Internal review including HR strategy and action plan

Name Organisation under review: **Institute for Social Research in Zagreb (ISRZ)**

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Web-link to published version of organisation's HR Strategy and Action Plan:

https://www.idi.hr/en/about-us/about-the-institute/hr-strategy

Web-link to organisational recruitment policy (OTM-R principles):

https://wwwadmin.idi.hr/uploads/OTM_R_Policy1_350a392a7e.pdf

SUBMISSION DATE TO THE EUROPEAN COMMISSION: 24TH OF NOVEMBER 2023

1. ORGANISATIONAL INFORMATION

*Please provide an update of the key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	33
Of whom are international (i.e. foreign nationality)	0
Of whom are externally funded (i.e. for whom the organisation is host organisation)	6
Of whom are women	23
Of whom are stage R3 or R4[1] = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	22
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	2
Of whom are stage R1 = in most organisations corresponding with doctoral level	9
Total number of students (if relevant)	0
Total number of staff (including management, administrative, teaching and research staff)	43
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	1546225
Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,…)	1139766
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	6077
Annual funding from private, non-government sources, designated for research	400382

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[1] http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf

ORGANISATIONAL PROFILE *(a very brief description of your organisation, max. 100 words)*
The Institute for Social Research in Zagreb (ISRZ) is a public non-profit scientific research institution that carries out socially significant, fundamental and applied scientific research in the area of social sciences and humanities and related interdisciplinary sciences. Our research topics include youth, education, science, urban sociology, sustainability, social inequalities, and gender. The Institute consists of four research centres: Centre for Educational Research and Development (CERD), Centre for Youth and Gender Studies (CYGS), Centre for Studies in Science, Work and Sustainability (CISWOS) and Centre for Spatial and Political Research (CSPR). HRS4R has been implemented at the ISRZ since 2012.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE (NARRATIVE)

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Ethical and professional aspects

Strengths:
- Code of Ethics is completed, which improved different aspects of our practice, especially the practice of obtaining confirmation, prior to application of all research projects, from the Institute's Ethics Committee, that the research is designed in accordance with ethical standards for conducting research. The Code of Ethics also regulates: ethics in the employment of researchers and other employees, employee behaviour in organizational environment and ethics in management area.
- Library and IT service are giving full support to the accomplishment of the goal of providing continuous access to relevant scientific and professional literature sources (journals, databases, software), and in doing so helping the Institute to accomplish the principle of professional responsibility.
- Regarding the principle of accountability, the Institute has created repository with full texts of all the editions published by the Institute, and made it available at the Institute's web page for the public.
- IT security policy with information on safe working procedures, including data saving, data protection, confidentiality protection requirements, and recovery from information technology disasters has been created and posted on the Institute's Intranet, which supports the accomplishment of the principle 7) Good practice in research.
- One of the Institute's strengths is definitely its progress in fulfilling the principles 8) Dissemination, exploitation of results and 9) Public engagement. In the initial phase of the HR strategy process, Institute had to improve its visibility, but now it is nationally and internationally recognized, and active in popularization activities. In the last 4 years, an increase in scientific production is also visible, which indicates its efforts in dissemination. Cooperation with relevant actors and influence on public policies are also strengths of the Institute, evidencing Institute's public engagement. In 2022 the new ISRZ web-page was launched with the aim of further strengthening Institute's visibility.
- Regarding the principle 6) Accountability, the activity of "Standardizing the ISRZ research and publishing database and enabling transparent access to databases" has been achieved. This is evidenced in the following outcomes and activities: creation and publishing of the Institute' repository with full-texts (http://idiprints.knjiznica.idi.hr/), as well as storing research databases in CROSSDA – Croatian Social Science Data Archive (https://data.crossda.hr/dataverse/idiz) and at the platform Dabar (Digital Academic Archives and Repositories) (https://repozitorij.idi.hr/en).

Remarks:
The activity of "Standardizing the ISRZ research and publishing database and enabling transparent access to databases" has been achieved, and has therefore been moved from the Weaknesses to Strengths. In addition, some strengths have also been supplemented with new elements, such as the scope of the Code of Ethics or additional information on enhanced dissemination and public engagement of the Institute.

Recruitment and selection

Strengths:
- Recruitment and selection process was improved as a result of the existing HR strategy, by describing the procedure in the Quality Assurance Manual (*Criteria for recruitment of research staff*), and also by improving methods of informing candidates about the selection procedure.
- Employees are regularly informed about the possibilities of mobility by the Associate for projects and public relations.
- Institute's OTM-R policy document that describes open transparent merit-based recruitment practices of the Institute has been created and published at the Institute's webpage in 2020 (https://wwwadmin.idi.hr/uploads/OTM_R_Policy1_350a392a7e.pdf). Additionally, the practice of adding information about career development prospects in job announcements is adopted when appropriate, which further improves recruitment and selection process.

Remarks:
Given that the Institute's OTM-R policy has been adopted in 2020 and that recruitment and selection process has been improved with the introduction of career development prospects in job announcements, these activities have been moved from Weaknesses to Strengths.

Working conditions

Strengths:
- Employees consider interpersonal relationships at the Institute as marked by trust and respect for diversity, as was shown in the Institute's Employee Satisfaction Survey conducted in 2018, and again in 2021. The results consistently show through the years that the researchers are satisfied with working conditions, especially with professional services and flexible working hours.
- Institute supports and ensures stimulating research environment as evidenced by the Institute's Employee Satisfaction Survey which has shown that ISRZ's strengths are:
  - Cooperative and professional co-workers, excellent communication within own research group,
  - An atmosphere of academic freedom, an intellectual climate; the ability to direct one's own research interests,
  - A job that is fulfilling and that makes a social contribution.
- The new location of ISRZ was realized in 2018, which after decades of working at 4 different locations united all workers at one shared place. According to the Institute's Employee Satisfaction Survey conducted in 2021, employees are satisfied with the working space.
- Continuous training for professional staff has been introduced as obligatory in the new Developmental Strategy of the Institute for the Period of 2019-2028, and has been practiced during past several years.
- Incentives for the Institute's employees (through training and information) to apply for the competitive project financing were created, which is in accordance with the Developmental Strategy of the Institute for the Period of 2019-2028. This is evidenced by the successful project applications to competitive sources, including those related to international programs.

Weaknesses:
- The weakness related to working conditions are not related to the Institute per se, but are influenced by the regulations stemming from the system of higher education and science. For example, the contracts that the assistants at the Institute have are not the same for all, because some have signed contracts with the Ministry of Science and Education and some with the Croatian Science Foundation, which could result in their unequal status.

Remarks:
Working conditions are satisfactory and are even slightly improved, according to the latest Employee Satisfaction Survey conducted in 2021, compared to the ones from 2018 and 2015. When describing the context surrounding work at the Institute, it is also important to mention that besides challenges related to COVID-19 pandemic, Zagreb was hit by an earthquake in March 2020. However, working conditions were rated as very satisfactory by the employees in the Employee Satisfaction Survey conducted in 2021.

Training and development

Strengths:
- The Manual for Mentoring Young Researchers was completed in 2014 with the intention of providing support to young researchers, their mentors, but also project teams and the institution in raising and maintaining the quality of training of young researchers and, consequently, in the overall satisfaction and quality of the employees' work.
- Good practices related to mentoring and evaluation of the work of mentors and young researchers ("associates" in the new Act on Higher Education and Scientific Activity and Institute's new documents) were formalized with the following new documents created in 2023: Rulebook on Mentoring and Evaluation of the Work of Associates, Report on the Work of Associates, Report on the Mentor's Work, Questionnaire for Self-Evaluation of Mentoring Work, and Questionnaire for Evaluation of Mentoring Support and Short Instructions for Mentors. These documents are in line with the new Statute of the Institute for Social Research in Zagreb, which entered into force in September 2023, new Higher Education and Scientific Activity Act of 2022, as well as with the Institute's Manual for Mentoring Young Researchers of 2014.
- In 2013, the Institute adopted the Quality Assurance Handbook of the Institute for Social Research in Zagreb that in the domain of Human Resources management specified that one of the main goals was the support for formal career advancements and continuous development of professional competences of all employees (including both formal and informal learning and training).
- The Institute continuously informs employees about rules, regulations and plans related to career advancement and works on alignment of individual career advancement plans with the Institute's capacities and strategies. Researchers are encouraged to fulfil all requirements for formal advancement within the shortest time limit.
- The Institute also informs employees about professional development opportunities - trainings, study programmes, workshops, scholarships etc. and supports participation of its employees in such activities (by co-funding and exempting from current working tasks).
- The internal seminars for the dissemination of knowledge and skills and exchange of ideas at the Institute have been organized more systemically and frequently since 2022. The range of topics of the internal seminars is wide and includes different research methods, topics of doctoral dissertations of young researchers as well as topics related to expertize of professional services staff that supports the work of researchers.
- Participation of employees in professional development activities is monitored through annual reports (on group level). Individual plans for career advancement and activities related to selection to higher scientific position are discussed regularly within research teams/ Centres, and with the Director of the Institute within the process of the Institute's program planning for the next four years.

