VRI HRS4R 2022 - 2026 Implementation Process

Ver. 1502_2022

Action plan & HRS4R Strategy

No	Name of Activity	Responsible Unit	HRS4R (4 pillars)	GAP Principle(s)	Document	Training	Others	level of impact	Targets	Indicators	Timing	22Q1	22Q2	22Q3	22Q4	23Q1	23Q2	23Q3	23Q4	24Q1	24Q2	24Q3	24Q4	25Q1	25Q2	25Q3	25Q4	26Q1	26Q2	26Q3	26Q4
1	**Promoting the conditions for the possibility of submitting complaints or comments on the response** (short-term objective)	Director VRI Secretariat of the Director	Ethical & Professional Aspects	2,27,34	D	T	O	R1-R2 50% R3-R4 50%	T1.1. Whistleblower protection is ensured according to EU Directive 2019/1937 T1.2. Employes will be better informed about the possibilities to make comments or discuss proposals T1.3 Enhancing skills of nominated staff for conflict management and conflict mediation	I1.1. Establishment of an internal VRI notification system I1.2. Establishment of an information section on current opportunities for submission of subjects for action. I1.3. Training in conflict mediation, complaints resolution and negotiation for consensus	22Q1	X D	X O	X O	X T						X T				X T				X T		
2	**Promotion of VRI publicity and enhancement of communication channels** (long-term objectives)	Head of CTT-PP PR Manager	Ethical & Professional Aspects	8,9			O	R1-R2 50% R3-R4 50%	T2.1. and T2.2. Up-to-date and public sharing of the activities of the VRI and promotion of the Institute's publicity to increase awareness and publicity T2.3. Available contact points or contact persons for possible access to further information, establishing further communication	I2.1. Continuous updating of the content of individual sections of the VRI.cz website, keeping the published information up to date I2.2. Continuous publication and announcement of current events in the section "news" I2.3. Posting of communication channels and contact persons for each section for availability of further information and its validity.	22Q1	X O	X O	X O	X O	X O	X O	X O	X O	X O	X O	X O	X O	X O	X O	X O	X O	X O	X O	X O	X O
3	**Establishment system of training and qqualitication evidence** (short-term objective)	HR HR coordinator HRS4R	Training & Development	5,7,28,33,38,39	D		O	R1-R2 60% R3-R4 40%	T3.1 Established process and competencies for managing the learning and development process T3.2 Transparent training records and tracking of training expiry dates and tracking of qualifications	I3.1.Creation of a new methodology for the training system, definition of responsibilities, process and competencies. I3.2. Creation of an electronic internal evidence tool for training and other qualifications	22Q1	X D	X D	X O	X O																
4	**Development and implementation of a project management and project support system at the VRI** (long-term objectives)	Head of CTT-PP	Ethical & Professional Aspects	4,6	D	T		R1-R2 60% R3-R4 40%	T4.1 Standardised project management system at VRI T4.2 Clearly defined competencies and responsibilities of key persons in the project process T4.3 Training of target groups according to competencies and role in the project, continuous training provided	I4.1. Development of an internal methodology for effective project management and risk management at VRI I4.2. Define procedures, responsibilities and roles of project team and specific persons I4.3. Training of target groups on effective management methodology and on types of projects including risk management	22Q2		X O	X T	X D		X T				X T				X T				X T		
5	**Establishment of an OTM-R policy and system for recruitment and selection** (short-term objective)	HR HR coordinator HRS4R	Recruitment & Selection	12,13,14,16,17,18	D	T	O	R1-R2 20% R3-R4 80%	T5.1 Policy OTM-R's recruitment policy is published on the IVRI website (job section), a public statement on recruitment rules T5.2 A systematic and structured recruitment process for all stakeholders in the recruitment process at VRI T5.3 Continuous methodological assistance on recruitment for staff conducting recruitment, structured records which provide evidence of a consistent selection process	I5.1. To define and publish the VRI OTM-R policy on the VRI website and to train the targeted persons I5.2 Develop an internal process for recruitment of VRI staff, describing the procedure, composition of selection committees and methods of communication, and training of target persons I5.3. Providing methodological assistance in the selection and training of staff involved in the recruitment process, preparing forms for logging and monitoring stages of the process and forms for communication with candidates	22Q2		X D	X O	X T						X T				X T				X T		
