VRI HRS4R 2021 - 2023 Implementation Process

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VRI — VETERINARY RESEARCH INSTITUTE

Action plan & HRS4R Strategy

No	Name of Activity	Responsible Unit	HRS4R (4 pillars)	GAP Principle(s)	Proposed ACTIONS	Document	Training	Others	Target(s)	Indicator(s)	Timing	21Q3	21Q4	22Q1	22Q2	22Q3	22Q4	23Q1	23Q2	23Q3	Priority
1	Self-presentation of the Institute and development of communication channels	IT,CTT-PP,HR,MC,OM	Ethical & Professional Aspects	8,9	Creating/updating communication channels and selection of suitable tools of communication at the VRI for technical implementation, updating the content of the VRI website, production of ENG language version; support of outwards self-presentation of the Institute, preparation and implementation of an internal information system - Intranet/editorial portal of the VRI portal for information sharing within the VRI (effort to achieve and implement office 365), QA sections for different information blocks, creation of information sections of research departments CZ/ENG, updating of research activities of the departments CZ/ENG on the website; introduction of current and implemented projects at the departments CZ/ENG; presentation of the Institute and individual departments and staff, creation of the VRI PODCAST			x	Make information clearer and support the communication channels, record of publication authorisation, computerization of selected procedures - reservation systems, other tools of internal/external communication	Updates and extensions of the VRI website, intranet/shared portal, QA section, questionnaire form, podcasts	21 3Q	x	x	x	x	x	x	x	x	x	1
2	System of legislative and professional training/healthcare qualifications	HR, H&S, OM	Training & Development	5,7,38,39	Mapping of the current education process, HR will inspect the process and create a new system of record keeping, specification of competencies and responsibilities for maintaining qualification skills and training in legislative and professional courses (vocational training, health and safety, fire service, first aid, drivers who use their own or company car) for business purposes, GDPR and others) mapping the current process in organizational units, creation of a functional system of record keeping and administration of medical fitness - a system of job categorization, health condition assessment, vaccination monitoring, handling of waste and infectious material, etc.	x		x	Creating of an updated procedure, overview of leg. qualifications, competences and responsibilities, monitoring of valid/invalid qualifications, sharing information about qualification expiry dates for their extension	Issuance of an internal document Creation of forms Registration system	21 3Q	x	x								1
3	Risk management system and project support at the VRI	CTT-PP,TM,OM	Ethical & Professional Aspects	4,6	Creating a manual for effective project management and risk identification at the VRI, elaboration of procedures, responsibilities and duties of Principal Investigators, project managers, assistants and researchers involved in project implementation, preparation of internal methodology including the procedure and training of the target groups according to the skills with regard to specific types of projects	x	x		All researchers have the opportunity to undergo training, risk management system developed, support for researchers and especially young researchers in submitting projects, support for research groups, especially in terms of administration/economics	Number of trained employees Issuance of an internal document	21 3Q	x	x	x	x	x	x	x	x	x	1
4	Strategic visions and goals of the Institution, concept of the VRI development	TM, CTT-PP, OM,HR	Ethical & Professional Aspects	9	Update the strategic concept and aims of the VRI, medium-term and long-term plan at the Institute, Action Plan for the medium-term concept, other strategic documents; the mission is clear according to the Deed of Foundation; complete the vision of the Institute	x		x	Strategic documents of the Institute, foresight and concept of the Institute	Issuance of an internal document	21 4Q		x	x							1
5	OTM-R system for recruiting and selecting researchers and other staff	HR, TM, OM	Recruitment & Selection	12,13,14,16,17,18	Creation of the VRI strategy for recruitment according to the OTM-R rules and procedures, selection methodology and the process of assessment of candidates for job vacancies	x	x	x	Methodology of recruitment and training in procedures specific to the departments and units; a section for the area of recruitment on the intranet – navigation bar	Issuance of an internal document Number of trained employees Information section regarding the recruitment	21 4Q		x								1
6	Catalogue of activities - publication of key information on the VRI	HR,UE,OM	Ethical & Professional Aspects	8,9	Update of the Catalogue of activities in connection to internal documents and internal regulations (Organisation Rules)	x			An overview of important identifiers and a list of workplaces in the Catalogue of Activities	Issuance of an internal document	21 4Q		x								3
7	System of adaptation of new employees at the VRI	HR, TM, IT, OM	Recruitment & Selection	13,21,36,40	Onboarding, the process of orientation and adaptation of employees, technical implementation and electronization of the process of adaptation of new employees at the VRI, creation of an adaptation manual or adaptation of new employees	x	x	x	Methodology of the initial process - adaptation and training in the process of responsible persons at the departments and units	Issuance of an internal document Number of trained employees	21 4Q		x	x							2