Weaknesses:
- Although Institute's longstanding practice includes yearly reports on development and training of young researchers (R1, R2), and although participation of employees in professional development activities is monitored through annual reports on group level, implementation of standardized individual plans as defined in Quality Assurance Manual has not started yet due to challenges related to COVID-19 pandemic and Zagreb earthquake, as well as more pronounced focus on young researchers' (R1, R2) individual plans. However, it is planned for the next period. It is important to stress that individual plans for young researchers have been formalized with the newly adopted Institute's Rulebook on Mentoring and Evaluation of the Work of Associates. There, it is proposed that obligations of young researchers ("associates" as defined in the Rulebook) are: to create an annual work plan in cooperation with the mentor, and to submit a work report to the mentor at least once a year. These were already regular practices at the Institute, but with the adoption of the Rulebook, they have been formalized.

Remarks:
Training and development aspects of Institute's HR strategy have been further advanced in the previous period, especially with the documents that Quality Assurance Committee has created with the aim of improving practices related to mentoring and evaluation of the work of mentors and young researchers. Although standardized individual plans are not yet fully implemented, efforts towards the achievement of that goal have

been undertaken. For example, all researchers have stated their individual plans for their career advancement to higher scientific positions, participation in or leadership of research projects as well as for publishing scientific papers within the process of the Institute's program planning for the next four years. In addition, obligations of young researchers for yearly individual planning as well as obligations of their mentors in creating these plans and evaluations of their work have been described in the newly adopted Institute's Rulebook on Mentoring and Evaluation of the Work of Associates.

Have any of the priorities for the short- and medium term changed?

Some of the priorities related to the age structure of the Institute's employees (or scientific status of researchers) have changed. The number of R3-R4, as well as R2 researchers has remained the same as in 2019 when the Internal review of the Institute's HR strategy was conducted, but the number of R1 researchers has increased from 5 to 9 in that period (from 2019 to 2023). This has directed the focus of the Institute (though the efforts of the Quality Assurance Committee) on creating documents aiming at supporting young researchers and their mentors. In addition, support for young researchers to lead projects was also recognized within new documents (e.g. newly adopted Rulebook on Mentoring and Evaluation of the Work of Associates).

Have any of the circumstances in which your organisation operates changed and as such have had an impact on your HR strategy?

The main changes in the most recent period were that the new Act on Higher Education and Scientific Activity entered into force in October 2022 (Official Gazette 119/22), the new Statute of Institute for Social Research in Zagreb entered into force in September 2023 (https://wwwadmin.idi.hr/uploads/Statut_IDIZ_2023_feeeac7b82.pdf), and program negotiation that will determine the activities, finances and new employments at Institute for the next four years, is still in process at the moment. All of these circumstances had or can have an impact on different aspects of the Institute's HR strategy. For example, Quality Assurance Committee already took into consideration the new Act on Higher Education and Scientific Activity as well as the Institute's new Statute when drawing up documents on mentoring and evaluation of the work of mentors and young researchers. E.g. descriptions of the rights and duties of mentors and young researchers (called "associates" in the new Act on Higher Education and Scientific Activity) in our Rulebook on Mentoring and Evaluation of the Work of Associates were based on the ones from the Act and the Statute, but were also adjusted to the needs and values of our Institute (including our HR strategy). The new Statute has brought changes into the structure of the Institute, including the names of two research centres (to be more in line with their current research activities and plans for the future), as well as organizing of work of administrative and professional staff into departments (Department for general, legal and personnel affairs, Department for accounting and financial affairs, Department for library and publishing activities and IT support), which was not the case before. These changes are expected to support good working conditions and better organization of work at the Institute. And lastly, program negotiation with the Ministry of Science and Education is expected to bring more security for the Institute's operation in terms of finances and employment, as well as stronger emphasis on competitive project financing and increased number of publications of its researchers.

Are any strategic decisions under way that may influence the action plan?

Major strategic decisions under way that may influence the action plan are related to program negotiation with the Ministry of Science and Education, which will determine the activities, finances and new employments at the Institute for the next four years. The strategic goals set by the Ministry of Science and Education in the process of program negotiation (for program planning for the next four years) are consistent with the developmental strategic goals set by ISRZ in the Developmental Strategy of the Institute for the Period of 2019-2028. In that document, a strategic framework was set according to which the Institute determines its activities through the following four strategic developmental goals, which also indicate its developmental needs:
A. Strengthening the innovation, quality and productivity of the Institute's scientific research work
B. Strengthening the national and international recognition of the Institute's activities
C. Strengthening cooperation and mobility at the national and international level
D. Development of organizational capacities and human resources of the Institute.

The first strategic developmental goal of the Institute's Developmental Strategy, **_Strengthening the innovation, quality and productivity of the Institute's research work_**, includes the following goals: "Encouraging applications for research projects to competitive national and international calls", and "Enhance scientific production with a strong publication orientation towards prestigious international scientific publications, primarily journals in WOSCC and Scopus, categorized in Q1 and Q2 (Q1 and Q2)". These goals are in line with the new HR strategy and action plan, and will further support their implementation, especially the following activities: "To encourage young researchers (R1 - R2) to apply and lead national and international projects in order to develop independence, leadership and team work skills", and "All researchers disseminate the results of their research to scientific community and to the wider public". Both of these activities are being successfully implemented and are ongoing (in progress).

The second strategic developmental goal of the Institute's Developmental Strategy, **_Strengthening national and international visibility of the Institute_**, comprises several goals, including "Establishment of the ISRZ Seminar Program - New Ideas and Methodological Directions with the aim of contributing to methodological innovations in the social sciences at national level", which helps to "ensure stimulating research and research training environment" (as described in one of the HR strategy activities). The other goals related to strengthening Institute's visibility (e.g. "Organization of scientific conferences", "Popularization of social sciences and results of Institute's scientific research", and "Increased efficiency of communication with the public") are important for fulfilling the HR strategy principles "8. Dissemination, exploitation of results" and "9. Public engagement" and our activity "All researchers disseminate the results of their research to scientific community and to the wider public". The first of these activities has been completed in the last period, and was reopened as a new activity, and the second one is ongoing (in progress).

The third strategic developmental goal of the Institute's Developmental Strategy, **_Strengthening of cooperation and mobility on national and international level,_** includes, for example, the following goal "Promoting international incoming and outgoing mobility", which is related to the action "Implementation of career development and career advice practices for researchers at all stages of their career", as described in our HR strategy and action plan. This activity is considered as ongoing (in progress) in our action plan.

The fourth strategic developmental goal of the Institute's Developmental Strategy, **_Development of organizational capacities and human resources of the Institute,_** supports the implementation of the largest part of the new HR strategy and action plan. Its goals, including "Regular review of the organizational structure of the Institute / Centers (including internal analysis and evaluation of the organizational structure of the Institute / Centers employing the self-evaluation process), "Implementation of a complete computer-aided information-documentation system to guide the Institute's development policy", "Increasing work efficiency by planning and monitoring employee workload, better coordination of activities and implementing employee reward systems" and "Improving the professional development of professional services in order to increase the efficiency of scientific research work and organizational development" will help to fulfil the following HR

strategy principles: 11. Evaluation/ appraisal systems, 28. Career development, and 30. Access to career advice and specifically the action "Implementation of career development and career advice practices for researchers at all stages of their career". This fourth part of the Development strategy also proposes "Supporting the scientific development of assistants and postdoctoral fellowships through maintaining a mentoring support system, encouraging mobility, and supporting participation in international scientific conferences and workshops", which is fully in line with numerous HR strategy principles related to professional training and supporting young researchers.