6	**Creation of a system for the adaptation of new employees** (short-term objective)	HR HR coordinator HRS4R	Recruitment & Selection	21,36,40	D		O	R1-R2 80% R3-R4 20%	T6.1 Assistance to newcomers to integrate systematically into the workplace T6.2. Providing feedback and evaluation of the adaptation process T6.3 Provide useful information and assistance for orientation of new employees	I6.1. Establish a methodical procedure and system for the adaptation of new employees and their integration into the working process I6.2. Evaluation of the adaptation process using new adaptation forms I6.3. Handbook for new recruits on boarding	22Q3			X D	X O	X O															
7	**Formulating strategic aspects and conception of the development VRI**	Director VRI Head of CTT-PP Managers	Ethical & Professional Aspects	9	D	T	O	R1-R2 50% R3-R4 50%	T7.1. and T7.2. Clearly establish the basic approach and direction of the Institute for all employees. T7.3. Communicate the VRI strategy plans to all employees and publish them on the website T7.4 Exchange of information between management and staff on the direction of the institution - feedback on strategic objectives	I7.1. Defining the vision of the institution I7.2. Strategic concept and direction of the VRI I7.3. Medium- and long-term objectives of the institution I7.4. Meetings between management and staff on the institution's plans and direction for the next period - discussion	22Q4			X O	X D	X T			X T				X T				X T				
8	**The exchange and availability of information in the field of recruitment** (long-term objectives)	HR HR coordinator HRS4R	Recruitment & Selection	13,15,17,20,27		T	O	R1-R2 40% R3-R4 60%	T8.1 Clearly developed and accessible orientation information for new employees entering the work process. T8.2. Providing information on techniques and methods to be used in effective recruitment processes T8.3. Introducing the tool (Euraxess portal) and explaining the possibilities for advertising and recruiting foreign workers (publicity of the tool, description of the possibilities)	I8.1. Create an information point (place) for new employees I8.2. Establish a recruitment information and advice service on the implementation and administration of the selection procedure, including a reference to gendersensitive language. I8.3. Campaign for the use of the Euraxess portal	23Q1					X O	X O	X T	X O	X O	X O	X T	X O	X O	X O	X T	X O	X O	X O	X T	X O

#	Objective	Responsible	Category	Principles	Flags	R%	Tasks	Indicators	Target	Timeline
9	**Improving conditions Work-life balance and organisational culture** (long-term objectives)	HR HR coordinator HRS4R Managers	Working Conditions and Social Security	23, 24, 27, 34	T O	R1-R2 60% R3-R4 40%	T9.1. Non-discriminative communication in the recruitment process (gender sensitive language) T9.2 Support for employees and family members to meet with each other outside for deepenin comunication and understanding T9.3 Systematically promote organizational culture in the workplace and establish positive communication and cooperation. T9.4 Opportunity to access and share information and provide assistance from expert advisors to encourage the continuous learning process	I9.1.Incorporate ways for non-discriminatory use of language in the recruitment process - revise and update related web sections (on website, recruitment applications, forms, etc.) I9.2. Implement meetings for parents and their families I9.3. Prevent violent acts of communication including socially pathological behaviour (gender-based violence, mobbing bossing, etc) I9.4. Provide access to online information and the educational platform stopper.cz	23Q2	x x x x x x x x x x x x x x x T O O O T O O O T O O O T O O
10	**Gender balance in leadership and decision-making** (long-term objectives)	Director VRI Secretariat of the Director Managers	Working Conditions and Social Security	27,35	D O	R1-R2 50% R3-R4 50%	T10.1 Support for women's representation on the Institute's advisory and decision-making bodies. T10.2 Promote non-discriminatory rules in the selection of management positions and remove barriers leading to the under-representation of women in leading positions.	I10.1.Revision of the election rules (VRI Election Rules) for the Council of the institution and removal of obstacles that could lead to under-representation of women in the advisory and decision-making bodies of the Institute. I10.2 Revision of the internal regulations and recruitment strategy with regard to the placement of managers and removing obstacles that could lead to the under-representation of women in management positions	23Q3	x x x x x x x x x x x x x O D