#	Title	Resp.	Category	Ref.	Description	Flags	Indicators	Output	Term	Mark
8	**Feedback from employees and optimization of recruitment and management processes**	HR	Recruitment & Selection	16,17,25,34	Implementation of other possibilities to increase efficiency of the recruitment and adaptation processes, obtaining information from the ongoing processes to further optimize the entry and exit of employees (exit form, adaptation questionnaire, exit questionnaire before the end of the adaptation cycle, exit questionnaire at the end of employment according to the nature of termination	x	Data collection methods - form/questionnaire exist	Issuance of an internal form	21 4Q	x x x x x x x x / 3
9	**Principles of internal communication at the VRI**	TM, MC, HR, CTT-PP	Working Conditions and Social Security	2,3,4,5, 23,37,38	Create internal/external communication methodology within the VRI, definition and specification of information channels for communication of strategic and fundamental decisions across the Institute, search for tools to support information exchange and sharing good practice between research teams (networking events for employees, space for informal discussions and sharing experience, meetings with management), support of effective company´s internal communication	x x	Internal company communication strategy, communication support, regular information meetings and gatherings	Issuance of an internal document; Number of held meetings; Number of debate groups	22 1Q	x x x x x x x / 1
10	**Sharing and access to recruitment information**	HR	Recruitment & Selection	15,17,20,27	Create of an information manual (guide) for new employees, undertake developmental activities for the implementation of employee selection process - selection methods - interview (training of members of selection committees and heads of departments)	x x	Information manual for new employees, continuous training and support in the field of recruitment, training at least once-twice a year	Manual; Number of trained employees; Information section in the field of recruitment	22 1Q	x / 2
11	**Strategies of support and promotion of the VRI activities**	TM, CTT-PP, MC	Ethical & Professional Aspects	9	Create an annual plan of support and implementation of popularization events for the professional and non-professional public at the VRI; internally and externally shared and accessible event calendar to support and strengthen awareness - sharing events and meetings, create a separate space for proposals and idea-sharing; create an overview of the activity plan, establish a separate information section	x	Overview - plan of activities, establishment of an independent section, training	Information section in the field of support and promotion of activities; Plan for support of activities and popularization; Schedule of promotional activities	22 2Q	x x x x x x x / 1
12	**Update of Internal Wage Regulations at the VRI**	HR, UE	Working Conditions and Social Security	25,26,31	Update of the Internal Wage Regulation, Career Rules and the VRI Bonus Rules, establishment of a working group for changing the wage setting system in research and, for all levels of employees, including administrative employees, creation of proposals and discussion about the adjustment of wage categories	x	Updated internal regulations regarding wages, new Labour Catalogue, adjustment of wage categories	Update of an internal document	22 2Q	x x x / 1
13	**The VRI employee education system**	TM, OM, HR, H&S	Training & Development	7,28,33,38	Create a methodology for the Education System and Development Support at the VRI, define responsibilities, educational management, define the competencies of researchers	x x	Methodology with the process of education, support of information in the field of education - menu, FAQ	Issuance of an internal document; Information section in the field of education	22 2Q	x x x / 2
14	**Plan of educational activities, support of educational events offer**	TM, OM, HR	Training & Development	28,38	Identify key areas for staff development - information security and data protection training in the ICT, rules for giving first aid, contractual and employment commitments of researchers, training in dissemination and promotion of basic research results, marketing tools, intellectual property management, etc.	x	Support of the offer of educational activities - plan of educational activities, establishment of an independent section with the offer	Information section in the field of education; Offer of educational activities	22 2Q	x x / 3
15	**Update of Internal Regulations in the field of Occupational Safety and Health (OSH)**	TM, H&S	Ethical & Professional Aspects	5,7	Adjustment of rules on OSH, revision of the Directives - unify information into functional units in terms of expertise, set up a clear system of training and continuous acquainting with work procedures and activities in the field of of OSH and other internal regulations of the VRI, and assign responsibilities, rules for giving first aid, a separate directive for work with biological material, updating of internal regulations in the field of fire protection (FP), updating and modifying the rules in the field of FP, revision of directives - unify information into functional units, set up a clear system of training and continuous acquainting with work procedures and activities in FP and place responsibilities	x x	Update of the directive and progress in the field of operational processes of OSH, implementation of statutory training	Update of the internal document; Implementation of operational training in OSH	22 3Q	x x x x x x / 1
16	**Intellectual property protection system**	CTT-PP	Ethical & Professional Aspects	3,31,32	Update of the internal directive No.02 Intellectual property system; making more efficient the process of publication authorization for papers and other outcomes, authorship of searches in the patent and utility model databases, creation of an internal database of patents and utility models	x x x	Make more efficient the procedures for the protection of intellectual property, internal database and training in the fields of intellectual property protection according to the needs of research departments	Number of trained employees; Number of implemented courses; Update of the internal document; Internal database of patents and utility models	22 3Q	x x x x x / 1

