

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.

Action Plan

Case number: 2020CZ548069

Name Organisation under review: Veterinary Research Institute

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

1. Organisational Information

*Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS**FTE**

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	156
Of whom are international (i.e. foreign nationality) *	19
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	101
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	53
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	25
Of whom are stage R1 = in most organisations corresponding with doctoral level *	78
Total number of students (if relevant) *	20
Total number of staff (including management, administrative, teaching and research staff) *	231
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	9182865
Annual organisational direct government funding (designated for research)	4061127
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	4407203
Annual funding from private, non-government sources, designated for research	530672

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

Veterinary Research Institute (VRI) is the only professional research institute in the Czech Republic and one of few in Europe that can, due to its personnel, methodical and instrumental level, carry out the most exacting studies with a proportionally balanced ratio of basic and applied research. The investigation is oriented to all kinds of farm animals, where the emphasis is placed especially on the issues of health control of cattle, pigs, and poultry. The obtained scientific level and ability to share the obtained knowledge with the research community and agricultural and food processing practice play a very important role.

2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Note: Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

Ethical and professional aspects*



Strengths and Weaknesses (max. 800 words)

STRENGTHS

General ethical principles are within VRI comprehensibly defined and the principles of ethical behaviour at the workplace and in research are taken into consideration in internal regulations of VRI. In most of the investigated fields within the section „Ethics“, which were during identifications of strengths and weaknesses inquired in the form of an online questionnaire, the participants mostly stated that they experienced a sufficient level of fulfilment in individual ethical principles. The formulation of the ethical principles is in detail defined in the Ethical Code and Work regulations and basic approaches are also defined in the Organization rules of VRI. By the end of 2020, updating was finished, about orientation to HR Award including the revision of internal documents connected with HR. The documents were extended and specified in connection to individual ethical principles and also the outcomes obtained in the questionnaire survey were considered. Implementation of new work procedures, which are now mutually linked, was also performed.

Partial fields where reserves were found from the survey, feedback from the employees and comments include the equality within publication activity, problems with authorship or co-authorship of publications, the ethics of research was also mentioned especially in connection of research results publishing, forms of their presentation and ways of research results distribution. The most frequent need is a clear definition of the ethical principle of cooperation and behaviour in all VRI employees. It is necessary to determine the consequences in case of infringement of the ethical principles, repeatedly support enforcement of the ethical principles within the current education of all employees. At present, a systematic familiarization of new employees with the Ethical Code of VRI is lacking. In the future, it will be necessary to continuously emphasize the activities in the field in support of ethical principles (discussion, training, meeting, information exchange). It is necessary to concentrate on the comprehensibility and availability of information connected with the amendment of the ethical approach for all employees. A strong need for information sharing within VRI was identified from the heads towards the employees not only in the field of ethical principles but also in the sense of belonging to the defined values and goals of the institute. It is necessary to set up the system of information sharing, especially of those concerning the vision of the institute and the developmental concept. Improvement in the fields of information availability is considered by the employees as one of the most important fields for the setting of open team collaboration with understandable communication throughout the whole institute. In case of notifications of complaints, their discussion or proposals for solving of complaints in the labour-legal or ethical field, there is a need of clear procedure how to solve objectively the suggestions and complaints.

Recruitment and selection*



Strengths and Weaknesses (max. 800 words)

STRENGTHS

In the fields of recruitment and selection of employees, a systematic procedure for filling the positions has been implemented through the Human Resources department. The selection is carried out based on the requirements of the heads of individual departments. We use up-to-date tools of e-recruitment, which support effective work with the candidates (<https://www.teamio.com/en/>). The number of newly created positions including filling the current positions is done according to the needs and after assessment of financial and personnel needs. The filling of a position is carried out according to defined rules (the form "Requirement for filling a position"). For effective recruitment, we use electronic ways to address a large spectrum of applicants (from internal and external labor markets) and we are successful to fill the positions using a sufficient number of applicants. Different work portals are used when the applicants react to the advertised positions.

The Human Resources department provides the agenda connected with starting in a position, conclusion of the employment relationship, communication with applicants, and way of candidate selection. The basic system for the selection and acceptance of employees is described in the VRI Working Regulations. The assessment and selection of the most suitable candidate are influenced by their education and obtained practice, about other factors, such as good team synergy, working, and personal characteristics, and benefit to the team. The major criterion for a candidate selection is expertise and his qualities. During the selection process, we are also in contact with other applicants, exchange of information is carried out about the selection process and we are sending them invitations and further information concerning the selection process.