11	**Optimising processes to strengthen recruitment for better management - getting feedback from employees and applicants** (short-term objective)	HR HR coordinator HRS4R	Recruitment & Selection	16,17,19, 25,34	D O	R1-R2 60% R3-R4 40%	T11.1 Monitoring and gathering of information to improve the recruitment process and obtain accurate and timely information on reasons for leaving and loosing motivation for job T11.2 Defined procedure for hiring foreign researchers and description of steps for hiring	I11.1 Design new feedback forms to improve the efficiency of the recruitment and termination process (candidate evaluation questionnaire, interview satisfaction, leaving questionnaire) I11.2.Establish an internal procedure for the recruitment of foreign workers, including how qualifications are recognised	23Q3	x x O D
12	**Equal information access and sharing - translation of key documents into English** (long-term objectives)	Director VRI Secretariat of the Director	Ethical & Professional Aspects	2,7	D O	R1-R2 50% R3-R4 50%	T12.1 To ensure that informations on website are available to foreign visitors, clients, customers and stakeholders. Translating documents into English and releasing bilingual versions of key web sections for our foreign employees (HRS4R - HR Award section overview)	I12.1. Ongoing translation of key documents, forms, methodological procedures and web sections into English (localization of the website into English)	23Q4	x x x x x x x x x x x x x
13	**Establishment of an VRI internal communication system** (long-term objectives)	Secretariat of the Director Head of CTT-PP PR Manager	Working Conditions and Social Security	2,3,4,5, 23,37,38	D T O	R1-R2 50% R3-R4 50%	T13.1 Establishing methods and rules for internal communication and promoting a positive and friendly atmosphere and cooperation T13.2. Supporting meetings, trainings and discussion groups among employees (at least once a year according to the number of nominated participants) establishing regular discussion meetings for information exchange and interaction between research departments T13.3. Clear and relevant communication in the form of on-line or off-line according to the type of content and the target group, ideally with the possibility of interactive involvement	I13.1. Establishment of an VRI internal communication system and definition of rules for communication I13.2. Promote communication and information sharing through meetings and opportunities for non-formal discussion (internal presentations, workshops) I13.3 Recording key meetings and communicating essential information interactively	23Q4	x x x x x x x x x x x x O D T O O O T O O O T O O
14	**Support for the development of soft competences in a managerial position** (long-term objectives)	HR HR coordinator HRS4R	Training & Development	10,11,35, 38, 39	T	R1-R2 20% R3-R4 80%	T14.1 Continuous development and strengthening of management skills of key employees. T14.2. Career development and working with talents for succession planning, assign management (future delegation of new competencies)	I14.1. Implementation of training activities for the development of management skills of nominated research staff, including key personnel of the departments I14.2. Establish a development centre for researchers with potential for a leading positions	24Q1	x x x x x x T T T T T T
15	**Plan of training activities, support for the offer of training sessions** (long-term objectives)	HR HR coordinator HRS4R	Training & Development	28,38	O	R1-R2 50% R3-R4 50%	T 15.1. Promoting the involvement of employees and their access to training opportunities at VRI T15.2 Employees may choose from a selection of available training activities planned for the year	I15.1 Establish an informational section on training and VRI development opportunities I15.2 Available range of optional training activities linked to the training plan for the calendar year	24Q1	x x x O O O
16	**Increasing cooperation and building teamwork** (long-term objectives)	Head of CTT-PP PR Manager Head of SBP	Working Conditions and Social Security	24, 25.26,28,29,30	T O	R1-R2 50% R3-R4 50%	T16.1 Obtaining feedback from employees on the quality of teamwork and cooperation T16.2 Evaluate work cohesion and the engagement of employees in activities that promote teamwork T16.3. Making the work environment more attractive and creating rest areas and space for off-the-job interaction.	I16.1. Implement tools to support employees' satisfaction with the working environment and organisational culture (mapping feedback) I16.2. Continuous implementation of activities promoting teamwork and internal communication (Staff meetings, Children's Day, camps, Open Days) I16.3 Revitalisation of relaxation areas and further improvement of working comfort for employees, including maintenance of the facilities and their surroundings	24Q2	x x x x x x x x x x x x O T O O O T O O O T O O