In conclusion, by specifying these strategic goals, the Institute shows its commitment in supporting continuous professional development of researchers and administrative staff, and providing stimulating and supporting working environment for all employees. Special emphasis is put on the supporting of scientific advancement of individual researchers and enabling of their international mobility, and on building professional capacities of administrative staff.

3. ACTIONS

Please consult the <u>list of all actions</u> you have submitted as part of your HR strategy. Please add to the overview the <u>current status of these actions as well as the status of the indicators</u>. If any actions have been altered, omitted or added, please provide a commentary for each action.

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

I. Ethical and Professional Aspects

	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
1	To encourage young researchers (R1 - R2) to apply and lead national and international projects in order to develop independence, leadership and team work skills.	1. Research freedom	Q1 2020 - Q1 2021	Heads of centres Scientific Council	Number of applied projects	IN PROGRESS	The only restriction to the freedom of researchers is related to the fact that young researchers (R1 and R2) cannot fulfil requirements of some project calls (e.g. projects funded by the Croatian Science Foundation). Therefore, the Institute additionally supports young researchers to apply and lead other projects that they are eligible to apply to. Associate for projects and public relations regularly disseminates potential project calls to the group of young researchers (R1 - R2) within the Institute. Heads of centres and Scientific Council give support to young researchers in order to accomplish this goal by providing them time, resources and consultancy. Since 2020, 3 projects lead by young researches were written, applied for funding, and received approval from the Ethics Committee. Additional support for young researchers to lead research projects was also embedded into newly adopted Rulebook on Mentoring and Evaluation of the Work of Associates. There, it is stated that the associates (R1, R2) have the right to lead a research project independently under the supervision of a mentor. The efforts to support young researchers will continue given that one of the planned activities of the Institute's program planning for the next four years is "Strengthening the competitiveness of young scientists". It is planned that the Institute's obligation is to provide support to future young scientists using the institutional mentoring system.
2	Prior to application of all research projects, project leaders should seek and obtain confirmation from the Institute's Ethics Committee that the research is designed in accordance with ethical standards for conducting research.	2. Ethical principles 3. Professional responsibility 4. Professional attitude	Q4 2019 - Q4 2022	Project leaders Ethics Committee	Number of applications and number of obtained confirmations from the Ethics Committee	IN PROGRESS	The practice of seeking opinion from the Institute's Ethics Committee prior to application of projects is based on the Institute's Code of Ethics (Article 1.2). In 2022 ethical guidelines for research involving children were adopted (Child protection policy). Adherence to the ethical principles and values outlined in this document is mandatory for all ISRZ researchers and employees, as well as their collaborators who conduct research or perform other activities, with children. Ethical guidelines are subject to amendment for the purpose of improving and promoting the protection of children, and the ethics of research involving children.

							According to the latest Employee Satisfaction Survey conducted in 2021, the Institute's employees are satisfied with the consistency in the application of the Code of Ethics in the Institute's scientific research and professional work.
3	Providing continuous access to relevant scientific and professional literature sources (journals, databases, software).	3. Professional responsibility	Q1 2020 - Q1 2021	Professional Services (Library and IT)	The list of available relevant literature sources.	IN PROGRESS	Library and IT service are giving full support to the accomplishment of this goal. According to the latest Employee Satisfaction Survey from 2021, the Institute's employees are very satisfied with the assistance in the acquisition of literature, in the collection and processing of bibliographic data. Access to all journals and databases is paid by the Ministry of Science and Education, whereas purchase of books is funded by the Institute. Interlibrary loan services through the National and University Library are also used when needed.
4	Handing out information package on national, sectorial and institutional regulations governing training and/or working conditions to every new employee of the Institute	5. Contractual and legal obligations	Q4 2019 - Q4 2022	Legal service IT service Financial service	Communication of IT, legal and financial service and new employee exchanged. Number of seminars and workshops (related to the topic) that Professional Services staff attended.	IN PROGRESS	Information package containing national, sectorial and institutional regulations governing training and/or working conditions are created and placed on the intranet web page of the Institute and are updated regularly. Administrative staff (legal and financial service) and IT staff are continuously educated on the changes in laws and procedures, which also serves as capacity building of the professional staff of the Institute. The number of seminars attended in the period Q4 2019 - Q4 2022: Legal staff (6); Financial staff (21); IT staff (9). Continuous education of administrative staff is envisioned in the forthcoming period, particularly regarding the adaptation to the new national legislation for scientific research activity, which entered into force in Q4 2022. According to the Employee Satisfaction Survey from 2021, the Institute's employees are (very) satisfied with the speed and adequacy of technical support, assistance in performing everyday administrative activities, consulting and reporting on financial issues of projects, and with information and support in legal matters.
5	Communication between Director of the Institute, Managing Board of the Institute, Ministry of Science and Education, Financial and Legal services and project leaders on responsible financial management according to specific rules of	6. Accountability 5. Contractual and legal obligations	Q4 2019 – Q4 2022	Director of the Institute, Financial and Legal services and project leaders	Periodical financial reports submitted to project funders and to Ministry of Science and Education	IN PROGRESS	Annual financial report of the Institute is submitted to the Managing Board for approval and then to the Ministry of Science and Education. Individual financial reports of each project are periodically submitted to project funders in accordance with the specific rules of the projects. So far, there were no objections concerning efficient financial management or audits.

	different projects						
6	Standardizing the ISRZ research and publishing database and enabling transparent access to databases.	6. Accountability	Q1 2020 - Q1 2022	Institute's Committee for Data Bases Quality Assurance Committee IT Service	Standardizing the ISRZ research and publishing database. Accessing the National Digital Repository (Dabar) in order to enable transparent access to databases.	COMPLETED	Institute has its repository with full texts of all the editions published by the Institute that is available at the Institute's web page (http://idiprints.knjiznica.idi.hr/). This database consists of the listing of all Institute's publications with full references for books, articles, reports as well as basic information on research conducted during almost 60 years of Institute's existence. The work on the repository is continuous. In 2021, the Institute started storing research databases in CROSSDA – Croatian Social Science Data Archive (https://data.crossda.hr/dataverse/idiz). Part of the databases will continue to be stored there, and part in the institutional repository (Institute for Social Research in Zagreb Research Repository), established in July 2023 at the platform Dabar (Digital Academic Archives and Repositories) (https://repozitorij.idi.hr/en). The name of the Institute's Committee in charge for this activity has been changed from Committee for Data Bases into Committee for Scientific Infrastructure, in order to better capture the scope of its activities.
7	Creating IT security policy with information on safe working procedures, including data saving, data protection, confidentiality protection requirements, and recovery from information technology disasters.	7. Good practice in research	Q4 2019 – Q4 2022	IT Service, Legal Service Director of the Institute	Evaluation of ISRZ IT security policy trough system of conformity assessment (certification) of institutions and service providers with AAI@EduHr standards by the Authentication and Authorization Infrastructure of Science and Higher Education in Croatia (AAI@edu.hr)	COMPLETED	IT security policy is posted on the Institute's Intranet. IT Service regularly updates IT security policy and informs all researchers about changes. Major update related to harmonization of documentation with GDPR was conducted on April 16, 2018 (including: Security policy of information systems, Rulebook on computer installation and administration, Rulebook on the use of electronic identity, Rulebook on making copies of data, Rulebook on the management of confidential information, and Parent institution's privacy notice in the AAI@EduHr system). All the new employees are instructed to get informed about the IT security policy and safe working procedures, which can be found at the ISRZ intranet page.
23	Creating IT security policy with information on safe working procedures, including data saving, data protection, confidentiality protection requirements, and recovery from information technology disasters.	7. Good practice in research	Q4 2023 – Q4 2027	IT Service, Legal Service Director of the Institute	Evaluation of ISRZ IT security policy trough system of conformity assessment (certification) of institutions and service providers with	NEW	IT security policy is posted on the Institute's Intranet. IT Service regularly updates IT security policy and informs all researchers about changes. All the new employees are instructed to get informed about the IT security policy and safe working procedures, which can be found at the ISRZ intranet page.