WEAKNESSES

At present, a methodology in the form of an independent document was not elaborated. This should describe the whole process of employees' selection, defining in detail the competencies and responsibilities connected with the whole procedure of selection of new employees based on OTM-R requirements. The questionnaire investigation revealed that a process described in detail is lacking. Clearly defined competencies and information about the selection and filling a particular position including responsibility for targeted communication with the applicants is missing. Coordination of activities during the process is also lacking. Above all, it is necessary to describe the selection process, responsibilities of the engaged persons and prepare tools for finding, assessment, and evaluation of the candidates to select the best. It is necessary to give flexible information and minimize time delays in the filled and free positions. The selection of parameters, procedures, and members taking part in the selection process should be defined. We should react in due time to the future needs of human resources in individual departments and units, use the internal candidates in the case that their employment relationship is terminated, and offer them another position within the institute, therefore the advertised job positions and job offers should be published. In the future, there is a need for motivation/adaptation of new employees, their communication and orientation in the workplace, determination of the adaptation plan, and assessment of onboarding of a new employee. They should be supported by targeted adaptation. Abusive practices during the selection of candidates by the clearly defined process as well as a subjective selection of a candidate by one

person only should be prevented. We must clearly define procedures of the selection commission activities and rules at communication with the candidates. There is a great opportunity in further support of international cooperation, strengthening of the current teams, support of mobility, and experience exchange. Effective use and possible addressing of candidates within Euraxess and other portals for international cooperation is needed.

Working conditions*



Strengths and Weaknesses (max. 800 words)

STRENGTHS

In the fields connected with working conditions (appropriate working environment, suitable working conditions for research activities, and safe working conditions), the outcomes of the questionnaire survey showed that current conditions correspond with the needs of employees and the employees confirm with their feedback that working conditions are adequate for their activities. The field of workplace safety and health protection belongs to the key interests of the employer with the effort to foresee and prevent risks and accidents. The field of accessible infrastructure and the level of offered background for scientific activities was assessed positively. The Institute has accredited facilities for research into farm and laboratory animals. Research workers can perform experiments even in a laboratory with Biosafety level 3, which is nearly the highest level of technical safety for work with highly pathogenic microorganisms. Laboratories of VRI are equipped with up-to-date instrumental techniques (chromatographs with mass spectrometers, flow cytometers, sequencer), microscopy techniques including transmission and scanning electron microscopy, and the possibility of in-vitro imaging of live organisms. All this equipment enables us to carry out exacting studies in the field of genomics, proteomics, lipidomics, and metabolomics.

WEAKNESSES

From the viewpoint of working conditions and identifying opportunities for improvement in a larger context, it is necessary to monitor especially the factors connected with employment, duration of employment in the institute, stability of employment, level of remuneration including factors such as the possibility of mobility and motivation of employees. Based on the feedback from the employees, the important field for building a stable position of the institute is especially the support of informal relations and a good working atmosphere, which is not considered as sufficiently motivational. Major tools for improvement of the current situation could be more efficient sharing of information and support of employees from the site of heads and managers. A gap in the effectiveness of shared information was identified. Internal communication is not sufficiently effective for building a sense of belonging to one company. From the site of heads and management, it is necessary, within leading the departments and teams, to focus on responsibility leading to the preparation of independent research activity; it is necessary to set up a clear and understandable system of remuneration for outcomes of research activities.

Training and development*



Strengths and Weaknesses (max. 800 words)

STRENGTHS

From the standpoint of assessment of particular activities which are focused on education and development of the employees, these are not systematically and coordinately planned up to the level of individual needs of each employee. On the other hand, from the site of the institute as the employer, the need to support specialized preconditions for work performance was experienced. All employees were offered conditions and possibilities to maintain or renew the legislative and qualification abilities they need for work performance. Training activities are regularly planned which are under the law needed for safe work at the workplace. Education and development are supported from the site of the management and in case of nomination for a particular developmental activity are in justifiable cases approved. Especially the legislative training takes place in the form of individual or group events connected with meeting the legal requirements (technical courses, qualification for performance of an activity or operating equipment or machinery).

WEAKNESSES

The areas of development with links to particular educational and developmental activities are not systematically defined. Systematic planning of development in individual work teams is lacking as well as identification of needs for systematic monitoring of the need and level of knowledge in particular areas. Current identification of educational needs and creation of offers for employees with the possibility of planned development and training is lacking. The employees' proposals and comments show that it would be suitable to describe systematically the process and offer information about education and development in the institute. As concerns cooperation, exchange of experience, or orientation of new employees, there is apparent active cooperation and effort to help with integration or adaptation to new conditions. From the standpoint of future planning of education and development, concern for the lacking current development in areas necessary for most employees should be strengthened. In the future, it is necessary to identify key areas for the development of employees using suitable tools, such as group educational activities. Institutional solidarity (corporate feeling) should be supported, and team cooperation built.

At present, no plan of educational activities for a calendar year is

designed. The offer of educational activities is not supported. A great chance and challenge are building of systematic development of a career in employees (developmental plans). Internal offer of courses and training is needed because systematic development is lacking. It is necessary to make stronger communication among employees, as the level of empathy, communication, and presentation of some colleagues is very low. The development of other soft skills, which are needed for current work performance, should be done; these cannot be limited only to a selected group of heads. The introduction of an online form of training (online BOZP courses, first aid, waste treatment,

animal protection, GMO, drivers of referent cars, and all other necessary internal training) will be very beneficial. A very suitable activity would be the conception of supervision of the new research workers at VRI because of the support of better relations, better awareness of research, and better cooperation among individual departments – a certain formalized adaptation process would be a very good beginning for the initial orientation. Highly needed is also systematic support at obtaining projects and grants. In the future, emphasis should be placed on teams to systematic monitoring of career and development of professional, pedagogic, and soft-skills in key employees with high potential.