17	**Establishing regular evaluation and feedback for VRI employees** (long-term objectives)	HR HR coordinator HRS4R	Training & Development	10,11,36	D T O	R1-R2 80% R3-R4 20%	T17.1 Establish a system for feedback and implementation of staff and researcher evaluations from the assessor (supervisor) T17.2 Provide information and training to assessors for effective evaluation and feedback	I.17.1. Establish a methodology to support regular evaluation of employees and researchers. I.17.2. Realisation of workshops to conduct staff assessments (workshop for assessors, information for employees)	24Q2	x x x x x x O D T T T

#	Objective	Responsible	Aspect	Ref					R1-R4	Tasks	Indicators	Target	Timeline
18	Improve the awareness of the principles of ethical conduct in the workplace (long-term objectives)	Director VRI, Secretariat of the Director	Ethical & Professional Aspects	2,3,6			T	O	R1-R2 50% R3-R4 50%	T18.1. Providing training and ethics awareness activities for all VRI employees. T18.2 Disseminate information on promoting ethics in the workplace	I.18.1. realization of training activities to promote ethical principles in research work and cooperation in the workplace I.18.2. Publish information in the topic of ethics, include key information and activities in the newsletters, use available internal information systems (articles, news, suggestions for interesting articles) to promote ethical principles	24Q3	X O T O O O O T O O O T O
19	Improvement of employees' wage conditions and their optimization (long-term objectives)	Head of Economic department	Working Conditions and Social Security	25,26,31				O	R1-R2 80% R3-R4 20%	T19.1 Provide input for improved salary conditions and the distribution of wage grades by job classification, a fair system between men and women across pay grades. T19.2. Fair wage setting, reducing disparities in pay grades at all levels T19.3 Internal wage regulations adjusted according to newly set processes T19.4 Updated site with relevant information in the areas of benefits and wages, including accessibility for each group	I.19.1. Analysis of wage conditions at VRi according to the LOGIb method I.19.2. Establishment of a working group for the identification and suggestion for the optimisation of salary settings in research across all salary grades and the possibility of adjusting and optimising salary grades according to the recommendations of the analysis of the concerned groups I19.3. Updating of the Internal Wage Regulations, the Career Regulations and the Premium Regulations of the VRI I.19.4. Creation of a separate information section for employees on compensation and benefits	24Q4	X O X O X O X O X O X O X O X O X O
20	Promotion and implementation of training methods and development (on the job) (long-term objectives)	HR, HR coordinator HRS4R	Training & Development	11,28,37,40	D		T	O	R1-R2 80% R3-R4 20%	T20.1 Implementation of a methodology for internal forms of workplace learning and self-development T 20.2.Supporting forms of internal (on the job) learning according to the 70-20-10 model T20.3 Overview of professional trainers involved in on-the-job development	I20.1 Preparation and implementation of the Mentoring in Research I20.2. Implementation of training to support forms of on-the-job training (mentoring, project work, self-learning) I20.3. Establishment of a list of internal mentors and areas suitable for mentoring	24Q4	X O X D X T X O X O X O X T X O X O
21	Process digitalization - a shared space for document and information exchange (long-term objectives)	Department of informatics, Economic department	Ethical & Professional Aspects	4,5,7			T	O	R1-R2 50% R3-R4 50%	T 21.1 Employees will have access to the shared storage (the institution's internal information platform) T21.2 Reduce administrative workload and improve the efficiency of activities through digitalization. T21.3 Offer training activities on internal economic processes for employees and researchers, including discussion on further standardisation of specific activities	I21.1. Shared space for exchange of information, files and documents based on (intranet or Sharepoint or Office365) I21.2. Digitalisation of internal processes and procedures for administrative support for researchers (electronic elections, electronic voting, surveys, forms, calendars, discussion groups) I21.3. Realization of training in internal economic processes (ABRA, internal forms, travel orders, process digitalization)	25Q1	X O X O X T X O X O X O X T X O
