

Important message to institutions:

Site Visits: All HRS4R in-house audits planned for 2021 and the foreseeable future in 2022 will be conducted remotely with the consent of the host institution. Should your institution be at renewal stage, once you submit your self-assessment online via the e-tool, the EC will be in contact with you to set a date for the remote visit together with a panel of independent experts. Should the institution prefer a classic on-site visit, the audit will be postponed. Meanwhile, institutions involved in the process can continue using the HR Excellence in research award.

Process Description

Case number: 2020CZ548069

Name Organisation under review: Veterinary Research Institute

Organisation's contact details: Hudcova 296/70, Brno, 62100

Date endorsement charter and code: 05/08/2020

Process

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4 , as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide the name, the position and the management line/ department of the persons who are directly or indirectly engaged in the HRS4R process in your organisation:

Name	Position	Steering Committee	Working Group	Management line/ Department
Ing. Jiri Kolisek (M)	HRS4R Coordinator (Human Resources)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Secretariat of the Director
Mrs Jana Krizova (F)	HR Generalist (Human Resources)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Secretariat of the Director
Ing. Ildiko Csolle Putzova, Ph.D. (F)	Head of Department of transfer technology, Vice Director of VRI	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Centre for Technology Transfer (CTT)
Irena Smrckova, MSc. (F)	Internal auditor (Internal Controlling)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Secretariat of the Director
Ing. Iva Stranska (F)	Specialist of Health Safety and Environment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Secretariat of the Director
MVDr. Martin Sanda (M)	PR coordinator (Communication, Social Media)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Centre for Technology Transfer (CTT)
Jiří Zemek (M)	Head of ICT Support	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Department of informatics
Mgr. Petra Strakova, Ph.D. (R2) (F)	Researcher	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Infectious diseases and preventive medicine (RCG)
doc. RNDr. Daniel Ruzek, Ph.D. (R4) (M)	Head of the research group Emerging Viral Infections	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Infectious diseases and preventive medicine (RCG)
MVDr. Jan Matiasovic, Ph.D. (R3) (M)	Head of Department Infectious diseases and preventive medicine	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Infectious diseases and preventive medicine (RCG)
doc. RNDr. Ivan Rychlik, Ph.D. (R4) (M)	Head of Department Microbiology and antimicrobial resistance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Microbiology and antimicrobial resistance (RCG)
MVDr. Jiří Volf, Ph.D. (R3) (M)	Researcher	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Microbiology and antimicrobial resistance (RCG)
Mgr. Petra Vasickova, Ph.D. (R3) (F)	Head of the research group Food and Environmental Virology	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Microbiology and antimicrobial resistance (RCG)

Name	Position	Steering Committee	Working Group	Management line/ Department
doc. MVDr. Martin Anger, CSc. (R4) (M)	Head of Department Genetics and reproductive biotechnologies	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Genetics and reproductive biotechnologies (RCG)
Mgr. Dita Kadlcikova (R1) (F)	Researcher	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Genetics and reproductive biotechnologies (RCG)
PharmD. Josef Masek, Ph.D. (R4) (M)	Head of Department Pharmacology and toxicology	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Pharmacology and toxicology (RCG)
doc. MVDr. Adam Novobilsky, Ph.D. (R3) (M)	Researcher	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Pharmacology and toxicology (RCG)
Mgr. Pavlina Simeckova, Ph.D. (R2) (F)	Researcher Specialist	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Pharmacology and toxicology (RCG)
PharmD. Eliska Maskova, Ph.D. (R2) (F)	Researcher	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Pharmacology and toxicology (RCG)
Ing. Martina Jezkova (F)	Head of Economic department	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Economic department
Ing. Jiří Svoboda (M)	Head of Department of building management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Department of building management
Marie Sobotkova (F)	Head of Department Experimental stables	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Department of experimental stables
MVDr. Katerina Nedbalcova, Ph.D. (R3) (F)	VRI Labour Union	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Infectious diseases and preventive medicine
MVDr. Martin Faldyna, Ph.D. (R4) (M)	VRI Director	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Secretariat of the Director

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4, as well as appoint a Committee overseeing the process and a Working Group responsible for the implementation of the HRS4R process.