3. Actions

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

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

<https://www.vri.cz/o-nas/hr-award/dokumenty/>

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS

Proposed ACTIONS

Action 1

1. Promoting the conditions for the possibility of submitting complaints or comments on the response (short-term objective)

GAP Principle(s)

(+/-) 2. Ethical principles

(+/-) 27. Gender balance

(-/+) 34. Complains/ appeals

Timing (at least by year's quarter/semester)

Q1/2022

Responsible

Unit

Indicator(s) / Target(s)

Director VRI
Secretariat of
the Director

Indicator(s): 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 / Target(s): T1.1. Whistleblower protection is ensured according to EU Directive 2019/1937 T1.2. Employees 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

Proposed ACTIONS

Action 2

2. Promotion of VRI publicity and enhancement of communication channels (long-term objectives)

GAP Principle(s)

(++) 8. Dissemination, exploitation of results

(-/+) 9. Public engagement

Timing (at least by year's quarter/semester)

Q1/2022

Responsible

Unit

Indicator(s) / Target(s)

Head of CTT-PP PR Manager

Indicator(s): 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. / Target(s): 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

Action 3

3. Establishment system of training and qualification evidence (short-term objective)

GAP Principle(s)

Timing (at least by year's quarter/semester)

Proposed ACTIONS

GAP Principle(s)		Timing (at least by year's quarter/semester)
(++) 5. Contractual and legal obligations		
(++) 7. Good practice in research		
(+/+) 28. Career development		Q1/2022
(+/+) 33. Teaching		
(+/+) 38. Continuing Professional Development		
(+/+) 39. Access to research training and continuous development		
Responsible Unit	Indicator(s) / Target(s)	
HR HR coordinator HRS4R	Indicator(s): 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 / Target(s): 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	

Proposed ACTIONS

Action 4

4. Development and implementation of a project management and project support system at the VRI (long-term objectives)

GAP Principle(s)

(+/-) 4. Professional attitude

(-/+) 6. Accountability

Timing (at least by year's quarter/semester)

Q2/2022

Responsible

Unit

Indicator(s) / Target(s)

Head of CTT-PP

Indicator(s): 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 / Target(s): 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

Action 5

5.Establishment of an OTM-R policy and system for recruitment and selection (short-term objective)

GAP Principle(s)

Timing (at least by year's quarter/semester)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)
(-/+) 12. Recruitment	
(-/+) 13. Recruitment (Code)	
	Q2/2022
(-/+) 14. Selection (Code)	
(-/+) 16. Judging merit (Code)	
(-/+) 17. Variations in the chronological order of CVs (Code)	
(-/+) 18. Recognition of mobility experience (Code)	
Responsible	
Unit	Indicator(s) / Target(s)

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
HR HR coordinator HRS4R	<p>Indicator(s): 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 / Target(s): 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</p>

Proposed ACTIONS

Action 6

6. Creation of a system for the adaptation of new employees (short-term objective)

GAP Principle(s)

(-/+) 21. Postdoctoral appointments (Code)

(--) 36. Relation with supervisors

Timing (at least by year's quarter/semester)

Q3/2022

(+/-) 40. Supervision

Responsible

Unit

Indicator(s) / Target(s)

HR HR
coordinator
HRS4R

Indicator(s): 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 / Target(s): 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

Proposed ACTIONS

Action 7

7. Formulating strategic aspects and conception of the development VRI

GAP Principle(s)

(-/+) 9. Public engagement

Timing (at least by year's quarter/semester)

Q4/2022

Responsible

Unit

Indicator(s) / Target(s)

Director VRI
Head of CTT-PP
Managers

Indicator(s): 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 / Target(s): 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

Proposed ACTIONS

Action 8

8. The exchange and availability of information in the field of recruitment (long-term objectives)

GAP Principle(s)

(++) 15. Transparency (Code)

(-/+) 17. Variations in the chronological order of CVs (Code)

(-/+) 20. Seniority (Code)

(+/-) 27. Gender balance

Timing (at least by year's quarter/semester)

Q1/2023

Responsible

Unit

Indicator(s) / Target(s)

HR HR
coordinator
HRS4R

Indicator(s): 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 / Target(s): 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)

Proposed ACTIONS

Action 9

9. Improving conditions Work-life balance and organisational culture (long-term objectives)

GAP Principle(s)

(++) 23. Research environment

(++) 24. Working conditions

(+/-) 27. Gender balance

(-/+) 34. Complains/ appeals

Timing (at least by year's quarter/semester)

Q2/2023

Responsible

Unit

Indicator(s) / Target(s)

HR
coordinator
HRS4R
Managers

Indicator(s): 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 / Target(s): 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 communication 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

Proposed ACTIONS

Action 10

10. Gender balance in leadership and decision-making (long-term objectives)

GAP Principle(s)

(+/-) 27. Gender balance

(++) 35. Participation in decision-making bodies

Timing (at least by year's quarter/semester)

Q3/2023

Responsible

Unit

Indicator(s) / Target(s)

Director VRI Secretariat of the Director Managers

Indicator(s): 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 / Target(s): 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.