					AAI@EduHr standards by the Authentication and Authorization Infrastructure of Science and Higher Education in Croatia (AAI@edu.hr)		
8	Creating and maintaining safe, reliable and efficient IT environment.	7. Good practice in research	Q4 2019 – Q4 2022	IT Service, Legal Service Director of the Institute	Evaluation of ISRZ IT environment by the Authentication and Authorization Infrastructure of Science and Higher Education in Croatia (AAI@edu.hr)	COMPLETED	Authentication and Authorization Infrastructure of Science and Higher Education in Croatia (AAI@edu.hr) checks every year all institutions listed in the registry of Ministry of Science and Education of Republic of Croatia. The verification system is designed to allow verification of compliance with all three types of standards in AAI@EduHr: organizational, information and technical. Authentication and Authorization Infrastructure of Science and Higher Education in Croatia (AAI@edu.hr) has proclaimed that ISRZ IT environment and its practices are in full accordance with the high standards of safe working procedures and certified it as excellent in the last available evaluation (2022). This process is undertaken every year since 2011.
24	Creating and maintaining safe, reliable and efficient IT environment.	7. Good practice in research	Q4 2023 – Q4 2027	IT Service, Legal Service Director of the Institute	Evaluation of ISRZ IT environment by the Authentication and Authorization Infrastructure of Science and Higher Education in Croatia (AAI@edu.hr)	NEW	Authentication and Authorization Infrastructure of Science and Higher Education in Croatia (AAI@edu.hr) checks every year all institutions listed in the registry of Ministry of Science and Education of Republic of Croatia. The verification system is designed to allow verification of compliance with all three types of standards in AAI@EduHr: organizational, information and technical. Authentication and Authorization Infrastructure of Science and Higher Education in Croatia (AAI@edu.hr) has proclaimed that ISRZ IT environment and its practices are in full accordance with the high standards of safe working procedures and certified it as excellent in the last available evaluation (2022). The next evaluation is due at the end of November 2023.
9	All researchers disseminate the results of their research to scientific community and to the wider public	8. Dissemination, exploitation of results 9. Public engagement	Q4 2019 – Q4 2022	All researchers, Associate for projects and public relations	Number of publications (papers, chapters, books) Number of presentations on conferences, roundtables etc.	IN PROGRESS	Publishing of research findings, dissemination of knowledge to the academic, professional and general public, and popularization of science are an integral part of the ISRZ mission (Institute's Strategy for the period 2019 – 2028). Transfer of knowledge to society and popularization of science are listed in the Additional Requirements for All Scientific Positions (Rulebook on Selection of ISRZ Scientific Positions).

| | | | | Number of workshops and seminars
ISRZ's Open Doors Day
Engagement in popularization of science (e.g. The European Researchers' Night within the Horizon 2020 programme)
Participation of researchers in different governmental bodies (e.g. Councils) in order to influence creation of national policies in different areas
Number of appearances in media
Archive of media appearances on the intranet page
Number of posts on web page and social media page
Publishing ISRZ Newsletter once a year | | Overview of indicators in the period Q4 2019 – Q4 2022:
• Number of publications: 101 scientific articles, 45 scientific chapters, 12 scientific books (of which 7 author's and 5 editor's)
• Number of papers in Q1 (WOS, Scopus) for Social Sciences and Humanities – 6 (2020), 7 (2021), 13 (2022).
• Number of ISRZ research briefs – 4 (ISRZ Horizons/Perspectives – IDIZ-ovi vidici)
• Number of presentations at conferences, round tables, etc. – 254
• Number of workshops and seminars - 15
• ISRZ Newsletter - initiated in 2012 and published once a year. Published twice a year since 2020. 6 issues in the period Q4 2019 – Q4 2022.
• ISRZ Open Doors Day – initiated in 2014. In the period Q4 2019 – Q4 2022 it was held once, in 2022. It was postponed in 2020 and 2021 due to the Zagreb earthquake and the COVID-19 pandemic. It is planned in Q4 2023, and continuously in the forthcoming period.
• Number of appearances in the media – 416 (radio and TV); 1116 (printed press and internet portals)
• ISRZ Facebook profile – 2,5 posts per week on average; 3900+ organic followers
• Number of notifications on the ISRZ web main page – 98. The data refers only to the year 2022, because it is the year of launching the new ISRZ web-page (1 Jan 2022).

Since 2012, Institute's Centre for Educational Research and Development organizes a biannual conference Days of Educational Sciences. The next one is planned for 2024. In the forthcoming period, a new dissemination activity is planned: Days of ISRZ – a biannual conference.
The positive trend in the number of papers in Q1 (WOS, Scopus) for Social Sciences and Humanities observed in the period Q4 2019 – Q4 2022 is envisioned to be continued in the forthcoming period. *N*
In addition, the financing of open access policy is envisioned by allocating additional ISRZ and state budget resources. |

10	Communication with all researchers on a regular basis in order to reach conditions for their career advancement according to year working plan, legal conditions and additional requirements in Rulebook on Selection of ISRZ Scientific Positions (including the projection about the possibilities of advancement). Analysis of professional performance of all researchers as part of the process of external evaluation of ISRZ.	11. Evaluation/ appraisal systems	Q4 2019 – Q4 2022	Heads of the centres Director of the Institute Legal service Professional Staff Board Scientific Council	Number of regular career advancements. Result of ISRZ external evaluation.	IN PROGRESS	At the end of each year every researcher fills in individual reports about the work done in that year regarding research projects, teaching, workshops held, conferences organized, media appearances etc. Information about the number of publications for each researcher is provided by the Institute's librarian. Planned activities for the following year are contained in work plans of each project. Young researchers additionally have the obligation to create an annual work plan in cooperation with their mentor, as written in the newly adopted Rulebook on Mentoring and Evaluation of the Work of Associates, and their progress is monitored using the Associate's Work Report once a year. All R3 and R4 researchers undergo an evaluation procedure every five years with the aim of scientific advancement. Every 3-5 years Agency for Science and Higher Education carries out evaluation of public scientific organizations in the process of Reaccreditation of public scientific institutes in accordance with the Procedure for Re-accreditation of Public Scientific Institutes – revised text of 10th March 2014 (CLASS: 640-02/12-02/0002, REFERENCE NUMBER: 355-01-14-6). Evaluation committee comprises international evaluators.

II. Employment

	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
11	To improve job announcements by adding information about career development prospects.	13. Recruitment (Code) 15. Transparency (Code) 21. Postdoctoral appointments	Q1 2020 - Q1 2021	Quality Assurance Committee Director of the Institute Legal service	Job announcements contain information about career development prospects	COMPLETED	The job announcements include a description of the working conditions and rights in accordance with the relevant laws and regulations, including the ones for postdoctoral appointments. The job announcements are published in the Official Gazette, as well as at the Euraxess and the Institute's website. Jobs in Professional Services are defined by The Government of Croatia Regulation on Job Titles and Complexity Coefficients in Public Services, and do not provide opportunities for advancement in careers. Nevertheless, there is a professional need and responsibility for Professional Services staff to regularly get information about legal, financial and IT security changes through seminars and workshops organized by different official bodies (e.g. Ministry of Science and Education, Ministry of Finances, CARNet, etc.).
12	Create Institute's OTM-R policy document that describes open transparent merit-based recruitment practices of the Institute	12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 19. Recognition of qualifications 21. Postdoctoral appointments	Q1 2020 – Q2 2021	Quality Assurance Committee Director of the Institute Legal service	Institute's OTM-R policy document created	COMPLETED	Although the Institute already had open transparent merit-based recruitment practices, which were defined by the national laws and Institute's regulations, these practices were not explicated in an OTM-R policy document until 2020. Institute's OTM-R (Open, Transparent and Merit-based Recruitment of Researchers) Policy has been created and published on the Institute website in September 2020 (https://wwwadmin.idi.hr/uploads/OTM_R_Policy1_350a392a7e.pdf). The OTM-R Policy sets out the various steps of the Institute's recruitment process for researchers, from the job advertising/application phase to the appointment phase. In line with the HR Excellence in Research Award, our OTM-R Policy aims to build on the principle of the Code of Conduct for the Recruitment of Researchers, providing more detailed information on the recruitment process for researchers at the Institute for Social Research in Zagreb. Before that, OTM-R Checklist for Institute for Social Research in Zagreb was created in November 2019.
25	Conduct selection and recruitment procedures in line with the	12. Recruitment	Q4 2023 –	Legal service Director of the	Implementing Institute's OTM-R Policy	NEW	The OTM-R Policy sets out the various steps of the Institute's recruitment process for researchers, from the job