Provide information on how the researchers groups were involved in the GAP-analysis:

Stakeholder group	Consultation format	Contributions
Researchers R1-R4	Participated in Working Group communication	The Director and Vice-Directors, as core members of the Steering Committee, were regularly informed about the progress and development of the GAP Analysis
Researchers R1-R4 (RCG)	Participated in Working Group communication	Members of the Working Group and Research Coordination Group (including representatives of all scientific departments) were nominated and actively contributed to the development of the GAP analysis based on their close discussions with R1-R4 researchers in their departments
Heads of the Departments - Managers of Research department and Managers of Administrative Support Units (COP)	meeting of collegium Participated directly or indirectly in Working Group feedback	All heads of the department were informed and either participated in the Working Group directly or via a delegate of RCG. Identification of gaps in working conditions. As core members of the Steering Committee were regularly informed about the progress and development of the GAP Analysis
Foreigners (non-Czech speakers)	involved in the process asked for support	Identification of gaps – survey results and feedback
Individual Research and Working Staff consultation	individual meetings and consultations	Identification of gaps – survey results and feedback
Council of the VRI	meetings of Council	All members of the Council of Institution were informed about the process of implementation of HRS4R strategy and VRI intention - heading to HR Award
VRI Labour Union	Participated directly or indirectly in feedback in the area of employee conditions	All members of the VRI Labour Union were informed about the process of implementation HRS4R strategy and the progress and development of the GAP Analysis

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

The committee overseeing the process (COP) has been established to monitor the course of fulfilment of individual steps within the entry phase to obtain the HR Award, to monitor the WG (Working Group) activities and cooperate with RCG (Research Coordination Group). They solve possible changes in the personnel, procedural or time schedule of the process. COP becomes familiar with the strategic proposals and outcomes of both

working groups. COP function and activity is carried out by the permanent advisory board of VRI director, the Director's Board. Members of COP have the right to claim in WG submitting documents or reports, which document the outputs of the analyses performed, the proposal of GAP analysis and the Action plan, or possibly evidence of accordance with the fulfilment of the Charter or the Code. COP approves the final proposals of all strategic documents necessary for consideration in order to obtain the HR Award. COP approves the prepared documents to be sent to the EC for the final evaluation. The way of acting: discussion and familiarization with the progress in the preparatory phase of HR Award within the Director's Board, which usually runs in a month intervals. Major COP tasks include current familiarization with the outputs sent and a current state of fulfilment and data preparation of the Working Group of HR Award. WG presents topical information on the state of fulfilment based on the schedule and terms of the running tasks. They solve possible complaints or make decisions in difficult situations within the action of entry implementation. Steering Committee was asked to circulate the draft action plan and to obtain and co-ordinate a response from those involved in research in their areas, including research staff, principal investigators, managers and administrators of research and to ensure widespread consultation. The action plan was revised to reflect input and response from all stakeholders and circulated to the VRI Management for ratification and sign off. At least one of the members of the Steering Committee was appointed to attend regular meetings of the Working Group to ensure the progress of the HRS4R process and could give feedback to other members of the Steering Committee during regular meetings. The Steering Committee meetings were conducted on 7 Sep 2020, 5 Oct 2020, 7 Dec 2020, 8 Mar 2021, 12 Apr 2021, 12 Jul 2021, 9 Aug 2021, 4 Oct 2021.

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

The major task of WG is to cooperate in the preparation and coordination of the preparatory process activities in the preparation of outputs elaboration in the initial phase for obtaining the "HR Award". Major WG activities include the analysis of current internal procedures and directives related to the extent of fulfilment and to the principles of the Code of Ethics, Charter, and HRS4R strategy. WG further participates in the analysis of outcomes of the questionnaire examination, based on which GAP analysis is carried out as well as the application of a principle in choosing the employees based on OTM-R strategy related to the current procedures of the recruitment. The final WG outcome is in the preparatory phase of the approval of the created proposal of the Action plan, which presents the implementation of the HRS4R strategy based on the obtained outcomes of individual analyses. For the arrangement of WG activity, their members have the right to claim in employees or members of the Research Coordination Group (RCG) submission of documents or reports which document the current fulfilment or support the compliance with the Charter or Code fulfilment. The way of WG acting is the current exchange of information, sharing information during the process, meeting according to questions to be discussed, or proposals for implementation of partial procedures determined by the major coordinator for the „HR Award“. Exchange of information is carried out with regard to pandemic safety measures using all permissible ways of internal communication (meetings, e-mails, online meetings). WG submits proposals of GAP analysis, OTM-R questionnaires, and proposal of the Action plan. The Research Coordination Group (RCG) has been established as an auxiliary special group. The major goal of the established group is arranging for the presence of researchers, leaders, and heads of the working groups during the preparation of activities for the implementation of the HRS4R strategy. This relates to the representatives of the target groups concerned, who can be primarily impacted by the changes. This includes workers who can maximally contribute to the identification of weak points and possible changes or to process amelioration. Through their view and experience, they can present proposals and support a successful setting with subsequent implementation of personnel processes and their