Action 11

11. Optimising processes to strengthen recruitment for better management - getting feedback from employees and applicants (short-term objective)

GAP Principle(s)

Timing (at least by year's quarter/semester)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)
(-/+) 16. Judging merit (Code)	
(-/+) 17. Variations in the chronological order of CVs (Code)	Q3/2023
(++) 19. Recognition of qualifications (Code)	
(+/-) 25. Stability and permanence of employment	
(-/+) 34. Complains/ appeals	
Responsible	
Unit	Indicator(s) / Target(s)

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
HR HR coordinator HRS4R	Indicator(s): 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 / Target(s): T11.1 Monitoring and gathering of information to improve the recruitment process and obtain accurate and timely information on reasons for leaving and losing motivation for job T11.2 Defined procedure for hiring foreign researchers and description of steps for hiring

Proposed ACTIONS

Action 12

12. Equal information access and sharing - translation of key documents into English (long-term objectives)

GAP Principle(s)

(+/-) 2. Ethical principles

(++) 7. Good practice in research

Timing (at least by year's quarter/semester)

Q4/2023

Responsible

Unit

Indicator(s) / Target(s)

Director VRI
Secretariat of
the Director

Indicator(s): I12.1. Ongoing translation of key documents, forms, methodological procedures and web sections into English (localization of the website into English) / Target(s): 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)

Action 13

13. Establishment of an VRI internal communication system (long-term objectives)

GAP Principle(s)

Timing (at least by year's quarter/semester)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 2. Ethical principles	
(-/+) 3. Professional responsibility	
(+/-) 4. Professional attitude	
(++) 5. Contractual and legal obligations	
	Q4/2023
(++) 23. Research environment	
(-/+) 37. Supervision and managerial duties	
(-/+) 38. Continuing Professional Development	
Responsible	
Unit	Indicator(s) / Target(s)

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
Secretariat of the Director Head of CTT-PP PR Manager	<p>Indicator(s): 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 / Target(s): 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</p>

Action 14

14. Support for the development of soft competences in a managerial position (long-term objectives)

GAP Principle(s)

Timing (at least by year's quarter/semester)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)
(-/+) 10. Non discrimination	
(--) 11. Evaluation/ appraisal systems	
(++) 35. Participation in decision-making bodies	
(-/+) 38. Continuing Professional Development	
	Q1/2024
(-/+) 39. Access to research training and continuous development	
Responsible	
Unit	Indicator(s) / Target(s)

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
HR HR coordinator HRS4R	Indicator(s): 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 / Target(s): 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)

Proposed ACTIONS

Action 15

15. Plan of training activities, support for the offer of training sessions (long-term objectives)

GAP Principle(s)

(-/+) 28. Career development

(-/+) 38. Continuing Professional Development

Timing (at least by year's quarter/semester)

Q1/2024

Responsible

Unit

Indicator(s) / Target(s)

HR HR
coordinator
HRS4R

Indicator(s): 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 / Target(s): 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

Action 16

16. Increasing cooperation and building teamwork (long-term objectives)

GAP Principle(s)

Timing (at least by year's quarter/semester)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 25. Stability and permanence of employment	
(+/-) 26. Funding and salaries	
(+/-) 28. Career development	Q2/2024
(+/-) 29. Value of mobility	
(+/-) 30. Access to career advice	

Responsible

Unit	Indicator(s) / Target(s)
Head of CTT-PP PR Manager Head of SBP	Indicator(s): 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 / Target(s): 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.

Proposed ACTIONS

Action 17

17. Establishing regular evaluation and feedback for VRI employees (long-term objectives)

GAP Principle(s)

(-/+) 10. Non discrimination

(--) 11. Evaluation/ appraisal systems

(--) 36. Relation with supervisors

Timing (at least by year's quarter/semester)

Q2/2024

Responsible

Unit

Indicator(s) / Target(s)

HR HR
coordinator
HRS4R

Indicator(s): 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) / Target(s): 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

Action 18

18. Improve the awareness of the principles of ethical conduct in the workplace (long-term objectives)

GAP Principle(s)

Timing (at least by year's quarter/semester)

Proposed ACTIONS

GAP Principle(s)		Timing (at least by year's quarter/semester)
(+/-) 2. Ethical principles		Q3/2024
(+/-) 3. Professional responsibility		
(+/-) 6. Accountability		
Responsible Unit	Indicator(s) / Target(s)	
Director VRI Secretariat of the Director	Indicator(s): 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 / Target(s): T18.1. Providing training and ethics awareness activities for all VRI employees. T18.2 Disseminate information on promoting ethics in the workplace	