	Institute's OTM-R Policy	13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 19. Recognition of qualifications 21. Postdoctoral appointments	Q4 2027	Institute	in all new selection and recruitment procedures		advertising/application phase to the appointment phase. In line with the HR Excellence in Research Award, our OTM-R Policy aims to build on the principle of the Code of Conduct for the Recruitment of Researchers, providing more detailed information on the recruitment process for researchers here at the Institute for Social Research in Zagreb.
13	To improve the recruitment procedure so the selection includes the evaluation of the complete potential of candidates for scientific positions in terms of both quality and quantity and based on wider evaluation criteria.	16. Judging merit (Code) 17. Variations in the chronological order of CVs 18. Recognition of mobility experience (Code) 19. Recognition of qualifications 20. Seniority	Q1 2020 - Q1 2021	Quality Assurance Committee Director of the Institute Legal service	Implementing Rulebook on Selection of ISRZ Scientific Positions in all new selection procedures	IN PROGRESS	The range of criteria for scientific positions has been expanded in the new Rulebook on Selection of ISRZ Scientific Positions (2018) which defines additional criteria for each scientific position. These additional criteria cover a wide range of working experiences, recognise mobility experience, and enable variations in the chronological order of CVs etc. It is especially strong in implementing Code's 16th principle (Judging merit) given that it balances the importance of bibliometric indices with a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research projects, mobility, public awareness activities, and popularisation of science. The Rulebook on Selection of ISRZ Scientific Positions is published on the Institute's website and all potential candidates are made aware of these additional criteria. The Institute's development strategy for the period 2019 to 2028 cites strengthening cooperation and mobility at national and international levels (C2) as one of its four main strategic goals. This practice of implementing Rulebook on Selection of ISRZ Scientific Positions in selection procedures is now a standard part of the recruitment procedure. Evidence about satisfying each criteria has to be attached by the potential candidates to their documentation.

III. Working Conditions and Social Security

	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
14	Promotion and implementation of the Institute's Code of Ethics principles related to fair and non-discriminatory practices, recognition of the profession, working conditions, stability of employment, basic salaries, and mobility.	10. Non-discrimination 22. Recognition of the profession 24. Working conditions 25. Stability and permanence of employment 26. Funding and salaries 27. Gender balance 29. Value of mobility 34. Complaints/ appeals	Q4 2019 - Q4 2022	Quality Assurance Committee Ethics Committee Financial services Legal services	Satisfaction of researchers with working conditions, organizational climate, and overall employment at the Institute, as shown in the Institute's Employee Satisfaction Survey. Number of mobility cases. List with the basic salaries' coefficients for the researchers of the same rank in accordance with the national laws and regulations.	IN PROGRESS	The ISRZ Code of Ethics lists practices that address non-discrimination in the organizational setting. There were no complaints to the Ethics Committee or the Union commissioner about any form of discrimination. In 2022 the Institute for Social Research in Zagreb adopted the Gender Equality Plan for the period from 2022 to 2027. The ISRZ Ethics Committee in 2023 encouraged the regulation of support/supervision for young scientists during project management (included in the new Rulebook on Mentoring and Evaluation of the Work of Associates). The results of the Institute's Employee Satisfaction Survey showed that employees agree that interpersonal relationships at the Institute are marked by trust and respect for diversity. It also showed that researchers were satisfied with working conditions, especially with professional services and flexible working hours. In addition, employees were very satisfied with the Institute's commitment towards the prevention of discrimination on any basis. This activity is ongoing, and planned for the next period also. In January 2024 a new Institute's Employee Satisfaction Survey will be conducted, so that progress can be measured.
15	Supporting and ensuring stimulating research and research training environment	23. Research environment	Q4 2019 - Q4 2022	Quality Assurance Committee Director of the Institute Mentors	Number of internal seminars held. Number of methodological workshops held. Number of awards awarded to the researchers for their excellent work Satisfaction of researchers with research environment, as shown in the Institute's Employee Satisfaction Survey.	COMPLETED	Institute's Employee Satisfaction Survey conducted in 2021 showed that sources of satisfaction were: competent management and cooperative and professional co-workers, stimulating work environment, fulfilling work, good support from professional services, flexibility of working hours, etc. Extremely positive changes in almost all aspects were shown, compared to the 2015 and 2018 study. What is also perceived as a strength is that different categories of employees (young researchers, R3 & R4 researchers, and professional staff) had similar assessments of working conditions. Major positive changes were noticed in the assessment of working conditions (space/equipment). The internal seminars for the dissemination of knowledge and skills and exchange of ideas at the Institute have been organized more systematically and frequently since 2022. The range of topics of the

						internal seminars was wide and includeed different research methods, topics of doctoral dissertations of young researchers as well as topics related to the expertize of Professional Services staff that supports the work of researchers.
26	Supporting and ensuring stimulating research and research training environment	23. Research environment	Q4 2023 – Q4 2027	Quality Assurance Committee Director of the Institute Mentors	Satisfaction of researchers with research environment, as shown in the Institute's Employee Satisfaction Survey. Number of internal seminars held. Positive evaluations of mentoring support (reported by young researchers). Positive self-evaluations of mentoring work (reported by mentors).	NEW	Institute's Employee Satisfaction Survey will be conducted in January 2024 and again in 2027, thereby continuing this good practice that started in 2015 and is held every 3 years. The internal seminars are regularly held every year, covering topics such as methodological issues, topics of doctoral dissertation of young researchers, expertize of Professional Services staff, and lectures or workshops held by guest researchers. Supporting and ensuring stimulating research and research training environment can also be evident from evaluations of mentoring support (reported by young researchers) and self-evaluations of mentoring work (reported by mentors) that is envisioned with the new Rulebook on Mentoring and Evaluation of the Work of Associate and is planned to be conducted once a year.
16	Implementation of career development and career advice practices for researchers at all stages of their career	28. Career development 29. Value of mobility 30. Access to career advice	Q4 2019 - Q4 2022	Director of the Institute Mentors Quality Assurance Committee All researchers Associate for projects and public relations	Evidence that every young researcher (R1, R2) has mentor. Evaluation and self-evaluation of mentors conducted. Individual plan for each researcher developed. Plan for career development at the level of the Institute developed. Number of informative notices on career advancement opportunities forwarded to researchers (e.g. about mobility, project calls etc.). Satisfaction of researchers with	IN PROGRESS	Career development and career advice practices begin when young researchers start working at the Institute, through a system of mentoring. Each young researcher (R1, R2) has a mentor that is available for providing support and guidance for the professional development. Young researchers create an annual work plan in cooperation with their mentor every year, and their progress is monitored using the Associate's Work Report once a year. This is now defined in the newly adopted Rulebook on Mentoring and Evaluation of the Work of Associates. All researchers that are in the scientific positions have the obligation of advancing every 5 years, and that practice is successfully implemented at the Institute. Career development of all researchers (including those at the beginning of the scientific career, as well as mid-career scientists and those in later phases of career) was supported with the introduction of a new software system (since 2021) that enables its employees to plan their activities and monitor their progress. The activities could be planned and monitored in the following areas of work: Research projects, Presentations at conferences, Teaching, Mobility and training, Participation in (public) bodies and initiatives, Organization of conferences, Media appearances, and Publications. In addition, planned activities for the following year are contained

							in work plans of each project. Procedure for the evaluation and self-evaluation of mentors are defined in the Rulebook on Mentoring and Evaluation of the Work of Associates. It is defined that at the end of each two-year mentoring period, the mentor and associate separately fill out and submit a written report on the work of the mentor to the Scientific Council. This is planned to take place in the following period. The results of the Institute's Employee Satisfaction Survey in 2021 showed that that employees are satisfied with the Institute's commitment to the professional development of employees, as well as with the active promotion of advancement at all career stages. Employees also agree that they can develop professionally at the Institute.
				received support for professional development as shown in the Institute's Employee Satisfaction Survey.			
17	Communication between the Director of the Institute, Financial and Legal services and project leaders on Intellectual Property Rights according to specific rules of different projects	31. Intellectual Property Rights	Q4 2019 – Q4 2022	Director of the Institute, Financial and Legal services and project leaders	Contracts signed by funders, projects leaders and the Director of the Institute that define Intellectual Property Rights	IN PROGRESS	Intellectual Property Rights are agreed with project funders in accordance with the specific rules of the projects. So far, there were no objections concerning Intellectual Property Rights. This practice is ongoing.
18	Awarding young researchers (R1, R2) for excellence in publishing research papers in prestigious international journal	32. Co-authorship	Q4 2019 – Q4 2022	Director of the Institute Mentors Quality Assurance Committee	Number of awards to young researchers for excellence in publishing research papers in prestigious international journal in line with the Internal system of recognition and awarding excellence.	EXTENDED	Internal System of Recognition and Awarding Excellence at the Institute for Social Research was approved/adopted by the Scientific Committee in 2018. However, the Institute did not have a Rulebook for Internal System of Recognition and Awarding Excellence that defines this system. In order to create one, first the new Statute of the Institute needed to be created and entered into force, which has finally been achieved only recently. In the next period, new ways of recognition and awarding excellence will be considered and the system of awarding will be improved.
19	To assure participation of all researchers in the Scientific Council of ISRZ and representatives of researchers and all employees in the Managing Board of ISRZ. To assure participation of all employees in different Committees of ISRZ.	35. Participation in decision-making bodies	Q4 2019 – Q4 2022	Director of the Institute. Scientific Council. Workers' Council.	Number of representatives according to rules in Scientific Council (Statute of the ISRZ, Article 37). Number of representatives in the Managing Board of ISRZ (Statute of ISRZ, Article	COMPLETED	According to the Statute of ISRZ (Article 37) Scientific Council comprises all researchers employed in scientific positions, and representatives of young researchers (R1-R2) elected between them. The Managing Board (Article 24) consists of 5 members – 3 appointed by the Ministry, and 2 members from the ISRZ. Scientific Council elects one representative and Workers' Council (all workers employed) elects one representative. A vast majority of employees participate in some body (governing