#	Title	Resp.	Category	Ref.	Description	1	2	3	Objective	Outputs / Indicators	Term	Priority markers	Pr.
17	Improvement of team cohesion and team-building	TM, OM, MC, HR	Working Conditions and Social Security	25.26,28,29,30	Increase the engagement of employees at the research departments, increase the motivation and stabilization of employees at the VRI, conduct annual employee satisfaction survey - monitoring of key factors – communication and cooperation levels, intensity of meetings of the management and research department leaders with employees, finding opportunities to activate stronger support for the VRI cohesion – collective cultural, social events, exhibitions, musical performances, support for building of places suitable for informal meetings of employees, pleasant working environment - places for rest and regeneration - preparation of the environment on the VRI premises for taking rest during breaks			x	Annual employee satisfaction assessment, meetings with employees, support of motivation and interest on the part of employees, work environment and premises - place to rest and relax	Employee satisfaction monitoring. Number of submitted assments. Number of implemented motivational activities and meetings. Work environment - for employees' break	22 3Q	x x x x x	2
18	Complaints and comments/Discussing and resolving complaints	TM, HR	Ethical & Professional Aspects	2,27,34	Further making the current procedures for giving impulses and internal investigation of complaints more efficient, clear definition of the process, establishment of an awareness-raising section; describe the activities of the Ethics Committee; consider additional communication channels e.g.: etika@vri.cz; other forms for collecting and handling comments, conflict mediation, introduction of suitable tools for the detection of mobbing and bossing	x		x	E-mail address, procedure, shared place, FAQ, accessible information on the current procedure and discussion possibilities	Update of the internal document. Information section in the field of complaints. Establishment of information points. Conflict mediation	22 2Q	x x	3
19	Ethical concerns associated with sharing and access to information	TM, OM, HR	Ethical & Professional Aspects	2,3	Within the permanent offer of the internal education plan, publish – as continuous education in the field of ethics, intellectual property – either as a development activity in the form of a manual, brochure or training. Aim the education at ethical principles of researchers, equality in publishing activities, authorship/co-authorship of publications, ethics of research, especially in the context of result publishing, forms of presentation and ways of research result dissemination.		x	x	All employees have access to the offer of training in the areas of ethics and research ethics	Internal offer of educational activities. Number of trained employees. Number of implemented courses	22 3Q	x x x x x	3
20	Methodology for dissemination of research results Disseminating Best Practices	CTT-PP	Ethical & Professional Aspects	8	Definition of basic principles and methods, example of good practice, presentation of the current and implemented projects at the departments in CZ/ENG and their publication at the VRI website in the section of activities of individual departments, overview and list of research publications.	x	x		Sharing good practice and mission of individual research teams, including presentation of the work at research departments.	Manual. Number of trained employees	22 4Q	x x	1
21	Employee assessment system at the VRI	HR	Training & Development	10,11,36	Preparation of an employee and researcher evaluation system, implementation of a pilot self-assessment and initiation of the follow-up assessment interviews with employees according to the results of the pilot zero assessment, finalize the process according to the assessment outcomes from individual process members, offer of assessment tools to support work and management	x	x		Systematic assessment of work performance	Number of performed evaluations. Training in the evaluation system. Conflict mediation of an internal form. Issuance of an internal regulation	22 4Q	x x	1
22	Monitoring and evaluation of wage statistics	UE	Working Conditions and Social Security	26	Optimization of the average wage within all wage categories, support of the motivational environment for lower-level middle class (line) scientists, discussion of the possibilities of implementation and preparation of the system of remuneration for work performance, improvement of the motivational environment for the support unit employees			x	Support of motivating environment for employees. Motivating remuneration system to increase the variable component of the salary.	Wage statistics reporting. Optimization of wage categories	22 4Q	x x x x	2
23	Sharing and access to information in the field of remuneration and benefits, UE agenda training	HR, UE	Working Conditions and Social Security	26	Unify the information in the field of remuneration and benefits, create a single information point for a given section, assess and propose optimization and new opportunities for financial and non-financial benefits, systematic user support - training in ABRA systems and other applications related to economics activities, including training of new employees, etc.		x	x	Information section/ Intranet - navigation bar, procedure proposal	Information section of wages and benefits. Number of employees trained in internal systems	22 4Q	x	3
24	Creating a shared space for exchanging information and documents	IT, CTT-PP, HR	Ethical & Professional Aspects	4,5,7	Increase the efficiency of the information exchange tools, create a shared data storage system, optimize and increase the efficiency of the shared data storage system for information search and exchange, possibilities and forms of internal communication and other contents publishing to increase awareness - familiarization with information regarding work, support of information dissemination and good practices in the workspace, internal helpdesk (for IT/Wages/Facility/Depository).			x	All employees will have access to shared information of the Institute, optimization and making publication and transfer of information more efficient, support of communication tools	Shared data storage. Helpdesk. Information section for employees	22 4Q	x x x	4
25	Mentoring system	TM, OM, HR	Training & Development	11,28,37,40	Nomination of mentors and consultants for further development and career support, design a mentoring system at the VRI, consider training options within the own resources, introduce mentoring as a voluntary internal development tool (training on the job).	x	x		Implementation of internal mentoring as a tool for internal development of employees	Issuance of an internal document. Number of trained mentors. List of the VRI mentors	23 1Q	x x x	1