Action 19

Proposed ACTIONS

Action 19

19. Improvement of employees' wage conditions and their optimization (long-term objectives)

GAP Principle(s)

(+/-) 25. Stability and permanence of employment

(-/+) 26. Funding and salaries

(-/+) 31. Intellectual Property Rights

Timing (at least by year's quarter/semester)

Q4/2024

Responsible

Unit

Indicator(s) / Target(s)

Head of
Economic
department

Indicator(s): 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 / Target(s): 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

Proposed ACTIONS

Action 20

20. Promotion and implementation of training methods and development (on the job) (long-term objectives)

GAP Principle(s)

(--) 11. Evaluation/ appraisal systems

(-/+) 28. Career development

(-/+) 37. Supervision and managerial duties

(+/-) 40. Supervision

Timing (at least by year's quarter/semester)

Q4/2024

Responsible

Unit

Indicator(s) / Target(s)

HR HR
coordinator
HRS4R

Indicator(s): 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 / Target(s): 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

Action 21

21. Process digitalization - a shared space for document and information exchange (long-term objectives)

GAP Principle(s)

Timing (at least by year's quarter/semester)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 4. Professional attitude	Q1/2025
(++) 5. Contractual and legal obligations	
(++) 7. Good practice in research	
Responsible	
Unit	Indicator(s) / Target(s)

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
Department of informatics Economic department	Indicator(s): 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) / Target(s): 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

Proposed ACTIONS

Action 22

22. Finding new ways to support internal training and their integration and implementation (long-term objectives)

GAP Principle(s)

(-/+) 39. Access to research training and continuous development

Timing (at least by year's quarter/semester)

Q1/2025

Responsible

Unit

Indicator(s) / Target(s)

HR HR
coordinator
HRS4R

Indicator(s): 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 / Target(s): T22.1 Appropriate e-learning platform for training and development T22.2.Internal training courses for our employees

Proposed ACTIONS

Action 23

23. Creation of a methodology for dissemination of research results Disseminating Best Practices on VRI (short-term objective)

GAP Principle(s)

(++) 8. Dissemination, exploitation of results

Timing (at least by year's quarter/semester)

Q2/2025

Responsible

Unit

Indicator(s) / Target(s)

Head of CTT-PP

Indicator(s): 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) / Target(s):
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.

Proposed ACTIONS

Action 24

24. Promoting protection of intellectual property at VRI (long-term objectives)

GAP Principle(s)

(-/+) 3. Professional responsibility

(-/+) 31. Intellectual Property Rights

(+/-) 32. Co-authorship

Timing (at least by year's quarter/semester)

Q3/2025

Responsible

Unit

Indicator(s) / Target(s)

Head of CTT-PP

Indicator(s): I24.1. Update of the Internal Directive Intellectual Property System I24.2. Internal training on support of Intellectual Property and improving the process (refresh training as needed for researchers) I24.3 Creation of an internal database of patents and utility models /
Target(s): 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

Action 25

25. Good Research Practice Guideline (GRPG) (short-term objective)

GAP Principle(s)

Timing (at least by year's quarter/semester)

Proposed ACTIONS

GAP Principle(s)		Timing (at least by year's quarter/semester)
(-/+) 3. Professional responsibility		
(-/+) 6. Accountability		Q4/2025
(++) 23. Research environment		
(-/+) 31. Intellectual Property Rights		
(+/-) 32. Co-authorship		
Responsible Unit	Indicator(s) / Target(s)	
H&S Manager Head of CTT-PP	Indicator(s): I25.1. Preparation of the VRI GRPG I25.2. GRPG training on principles and correct use and dissemination / Target(s): 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 Research Practice Guidelines and right way to use the manual	

Proposed ACTIONS

Action 26

26. Preparation of the VRI marketing strategy (short-term objective)

GAP Principle(s)

(++) 8. Dissemination, exploitation of results

(-/+) 9. Public engagement

Timing (at least by year's quarter/semester)

Q1/2026

Responsible

Unit

Indicator(s) / Target(s)

Director VRI
Secretariat of
the Director
Head of CTT-
PP

Indicator(s): 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 / Target(s): 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

Proposed ACTIONS

Action 27

27. Strategy for support and promotion VRI activities (long-term objectives)

GAP Principle(s)

(-/+) 9. Public engagement

Timing (at least by year's quarter/semester)

Q2/2026

Responsible

Unit

Indicator(s) / Target(s)

Director VRI
Head of CTT-
PP PR
Manager

Indicator(s): 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) / Target(s): 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

Proposed ACTIONS

Action 28

28. Development of presentation and training competences (long-term objectives)

GAP Principle(s)

(-/+) 33. Teaching

(-/+) 37. Supervision and managerial duties

Timing (at least by year's quarter/semester)