					24). Number of participants in different ISRZ committees and bodies (www.idi.hr)		or other).
27	To assure participation of researchers in the Scientific Council of ISRZ and representatives of researchers and all employees in the Managing Board of ISRZ. To assure participation of employees of different status in different Committees of ISRZ.	35. Participation in decision-making bodies	Q4 2023 – Q4 2027	Director of the Institute. Scientific Council. Workers Council.	Number of representatives according to rules in Scientific Council (Statute of the ISRZ, Article 42). Number of representatives in the Managing Board of ISRZ (Statute of ISRZ, Article 25). Number of participants in different ISRZ committees and bodies (www.idi.hr)	NEW	According to the new Statute of ISRZ (Article 42) Scientific Council has 24 members: 21 researchers employed in scientific positions (R3-R4), and 2 representatives of young researchers (R1-R2) elected between them and Director of the Institute. Therefore, currently, all researchers employed in scientific positions are members of the Scientific Council. The Managing Board (Article 26) consists of 5 members – 3 appointed by the Ministry, and 2 members from the ISRZ. Scientific Council elects one representative and Workers' Council (all workers employed) elects one representative. A vast majority of employees participate in some body (governing or other, including Ethics Committee, Committee for Research Infrastructure, and Quality Assurance Committee). Institute is characterized by participatory practices when important/strategic documents are being created. For example, all employees participated in the creation of Development Strategy of the Institute for the Period of 2019-2028. More recently, new Statute of the Institute was discussed and created in a participatory manner, and a workshop was organized related to the program negotiation process for the next four years, in which all employees of the Institute took part and participated in planning of the activities, projects, conferences, etc.

IV. Professional Training

	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
20	Organizing meetings of each centre at the beginning of the year at which individual plans are considered for professional development and training of researchers for the following year.	33. Teaching 36. Relation with supervisors 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision	Q4 2019, Q4 2020, Q4 2021, Q4 2022	Scientific Council Heads of centres Mentors	Individual plan for each researcher developed.	IN PROGRESS	Institute's longstanding practice includes yearly reports on development and training of young researchers (R1, R2), which has now been formalized with the Rulebook on Mentoring and Evaluation of the Work of Associates. Young researchers create an annual work plan in cooperation with their mentor every year, and their progress is monitored using the Associate's Work Report once a year. A Collective Agreement requires norming of researchers' working time. Every researcher includes this information in the individual plan for the next year. System of individual recording of researchers' activities and work outcomes (not only research activities, but all kinds of activities) has been implemented in 2018. Instead of using standardized individual plans for all researchers, in 2021 a new software system was introduced that enables its employees to plan their activities and monitor their progress. The activities could be planned and monitored in the following areas of work: Research projects, Presentations at conferences, Teaching, Mobility and training, Participation in (public) bodies and initiatives, Organization of conferences, Media appearances, and Publications. Activities planned for the following year are also contained in work plans of each project. Individual plans for professional development and training of researchers, but also for scientific advancement, research projects, publishing, conferences attendance and mobility, are regularly discussed at the meetings of the Centres. Individuals plans for completing PhD studies (for R1) or scientific advancement (for R2, R3 and R4), but also for continuous professional development activities of researchers and professional staff were an important part of the Institute's program planning for the next four years (that took place in Q4 2023).
21	Drawing up instructions for the work of supervisors with young researchers in order to improve the competences of mentors.	36. Relation with supervisors 37.	Q1 - Q2 2020	Quality Assurance Committee Scientific	Short instructions for mentors finalized	COMPLETED	The description of the mentor's role is provided in the ISRZ Manual for Mentoring Young Researchers. This manual is aimed at assisting young researchers, their mentors, as well as project teams and the institution, to improve and retain the quality of

		Supervision and managerial duties 40. Supervision		Council			young researchers' professional socialization. Along with its authors, 15 young researchers from the Institute participated in the preparation of the Manual. Content of the Manual: 1. Socialization of the young researchers 2. Role of the mentor and mentoring process 3. The practical recommendation for day to day mentoring Appendices: 4. Mentor's self-evaluation form 5. Mentee evaluation of mentor form 6. Recommended sources Short Instructions for Mentors were drawn by the Quality Assurance Committee in order to make it more efficient for mentors to evaluate and report on their role and mentee's progress, as well as to support them in their mentoring practices.
22	Encouraging cooperation between co-mentors.	36. Relation with supervisors 37. Supervision and managerial duties 40. Supervision	Q4 2019 - Q4 2022	Mentors	Number of co-mentoring cases	COMPLETED	Recommendations for co-mentoring are given in the ISRZ Manual for Mentoring Young Researchers, as follows: "Although mentors at the Institute are often not directly involved in the doctoral training of the mentee, it is important that mentees are cared for and supported by their mentor in mastering the requirements of the doctoral study, with professional advice, emotional support or unburdened of other obligations." Co-mentoring at the Institute has been implemented following the above described recommendations. All young researchers who are enrolled in doctoral studies have a mentor at the Institute, as formalized with the newly adopted Rulebook on Mentoring and Evaluation of the Work of Associates, and most of them have (another) mentor at their PhD studies. Importance of involvement of the Institute's mentor in their mentee's progress with the PhD studies (which includes cooperation with the mentor at their PhD studies) is evidenced in the Rulebook on Mentoring and Evaluation of the Work of Associates. There it is stated that (Institute's) mentor has the right and obligation to: participate in the creation of the annual work plan of associates, have insights into the progress of assistants in doctoral studies and enable the assistant to fulfil the obligations of doctoral studies (Article 5). It is expected that mentors cooperate for the benefit of their mentee.

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site *:

https://www.idi.hr/en/about-us/about-the-institute/hr-strategy

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)

Institute has an open transparent merit-based recruitment practices that are defined by the national laws and Institute's regulations, and in line with the Institute's OTM-R Policy. Institute's OTM-R Policy document that describes open transparent merit-based recruitment practices of the Institute has been created and published at the Institute's webpage in 2020 (https://wwwadmin.idi.hr/uploads/OTM_R_Policy1_350a392a7e.pdf).

The OTM-R Policy document provides definition of different research positions, describes phases of recruitment process, and lists the documents relevant for recruitment and selection. In the OTM-R Policy, various steps of the Institute's recruitment process for researchers are set, from the job advertising/application phase to the appointment phase.

In line with the HR Excellence in Research Award, our OTM-R Policy aims to build on the principle of the Code of Conduct for the Recruitment of Researchers, providing more detailed information on the recruitment process for researchers at the Institute for Social Research in Zagreb. Before that, OTM-R Checklist for Institute for Social Research in Zagreb was created in November 2019. Institute's OTM-R practices were described in the Quality Assurance Manual, in the part about human resources management.

Institute's OTM-R Policy is implemented at each new recruitment and selection. The practice is that a public job announcement is published for all jobs in the Official Gazette, as well as at the Euraxess and the Institute's website. Committees for each selection procedure consist of 3 members, and it is also taken care that gender balance of committees is achieved (whenever possible). In addition, the committee as a whole has all the relevant experience, qualifications and competencies to assess the candidate.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website. Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

https://wwwadmin.idi.hr/uploads/OTM_R_Policy1_350a392a7e.pdf

4. IMPLEMENTATION (MAX. 1 PAGE)

General overview of the implementation process: (max. 1000 words).

