regular qualitative feedback from the team, NFA will maintain a realistic and transparent view of its progress leading into the Interim Assessment.

Additional remarks/comments about the proposed implementation process

The implementation of the HRS4R Action Plan represents a transformative milestone in the organizational development of the Národní filmový archiv (NFA). As one of the ten oldest and largest film archives in the world and a premier national memory institution in the Czech Republic, NFA occupies a unique position where long-term cultural heritage preservation directly intersects with advanced academic research and public education.

Historically, archival institutions face the challenge of balancing complex preservation duties with modern research management standards. By committing to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, NFA explicitly affirms that research is not a secondary activity, but a fundamental driver of its institutional mission. Securing support through the Jan Amos Komenský Operational Programme (OP JAK) for the dedicated project

Development of the NFA Research Environment provides the essential operational, financial, and administrative framework required to turn these strategic ambitions into lasting reality.

NFA approaches the implementation process as a genuine effort to foster an open, supportive, and inclusive working environment. As the first film archive to pursue the HR Excellence in Research Award, NFA is taking an important step in demonstrating how archival stewardship and academic research can effectively complement one another. By introducing transparent recruitment procedures (OTM-R), establishing dedicated ethical frameworks (an Ethics Committee and Ombudsperson), and involving researchers directly in shaping the upcoming *NFA R&D Strategy*, the archive aims to strengthen its internal practices. Through its active participation in international networks such as the International Federation of Film Archives (FIAF) and the Association des Cinémathèques Européennes (ACE), NFA also hopes to share its experience and offer a practical model for other memory institutions balancing research and preservation.

NFA enters this implementation phase with support from leadership, effective coordination across administrative departments, and constructive engagement from the research community.