Q3/2026

Responsible

Unit

Indicator(s) / Target(s)

HR HR
coordinator
HRS4R

Indicator(s): 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. / Target(s): T28.1. Strengthening presentation and business skills T28.2. Enhancing the trainer skills of in-house trainers

Unselected principles:

(+/-) 1. Research freedom (++) 22. Recognition of the profession

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) *

Building on the implementation of the HRS4R strategy to promote effective human resource management, VRI is committed to improving recruitment practices in line with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. We support the policy of open and transparent recruitment, which is part of the HRS4R strategy. We support the procedures and apply the tools to recruit the most suitable person for the job. We already strive to ensure equality of opportunity and fairness in the recruitment and selection process. The recruitment, selection, and hiring of employees at VÚVeL are carried out under the legislation in force, which always regulates the specific type, length, and scope of the employment relationship about the specific work activities.

The VRI recruitment system is based on proper human resources planning. The whole process is set up to be open and fair. Employees are provided with the necessary support to navigate the HR processes and are encouraged to create opportunities for career development activities, exchange of experiences, and teamwork.

Recruitment at VRI is carried out by the personnel policy, according to the internal rules established for selection. Our main goal is to attract the best talent for the institute and for the individual work and research teams, who have sufficient commitment, willingness, and interest in collaboration. Recruitment at VÚVeL promotes the principles of openness, transparency and is conducted in a way that leads to the selection of the best candidate.

The selection of researchers is based on human resource planning, where the creation of posts is linked to the necessary provision of tasks. The need for a request is always individually considered. The requirements for filing a specific post are always defined and subsequently agreed upon in internal documents, which form the basis for the subsequent recruitment process. The duration and conditions of the employment relationship are always determined taking into account, in particular, the duration of the position, which is related to the performance of specific activities, whether for project needs or the direct operational needs of the Institute.

Main areas of support for the OTM-R policy

As part of the recruitment and selection process under the OTM-R policy, we will support the following areas:

- Advertisement of the post and application of candidates
- Assessment and evaluation of candidates
- Selecting the best candidate and closing the selection process
- Monitoring and publicity of the process

Our main areas for the development of recruitment activities and the selection process include activity Nr. 5 Establishment of an OTM-R policy and system for recruitment and selection, activity Nr. 6 Creation of a system for the adaptation of new employees, activity Nr. 8 The exchange and availability of information in the field of recruitment, activity Nr. 11 Optimising processes to strengthen recruitment for better management - getting feedback from employees and applicants.

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

URL:

no

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

Based on a questionnaire survey in which all Organisation's employees participated and on discussions with representatives of research and administrative staff, shortcomings were identified in the Organisation, which is recorded in the Gap Analysis and OTM R Checklist. To eliminate them, the 28 above-mentioned activities will be implemented within the proposed quarterly time schedule. A total of 12 activities were set up in the field of ethical and professional aspects of work, which will develop this area in the future, thus supporting the principles of the C&C, to implement individual activities and approaches to the goals that were defined in individual areas. Key areas, which were defined within the first pillar, include predominantly the support of internal communication and information sharing between the management and employees and solidarity between individual departments/units and research teams. Through the planned activities, we will focus on the creation of sufficient communication points and contacts for the solution of requirements and answering questions from the site of employees. We will also offer help with solving a particular problem more effectively through more effective communication and work with information. During the period of the Action plan, it will be also necessary to design a communication strategy of the management towards the employees, to formulate the strategy and conceptional questions of the institute with a clear idea of where are we directed as a research institute in a short-term horizon and prepare a long-term concept of institutional development. In connection with such a defined frame of further course, it will be necessary to elaborate active support and publicity towards the public, partners, and clients. An independent area, which will be continuously developing during the set period, is the support of safe work in the workplace and the health protection of all employees. Adjustment of individual activities, determination of competencies, and responsibility in the internal functioning of the institution will be an integral part of the whole process of optimization of the HR administrative work. The planned activities include the formation of the marketing strategy of VRI and support of communication with media including interaction and sharing on social media. We will focus on finding suitable ways to popularize the research. In the area of project support and technology transfer, we intend to enhance professional knowledge in the management of project risks, correct project procedures in all stages of the project, and in the future, we want better define and determine the protection of intellectual property and authorship. Individual activities which are linked will be in a new GRPG manual with sharing good research practice within VRI.

In the area of employees recruitment, we want to focus on four main activities predominantly on creating a strategy for open and transparent procedures in recruitment, selection, and assessment of the newly accepted research workers and other employees at VRI (an administrative position). In connection with the selection, it is necessary to link the process of acceptance of an employee with the process of consequent orientation and onboarding. For further optimization of these processes, a detailed system of the adaptation cycle assessment will be elaborated together with a collection of information on the course of adaptation, which will help to monitor the whole process and offer a possible correction or amendment of the process. The tools supporting the process will be the input and output data from employees, which will monitor the course of their working cycle. The access to information and better familiarity with the recruitment process will also fill the need to share information with employees. The planned activities include the support of sharing good practices, information exchange concerning the implementation process, and a description of good practices while leading the selection of a suitable candidate.