Implementation of the HR Strategy for Researchers has been mainly coordinated by the Quality Assurance Committee and Ethics Committee, which are directly responsible for the accomplishment of the majority of the issues regarding the human resources management. These bodies closely collaborate with other Institute's services and bodies (e.g. IT service, library, Associate for projects and public relations, Ethics Committee, Committee for Research Infrastructure). They periodically report about the progress of HRS4R implementation to the Institute's management and governance bodies (Director of the Institute and Institute's Scientific Council).

The reporting on the HR strategy implementation has been assigned to the team consisting of the Institute's Charter coordinator and other researchers who are members of the Quality Assurance Committee.

Regarding the **Ethical and professional aspects** of the HRS4R implementation, it is important to mention that the Ethics Committee finalised the *Institute's Code of Ethics*, which was approved by the Institute's Scientific Council and was posted on the Institute's Intranet in April 2012. The *Rulebook for the Ethics Committee procedures* has been also developed. The Ethics Committee is responsible for giving opinions on each new proposed research at the Institute on whether it is designed in accordance with ethical standards for conducting research, and that practice is standard and regular. Each project leader who is planning to apply for project funding, fills in and submits the Protocol (posted on Intranet) for checking the ethical implications of research to the Ethics Committee. Then the Ethics Committee, comprised of five researchers, gives its opinion on the ethical implications of the research. In 2022, ethical guidelines for research involving children were adopted (*Child Protection Policy*), as well as the *Gender Equality Plan* for the period from 2022 to 2027. The Ethics Committee is also in charge of any complaints in the sphere of interpersonal relations, discrimination, etc.

One of the actions was also the creation of an IT security policy with information on safe working procedures, including data saving, data protection, confidentiality protection requirements, and recovery from information technology disasters. IT Service developed IT security policy and posted it on the Institute's Intranet. IT Service also regularly informs employees about the IT security policy and practices, problems or advancements.

Regarding the **Recruitment and selection aspects** of the HRS4R implementation, it is important to stress that the Institute's OTM-R Policy document that describes open transparent merit-based recruitment practices of the Institute has been created and published at the Institute's webpage in 2020 (https://wwwadmin.idi.hr/uploads/OTM_R_Policy1_350a392a7e.pdf). Institute's OTM-R Policy is implemented at each new recruitment and selection. The practice is that a public job announcement is published for all jobs in the Official Gazette, as well as at the Euraxess and the Institute's website. Committees for each selection procedure consist of 3 members, and it is also taken care that gender balance of committees is achieved (whenever possible). In addition, the committee as a whole has all the relevant experience, qualifications and competencies to assess the candidate. Moreover, the range of criteria for scientific positions has been expanded in 2018 in the *Rulebook on Selection of ISRZ Scientific Positions*, which defines additional criteria for each scientific position. These additional criteria cover a wide range of working experiences, recognise mobility experience, and enable variations in the chronological order of CVs. This Rulebook is especially strong in implementing Code's 16th principle (Judging merit) given that it balances the importance of bibliometric indices with a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research projects, mobility, public awareness activities, and popularisation of science. The *Rulebook on Selection of ISRZ Scientific Positions* is published on the Institute's website and all potential candidates are made aware of these additional criteria.

Regarding the **Working conditions and social security aspects** of the HRS4R implementation, the Quality Assurance Committee conducts the Institute's Employee Satisfaction Survey every 3 years (2015, 2018, 2021)

regarding the following topics: working conditions, support provided by the professional services, organizational climate, management and participation in decision-making, encouraging professional development of employees, and overall satisfaction with the work and employment at the Institute. The results of these surveys are presented to the Scientific Council, where they are discussed, and where possible changes that have to be introduced are agreed on. In the last survey (from 2021), working conditions were evaluated as satisfactory and evaluations have even slightly improved, compared to the ones from the 2018 and 2015. Given that COVID-19 pandemic happened and that Zagreb was hit by an earthquake in March 2020, additional questions about working conditions in these challenging circumstances were added in the 2021 survey. Employee rated working conditions as very satisfactory with regard to the availability of equipment and programs for working from home, as well as of possibilities of working at the office during the period of the pandemic and after the earthquake. A new Employee Satisfaction Survey is planned for January 2024.

Regarding the **Professional Training aspect,** *ISRZ Manual for Mentoring Young Researchers* was proposed, written and published on the Institute's website so that all researchers (especially mentors and young researchers), as well as wider public can read it and get informed about mentoring, mentor's role etc. This manual is aimed at assisting young researchers, their mentors, as well as project teams and the institution, to improve and retain the quality of young researchers' professional socialization. Along with its authors, 15 young researchers from the Institute participated in the preparation of the Manual. In order to further support good practices related to mentoring and evaluation of the work of mentors and young researchers (associates), Quality Assurance Committee additionally drew up the following new documents in 2023: *Rulebook on Mentoring and Evaluation of the Work of Associates, Report on the Work of Associates, Report on the Mentor's Work, Questionnaire for Self-Evaluation of Mentoring Work*, *Questionnaire for Evaluation of Mentoring Support* and *Short Instructions for Mentors*. The original plan envisioned by the Institute's HRS4R and action plan from 2019 was to only draw *Short Instructions for Mentors*, but the Quality Assurance Committee has put additional effort to create other documents and to formalize the system of mentoring support.

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

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

There are different ways of overseeing progress in the HR strategy implementation. Given that the Institute's HR strategy is aligned with the Institute's existing policies and procedures, different bodies are responsible for the implementation of specific activities from the strategy. For example, the Ethics Committee (together with the project leaders) is responsible for giving opinions on whether the proposed research is designed in accordance with ethical standards for conducting the research. On the other hand, mentors of young researchers at the Institute are responsible for cooperation with their mentors at the PhD studies, in order to support the young researchers in their careers in the most efficient way. Additionally, Quality Assurance Committee was responsible for preparing *Short instructions for mentors* (which was completed), to support them in their role. Library and IT service are responsible for providing continuous access to relevant scientific and professional literature sources, and for monitoring progress in that area.

The Quality Assurance Committee, together with the Director of the Institute monitors the overall implementation of the HR strategy.

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

Main stakeholders, including the Ministry of Science and Education as well as research community are involved in the HR strategy implementation process. For example, the Ministry of Science and Education and project funders (e.g. the Croatian Science Foundation) are included in the implementation of the Institute's HR strategy principles: 6) Accountability and 5) Contractual and legal obligations, because periodical financial reports are submitted to project funders and to Ministry of Science and Education. Another stakeholder, the Agency for Science and Higher Education is relevant in implementing the principle 11) Evaluation/ appraisal systems, given that the Agency carries out evaluation of public scientific organizations in the process of Reaccreditation of public scientific institutes, in which our Institute is also included. Research community is included in the implementation of the Institute's HR strategy in different ways. For example, researchers from higher education institutions are mentors of ISRZ's young researchers during their PhD thesis work, and therefore participate in their career development, in cooperation with mentors at the Institute. Other members of research community are included in implementing the principle 11) Evaluation/ appraisal systems, by acting as external members of the Committees for selection procedures needed for career advancement of Institute's researchers. Researchers from the Institute participate in implementation of the HR strategy principles 2) Ethical principles, 3) Professional responsibility and 4) Professional attitude by taking care that, prior to application of all research projects, they obtain confirmation from the Institute's Ethics Committee that the research is designed in accordance with ethical standards for conducting research. Researchers also support the implementation of the HR strategy principles 6) Accountability and 5) Contractual and legal obligations by being responsible for the financial management of research projects, which includes submitting financial reports of research projects to the research funders, and communication about responsible financial management with Director of the Institute, Managing Board of the Institute, Financial and Legal services as well as Ministry of Science and Education (when needed). In addition, researchers from the Institute, often in cooperation with the wider research community, are taking care of implementing the principles 8) Dissemination, exploitation of results and 9) Public engagement, by publishing research findings (in papers, chapters and books) and presenting them at conferences, roundtables, workshops and seminars, in the media, as well as on Open Day of the Institute.

- 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.