22	Finding new ways to support internal training and their integration and implementation (long-term objectives)	HR, HR coordinator HRS4R	Training & Development	39				O	R1-R2 50% R3-R4 50%	T22.1 Appropriate e-learning platform for training and development T22.2.Internal training courses foe our emloyees	I22.1 Preparation for the implementation of a appropriate e-learning platform or access to relevant knowledge resources for training and development I22.2. Possibility of creating valid presentations, workshops and training courses	25Q1	X O X O X O X O X O X O X O X O
23	Creation of a methodology for dissemination of research results Disseminating Best Practices on VRI (short-term objective)	Head of CTT-PP	Ethical & Professional Aspects	8	D		T		R1-R2 50% R3-R4 50%	T23.1 Defined procedures and methodology for ways how research results can be shared at the VRI T23.2 Regular training of researchers and discussion of feedback to identify actual requirements.	I23.1 Creation of a manual for dissemination of research results and sharing of good practice I23.2.Implementation of promotional activities for sharing research work and results (at least once a year)	25Q2	X D X T X T
24	Promoting protection of intellectual property at VRI (long-term objectives)	Head of CTT-PP	Ethical & Professional Aspects	3,31,32			T	O	R1-R2 50% R3-R4 50%	T24.1 Clearly defined and up-to-date internal policies for supporting intellectual property and for ensuring authorship protection for VRI researchers T24.2 Training of researchers, scientists, heads of department and heads of research group and researchers T24.3 Improving access and information, established and updated internal research database	I24.1. Update of the Internal Directive Intellectual Property System I24.2. Internal training onsupport of Intelectual Property and improving the process (refresh training as needed for researchers) I24.3 Creation of an internal database of patents and utility models	25Q3	X T X O X O X T
25	Good Research Practice Guideline (GRPG) (short-term objective)	H&S Manager, Head of CTT-PP	Ethical & Professional Aspects	3,6,23,31,32	D		T		R1-R2 80% R3-R4 20%	T25.1 Sharing and transferring experience and establishing principles of good research work in and beyond the laboratory practice T25.2 Promoting the dissemination of the Good Reseach Practice Guidelines and right way to use the manual	I25.1. Preparation of the VRI GRPG I25.2. GRPG training on principles and correct use and dissemination	25Q4	X D X T X T
26	Preparation of the VRI marketing strategy (short-term objective)	Director VRI, Secretariat of the Director, Head of CTT-PP	Ethical & Professional Aspects	8,9	D			O	R1-R2 20% R3-R4 80%	T26.1 Defined working group responsible for preparing the nomination process and a representative for each org, unit T26.2 Identify business opportunities, SWOT and risk identification, prepare (marketing) process and define business plan T26.3. Available information and presentation of VRI with business campaign to enhance publicity	I26.1.Establishment of a working group for the preparation of a marketing strategy I26.2.Identification of the range of services and formulation the VRI business strategy. Preparation of a procedure for the promotion results of basic and applied research I26.3.Promotion manual and marketing campaign	26Q1	X O X O X D X O

#	Objective	Responsible	Aspect	Value				R	Tasks	Indicators	Date																									
27	**Strategy for support and promotion VRI activities** (long-term objectives)	Director VRI Head of CTT-PP PR Manager	Ethical & Professional Aspects	9			O	R1-R2 20% R3-R4 80%	T27.1. Transparent promotion of supported VRI activities to the scientific community and customers and stakeholders. T27.2. Planned and systematic promotion for the key activities T27.3. Relevant and accessible information about the VRI activities on a regular basis	I27.1 Update and expand the information section in the area of support and propagation of services - unification across VRI (separate section on the VRI website) I27.2. Establishment of a VRI promotion and popularisation plan I27.3 Regular publication and updating of the promotion activities on the website (under a separate section)	26Q2																						X O	X O	X O
28	**Development of presentation and training competences** (long-term objectives)	HR HR coordinator HRS4R	Training & Development	33,37		T	O	R1-R2 40% R3-R4 60%	T28.1. Strengthening presentation and business skills T28.2. Enhancing the trainer skills of in-house trainers	I28.1. Training to support marketing strategy in relation to business opportunities, establishing business opportunities and contracts, establishing cooperation I28.2 Development of internal training - support for internal trainers, mentors through workshops and development activities.	26Q3																							X O	X T