In the area of working conditions and social securities, there are planned 5 activities for realization. Improving conditions Work-life balance and organizational culture, Gender balance in leadership and decision-making, support of internal communication, increased engagement of employees, and their motivation including stabilization of VRI key workers with high potential. In connection with a possible change in wage policy, during the implementation phase will be monitored indices and within the branch comparison, tools for possible optimization of the average wage in individual areas will be proposed.

For the area of training and development, we are planning six key activities for realization as part of the implementation of the AP steps in this area. They can be divided into a gradual preparation of the development system. It will be necessary to define the methodology for the system of training and development, determine the supported areas of training and define the responsibility and possibility of how to influence our development in connection with work performance. In connection with planning the systematic education, one of the related activities will be the preparation of the plan of educational activities and determination of the supported areas with the offer of development. Within the implementation, we plan to design also the system of evaluation of the employees and their work performance in connection to strengthening specialized and research competencies. Within the identification of the developmental needs, we plan to prepare developmental activities, which will improve the found gaps and meet the needs of the employees. While seeking new ways in the field of development and information transfer, we intend to focus also on internal education, the work of internal lecturers and mentors in the form of mentoring activities. About great complications in the field of educational implementation, we want to focus also on seeking suitable tools in times of pandemic spreading and subsequent quarantine measures and use the possibility of education and development including professional and legal training and workshops in the form of online education and transfer of these activities into virtual space. In the first five-year cycle of AP implementation, the key activities for us are related to the development of core HR areas, support for communication, and cooperation. Based on the defined vision and strategic direction, we will consider other recommendations for the next period.

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

Note: Click on each question of the checklist to open the editor.

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



Detailed description and duly justification (max. 500 words)

All categories of researchers (R1-R4) were taken into consideration in both groups. We showed how R1-R4 categories participated in a given part of the process. In a part Process, we added information on how the working group cooperates with the coordination group, which is made up of expert researchers. The steering group will regularly oversee the course and execution of individual goals, will also coordinate the involvement of other persons, who will either directly or indirectly participate in the production of outcomes. The WG is created of members from individual VRI departments and units, who will be engaged in cooperation and implementation of particular actions. The composition of the Workgroup for implementation of the Action plan reproduces the composition of the Workgroup (WG) at the first initial stage. The Commission, which will oversee fulfillment of individual steps of the Action plan, will be composed of the same members as in the first stage of the entry implementation of the HR Award (COP). Regarding the fact that these members belong to the management of the institute (director, vice directors for individual areas, including all heads of research departments and units), sufficient supervision of the implementation procedure and impact of individual activities within the whole institute will be guaranteed for implementation and support. The Steering Committee will meet at least once a month. The Implementation Committee will regularly inform the Steering Committee about the process of implementing the Action Plan. The HR Officer will become the HRS4R coordinator overseeing the entire process. HRS4R coordinator will coordinate activities, monitor the timely implementation of the proposed actions and ensure proper communication between those involved in the implementation of the Action Plan. The Implementation Committee will meet at the beginning of each quarter. This will ensure the appropriate attention needed to implement the Action Plan. All actual advertisements will be posted on the HR Award web page of the Institute.

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



Detailed description and duly justification (max. 500 words)

The implementation process is open to all researchers. Existing employees, as well as newcomers, are continuously informed of the process. There is an opportunity to get involved and actively participate in it, for example through direct cooperation with the Implementation Committee. Each researcher can present their ideas, suggest specific solutions or provide commentary. The aim is to involve in the implementation process those employees who are interested in actively participating in the process and can be of benefit. We will collect their comments and will also focus on the level of satisfaction and obtaining feedback from the employees. The involvement of the research community is also expected in commenting on new or revised documents, where comments will be welcomed. The Implementation Committee will also actively work with researchers at all levels in developing internal regulations. All VRI employees, it means including all research workers, will be at the beginning familiarized with the aim of the Action plan implementation, individual action steps, and way how this aim will be executed, including the presumed schedule of implementation and groups engaged in the implementation.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.

*



Detailed description and duly justification (max. 500 words)

The Organisation's efforts to acquire the HR Award demonstrate a clear intention and commitment to recognizing the HRS4R strategy as an overarching personnel policy. The Steering Committee, which consists of the Organisation's top management, clearly supports the principles of the Charter and the code. Thus, our interest in improving the environment for the high-quality performance of our employees is confirmed and at the same time presents an obligation to perceive current limits and accesses, which delimit us in our activities. VRI orientation to obtaining HR Award was discussed and regular information is offered to managerial bodies of the institution (the VRI Board, the Director's Board) including amendments of major documents and internal regulations which confirm this intention. The whole Organisation will be actively involved in the implementation of the strategy. Updated or new internal guidelines will be following the principles of the Charter and the Code, HRS4R, and OTM-R. The same members in the Steering and Implementation Committee will ensure the necessary link between the plans and implementation and the necessary oversight.