There is alignment of organisational policies with the HRS4R. Developmental Strategy of the Institute for the Period of 2019 - 2028 takes into account the principles relevant to the HRS4R, while many other Institute's documents are also aligned with the HRS4R (e.g. Quality Assurance Manual, ISRZ Manual for Mentoring Young Researchers, Institute's Code of Ethics, Institute's OTM-R Policy, Rulebook on Mentoring and Evaluation of the Work of Associates). One of the four strategic developmental goals in the Institute's strategy for the period 2019-2028 is development of Institute's organizational capacities and human resources, which includes specific goals and activities relevant for implementation of Institute's HR strategy for researchers. Some of the proposed specific goals and procedures for achieving them are related to professional training, supervision and mentoring (which are important topics in HRS4R), including: supporting career development of assistants and post-doctoral researchers through the mentoring support system. Other specific goals and procedures include establishment of a system for planning and monitoring of employees' workload so that the

work is more efficient and the workload more equally distributed, which is in line with HRS4R principles related to supporting a stimulating research environment.

More details about the way the HR strategy is recognized in the Developmental Strategy of the Institute for the Period of 2019 - 2028 are described in the answers about the strategic decisions that may influence the action plan (above).

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

Different Institute's committees, professional services or governing bodies are responsible for the implementation of the proposed actions, and they take care of the actions' timelines, so they could be implemented in time. As mentioned above, the Ethics Committee (together with the project leaders) is responsible for giving opinions on whether the proposed research is designed in accordance with ethical standards for conducting the research, which supports the following HR strategy principles: 2) Ethical principles, 3) Professional responsibility and 4) Professional attitude. Mentors of the young researchers are responsible for supporting the young researchers in their careers in the most efficient way, while Quality Assurance Committee was responsible for preparing Short Instructions for Mentors, to support them in their role. Therefore, mentors and Quality Assurance Committee are important in ensuring that principles related to professional training are fulfilled. Heads of centres are responsible for the efficient work of each centre, including the implementation of the following HR strategy actions: "To encourage young researchers (R1 - R2) to apply and lead national and international projects in order to develop independence, leadership and team work skills" and "Organizing meetings of each centre at the beginning of the year at which individual plans are considered for professional development and training researchers for the following year." They organize meetings of their respective centres and initiate the discussion related to these actions, and cooperate with Scientific Council in implementing this part of the HR strategy. Library and IT service are responsible for providing continuous access to relevant scientific and professional literature sources, and for monitoring progress in that area, which is a part of their regular work obligations, but also supports the implementation of the HR strategy. The Quality Assurance Committee, together with the Director of the Institute monitors the overall implementation of the HR strategy, and takes care that the indicators/targets are fulfilled in the planned timeframe. They achieve this by having regular meetings, where they discuss the progress of the HR strategy and action plan implementation.

- How will you monitor progress (timeline)?

Progress is monitored by looking at the indicators of the proposed actions and the timeline for each activity. Since many of the activities were already a part of the existing Institute's practices, we are using these procedures (e.g. different reports that are sent to funders, to the Ministry, or to the Scientific Committee).

For example, periodical financial reports submitted to project funders and to Ministry of Science and Education are the indicators of the fulfilment of the HR strategy principles 6. Accountability and 5. Contractual and legal obligations, and specifically the following action in our action plan "Communication between Director of the Institute, Managing Board of the Institute, Ministry of Science and Education, Financial and Legal services and project leaders on responsible financial management according to specific rules of different projects". This activity is ongoing (in progress) and its accomplishment is monitored in the final quarter of each year (Q4 2023 – Q4 2027).

Given that disseminations of results and public engagement (HR strategy principles No 8 and 9) are

among the main work obligations of the researchers, we use different indicators that are regularly collected for Institute's evaluation and individual researcher's advancement, such as: Number of publications (papers, chapters, books), Number of presentations at conferences, roundtables etc., Number of workshops and seminars, Engagement in popularization of science (e.g. The European Researchers' Night within the Horizon 2020 programme), Participation of researchers in different governmental bodies (e.g. Councils), Number of appearances in the media, etc. This activity is ongoing (in progress) and its accomplishment is monitored in the final quarter of each year (Q4 2023 – Q4 2027).

The fulfilment of the HR strategy principle 11) Evaluation/ appraisal systems is evidenced by the following indicators: Number of regular career advancements and Result of ISRZ external evaluation. These indicators show the evaluation system for the whole Institute as well as for individual researchers. This activity is ongoing (in progress) and its accomplishment is monitored in the final quarter of each year (Q4 2023 – Q4 2027).

Whether "Supporting and ensuring a stimulating research and research training environment" is achieved (principle No 23 Research environment), will be evidenced by numerous indicators that we already use, such as: Number of internal seminars held, Number of methodological workshops held, and Satisfaction of researchers with research environment, as shown in the Institute's Employee Satisfaction Survey. This activity has been marked as completed, and was reopened as a new activity (given that it is important for our Institute) and its accomplishment is monitored in the final quarter of each year (Q4 2023 – Q4 2027).

Regarding the recruitment processes, the action that was newly added into our 2019 HR strategy was to "Create Institute's OTM-R policy document that describes open transparent merit-based recruitment practices of the Institute". The way to monitor progress related to this action was by checking the indicator which is "Institute's OTM-R policy document created" in the period Q1 2020 – Q2 2021. The OTM-R policy document was successfully created and published online in 2020 (before the planned deadline).

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

Progress will be measured by checking the indictors and the timeline for each activity planned in the HR Strategy. We will give examples for some of our activities. For example, for the activity "Prior to application of all research projects, project leaders should seek and obtain confirmation from the Institute's Ethics Committee that the research is designed in accordance with ethical standards for conducting research", the indicators are: number of applications and number of obtained confirmations from the Ethics Committee. Ethics Committee will provide the information on these indicators to the governing bodies of the Institute and to the Quality Assurance Committee at the end of each year, which will enable the measurement of the progress in implementation of the HR Strategy. Opinions/approvals of the Ethics Committee are posted on the ISRZ intranet and are accessible and visible to employees and management. A unique number of each application/protocol has been introduced, which facilitates the monitoring of the project and the approvals obtained.

In addition, the activity "All researchers disseminate the results of their research to scientific community and to the wider public" has the following indicators: number of publications, number of presentations at conferences and roundtables, number of workshops and seminars, ISRZ's Open Day, engagement in popularization of science, participation of researchers in different governing bodies, number of appearances in the media, number of posts on the web-page and social media page and publishing ISRZ Newsletter once a year. These indicators will be recorded by the persons who have conducted them in the System of individual recording of researchers' activities and work outcomes

that was introduced in 2018, and the progress (indicators) will be measured at the end of each year, individually and for the whole Institute.

The progress in the activity "To improve the recruitment procedure so the selection includes the evaluation of the complete potential of candidates for scientific positions in terms of both quality and quantity and on the basis of wider evaluation criteria." will be measured with the following indicator: "Implementing Rulebook on Selection of ISRZ Scientific Positions in all new selection procedures". This practice of implementing Rulebook on Selection of ISRZ Scientific Positions in selection procedures is now a standard part of the recruitment procedure. It is necessary that potential candidates provide evidence for fulfilment of each criteria and attach them to their documentation.

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

Compared to our HR strategy and action plan of 2019, in which new activities were the most numerous, in our new HR strategy and action plan there are more activities marked as "in progress" and "completed", followed by the activities marked as "new". This is understandable because in 2019 a new way of designing HR strategy and action plan was introduced, and there were some new requirements regarding recruitment process such as creating OTM-R policy document. Now, after more than 10 years of implementation of the HR strategy and action plan at the Institute for Social Research in Zagreb, many activities are not considered "new" anymore, but have become a standard part of our Institute's functioning. Therefore, in this action plan more activities are ongoing, which we have marked here as "in progress" (e.g. using wider evaluation criteria in order to improve the recruitment procedure). Some activities were indeed completed (e.g. creation of OTM-R policy document and Short instructions for mentors). Some activities were marked as completed when we could present measurable indicators (e.g. Creating IT security policy, or Creating and maintaining safe, reliable and efficient IT environment), but were reopened as new activities for the next period (Q4 2023 – Q4 2027). Finally, some activities were marked as "new", such as "Conduct selection and recruitment procedures in line with the Institute's OTM-R Policy", given that we did not have an OTM-R Policy document in 2019. One activity was marked as extended (Awarding young researchers (R1, R2) for excellence in publishing research papers), with added explanation for the extension.

Please note that the revised HR strategy and Action Plan must also be published upon completion of the internal assessment.