development under the conditions and based on the specification of our research institute as well as specifications of particular research teams. The activity of RCG is primarily focused on professional support within a discussion with the Working Group concerning science and research under the implementation of the proposed personnel processes, which are targeted to the support of human resources management in the institute. The major task of RCG suggestion of comments and support to WG in their suggestions of internal processes and procedures which explicitly fulfill the principles of the Charter and the Code. The RCG members are helpful in the implementation of the HRS4R strategy. To secure the RCG activity, the members have the right to claim to submit the data or reports by WG, which document the outputs of the analyses done, the proposal of GAP analysis, and a proposal of the Action plan for further assessment or evidence of accordance with the regulation of individual sections of the Charter or the Code. The work of RCG lies especially in methodical assistance, becoming familiar with the obtained outputs and their analysis, or in the proposal of the prepared documents of the Working Group of HR Award. WG submits the proposals of GAP analysis, the OTM-R questionnaire, and proposals of individual steps of the Action plan to RCG for assessment. The extent and the terms for processing the comments or correction of the proposed conclusions are determined by the WG coordinator with regard to a sufficient assessment and time that all the members need for their assessments and the time necessary for processing the proposals and changes. The actual process towards obtaining the HR Award started for the Veterinary Research Institute at registration to the Charter and the Code of Ethics. An announcement of a resolution to prepare the implementation of the HRS4R strategy in the Veterinary Research Institute has been sent. Public announcement and the obligation taken for the preparation phase of the whole process was done on 3. 8. 2020 by sending a letter of the VRI director to the European Commission. During the management session in September 2020, a presentation of the plan towards obtaining HR Award certification for our research institute was carried out. The heads of all organizational units were familiarized with the steps and procedure of implementation of the preparatory phase; they were asked to propose professional persons who will participate in the coordination and make comments during the implementation. Working Groups and Research Coordination Groups including the COP were set up and confirmed for current monitoring of the process and the status of gradual preparations. Following presentations to the management and the approval, all employees were informed with a detailed schedule and procedure of the whole process. Web sites of the institute informed about the planned steps and the preparation phases of further procedure. Due to the necessity of finding the real status of management and functioning of current processes, systems of work, and internal regulations of the institute, a questionnaire survey among the employees was carried out in October and November 2020. In December 2020, an evaluation of the outputs from the above investigation was performed.

The principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers were examined at the first meeting, together with the importance of the VRI participation in the HRS4R. Meetings were conducted with key stakeholders of research in the VRI on the HRS4R and the principles of the Charter and Code. The communication was coordinated by the HRS4R coordinator for the HR Award. The Working Group (WG) meetings together with support Research Coordination Group (RCG) were conducted on 17 Sep 2020, 8 Oct 2020, 9 Nov 2020, 7 Jan 2021, 9 Feb 2021, 16 Feb 2021, 9 Apr 2021, 20 Apr 2021, 10 Jun 2021. The Working group discussed the issue, possible solutions, and challenges to that, and then we have formed an action with an owner and time limit on that action for the action plan. We take the results from the survey which was feedback from our researcher's stakeholders and change it into something that they will see that we have actually done something about. The discussion involved a summary of the background and development of the HRS4R, a discussion on Charter and Code principles, and how they relate to current policies and practices in VRI. At the beginning of meetings, the content and purpose of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers was presented, followed by consideration of the four areas for conducting the gap analysis.

GAP analysis was conducted with regard to the examined fields in relation to the European Charter for research workers. In January 2021, the processed internal GAP analysis compared the current status of functioning the personnel processes in the Institute with the Charter and the Code. The processed GAP analysis together with feedback from the employees via the questionnaire generated a very good image of the factual state and extent of real usability of individual HR processes and the level of their perception from the site of the heads and employees at the factual implementation. It was found that some fields of human resources management were missing or insufficiently described, and the reserves or some drawbacks were identified. Based on the analysis performed, an Action plan was carried out, and independently was investigated and filled out the control sheet of the OTM-R policy. The plan contains the proposal of individual activities with steps for successful fulfillment of human resources strategy according to the needs of our research institute with regard to the most important identified subjects. The schedule of individual steps and responsibility for implementation with the terms of their successive fulfillment was reported within the Action plan. Particular goals and proposals for improvement of conditions were predominantly based on the obtained outputs from all the employees who took part in the questionnaire study. The proposed Action plan was discussed with the managers and was sent for the reflection process and amendments based on the requirements of heads of the departments and units for finalization and approval.

The designed Action plan was a subject of discussion at all institutional levels in order to understand the schedule and future procedure of implementation. In February 2021, an independent section of the HR Award was established, which will remain a central place for information exchange on the current procedure and phases of individual steps of the strategy implementation. The employees of individual sections will be informed about the news, and partial outputs of the Action plan will be currently published. The navigation bar will be added to the section, which will point to the newly implemented fields and will refer to the connected information and documents.