How will you ensure that the proposed actions are implemented?*



Detailed description and duly justification (max. 500 words)

The Steering Committee will be continuously informed about the implementation of the proposed measures and the fulfilment of the set schedule. The Committee will meet every month. The implementation of the measures will be overseen by the HRS4R Coordinator who will, among other things, manage the proposed actions set out in the Action Plan and continuously monitor their implementation. The action plan was designed with a detailed schedule of individual actions, a term of work beginning with the activity and a gradual list of partial tasks, which will fulfil the activity and its aim. Besides unambiguous individual activities with one goal, there exist also complex goals that cover the need for systematic implementation of the personnel process (education and development, recruitment of employees, evaluation, career planning). The final implementation, and the extent to which we will succeed to fulfil the level of management, will depend on comprehension and the rate of implementation of the partial activities. The complex goals, which include these broad fields of human resources management, will be assessed and possibly arranged in the following period and updated in the Action plan. The Implementation Board will meet regularly at the beginning of each quarter when new tasks will be beset and divided and the control of fulfilment of the tasks already assigned will take place by the schedule. The HRS4R Coordinator will take care of coordination, sufficient information sharing and control of the timely implementation of measures.

How will you monitor progress (timeline)?*



Detailed description and duly justification (max. 500 words)

Monitoring of fulfillment of the individual partial goals, which will implement the determined activity, including the term and progress in its procedure and termination, will be done by the Workgroup, which will be engaged in the fulfillment of individual activities. The proposed actions in the Action Plan have a set and approved deadline by which the desired results are to be achieved. Adherence to deadlines and progress will be monitored by the HR Coordinator who is fully responsible for coordinating the HRS4R process. The Implementation Committee will meet at the beginning of each quarter to evaluate the progress made in implementing the Action Plan and the allocation of tasks. A record of each meeting will be created and made available to the Steering group on the progress and planned actions for the coming period. All employees will be also informed about individual phases of implementation through the updated section of the HR Award, where the implementation phase will be described in detail and divided into logical sections, which will extend the individual areas of human resources management.

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



Detailed description and duly justification (max. 500 words)

Individual activities are in the Action plan designed in the context of general improvement of human resources management in the institute. Partial activities either initiate this system or form it from the base. The level of implementation and extent including the timeline depends on the priorities of the management and individual heads of research teams and units of administrative support. Each proposed action in the action plan has a defined measurable result, which makes it possible to determine whether the action was or was not fulfilled. For example, this includes the creation of new guidelines, the updating of existing regulations, or the training of employees. The necessity of deviation from the determined activity or its change during the timeline will be the subject of individual analysis of the situation with justification and determination of further procedure or proposal for an alternative way of implementation.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

As a major asset of the whole preparatory phase, we have to acknowledge predominantly the possibility to analyze in detail the level of current processes in our institution, their extent and the level of their use as well as their present contribution to individual organizational units (research departments and units of administrative support). Without a previously announced change of the approach to human resources management and engagement in the implementation of the HRS4R strategy, it would not be possible to obtain such a deep survey from the employees. Feedbacks from the questionnaire survey and the results themselves were a highly significant indicator of the atmosphere, level of motivation, and involvement of the employees. A sufficient amount of research workers and those working as administrative support took part in the survey for identification of the current status and functioning of the managerial processes so that it could be possible to create a whole picture about the state of institute management and use this state at the formation of GAP analysis. Particular feedback from individual employees in the form of open questions was completed with numeric outputs in close questions. Individual statements in the sections were confirmed by others and no areas were found where the statements would be disproved. Based on the evaluation of the questionnaire survey, several areas have been identified that need to be improved. The Organisation has not only identified them but plans to eliminate the shortcomings. Some measures have already been taken. Among other things, the HR Award process aims to improve and remove barriers in communication between the Organisation's management and employees. The changes implemented according to the employees' comments are a sign that the Organisation's management takes into account their suggestions and is ready to update the personnel policy by the procedures and principles of the Charter and Code and approach excellence in the development of human resources for research and development. Implementation of the Action plan activities, within the support of the HRS4R strategy, will be implemented through cooperation, communication, and engagement of individual workgroups. The results and actual involvement of the preparation processes will have to be sufficiently communicated, described, and the target groups will be familiarized with results and trained. The proposed Action plan of VRI was based on the basic pillars of human resources management and in the defined activities, we want gradually implement a systematic basis of management for the key personnel processes with the possibility of consequent extension based on the experience and the found success rate of the already implemented activities. Implementation of the Action plan and introduction of the HRS4R strategy according to the schedule of implementation as well as checking of the obtained goals will be assessed every quarter of the year through the Workgroup and consequently will be submitted for continuous information to the "Control group". This will be composed of the management of the institute at regular meetings of the management; information will be also provided regularly to the elected organ of the institute, which is the Institutional Board. Implementation of HRS4R is running by the realization of gradual steps defined in the Action plan.