#	Title	Responsible	Category	Ref	Description			Mission	Output	Period	Priority
26	Good Research Practice Guideline (GRPG)	HR, CTT-PP, OM, H&S	Ethical & Professional Aspects	3,6,23,31,32	• Creation of a handbook for sharing good research practice, definition: o integrity (plagiarism, falsification during implementation, research reporting) o ethics o publication, authorship o research planning o conflict of interests o conducting of experiments o recording of results, archiving • dissemination, promotion, presentation, • forms of presentation and ways of research result dissemination	x	x	Sharing of good practice and mission of individual research teams, including presentation of the work of research departments.	GRPG Handbook Ways of presenting research results	23 1Q	x x x 2
27	Marketing strategy at the VRI	CTT-PP, MC, TM, OM	Ethical & Professional Aspects	8,9	Development of a marketing strategy to support, promote and popularise the results of basic and applied research and research services, search for further opportunities for conducting agricultural and veterinary consulting and services, implementation of marketing campaign principles in business activities of the VRI, preparation of internal methodology, including the procedure and training of target groups according to competencies, strategies for science popularization in the form of publications, exhibits, participation in the events.	x	x	Marketing strategy, preparation of internal methodology and procedure, updated plan of further implementation always in the 4Q of the year	Issuance of an internal document Offer of services and an overview of commercial strategy Marketing campaign Popularization guide	23 2Q	x x 1
28	Support of management competencies	TM, OM, HR	Training & Development	10,11	Team leadership and authorization, communication and feedback, search for synergies in the team. Strengthening the skills of managers regarding motivation, evaluation and leadership of managed employees in the form of development activities (management and managerial skills).		x	Training, development centre for leaders, development system for leaders	Number of implemented events Development centre Soft competencies of leaders	23 2Q	x x 2
29	Equal access to information and its sharing - translation of key internal regulations into English	TM, HR	Ethical & Professional Aspects	2,7	Translate the Institute's strategic internal regulations into English and save them in the relevant repositories to the extent and need for the availability of the target group/legislative training and training according to legal requirements also in an available foreign language version		x	Translation of documents, their storage on www/intranet, each statutory training - translation	Translation of internal regulations into English Website translation into English	23 2Q	x x 3
30	Search for and implementation of new ways of internal training	HR	Training & Development	39	Changing the training system and familiarization with internal regulations, consideration of on-line training, analysis of suitable educational online platforms and their introduction into the education of researchers in connection with quarantine measures, home office and remote work		x	Elearning, online discussions, webinars	Implementation of e-Learning platform Create e-Learning courses	23 3Q	x 1
31	Development of presentation skills and teaching skills	HR, MC	Training & Development	33,37	Development in the area of passing along and sharing good practice, support of presentation activities and training activities, for mentors, internal lecturers and managers, in the form of development activities		x	Workshop for mentors and internal lecturers, improvement of presentation skills	Number of implemented events Number of trained mentors Number of trained internal lecturers	23 3Q	x 2
32	Support of leadership competencies	TM, OM, HR	Training & Development	10,11	Development activity in the field of people management and leadership		x	Development based on the results of the Development Centre	Number of implemented events Number of trained leaders Prepared development plan	23 3Q	x 3

IT	IT section
CTT-PP	Department of project support and technology transfer
HR	Human resources
TM	Top management
OM	Operational managers
H&S	Health and Safety
MC	Manager of communication
UE	Economic section