

## Internal review including HR strategy and action plan

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

Organisation's contact details:

Tel: + 385 1 48 10 264

Fax: + 385 1 48 10 263

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

<http://www.idi.hr/en/o-nama/hr-strategija/>

Web-link to organisational recruitment policy (OTM-R principles):<sup>45</sup> -

**SUBMISSION DATE TO THE EUROPEAN COMMISSION: 28<sup>TH</sup> OF NOVEMBER 2019**

### 1. ORGANISATIONAL INFORMATION

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

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	29
Of whom are international (i.e. foreign nationality)	1
Of whom are externally funded (i.e. for whom the organisation is host organisation)	1
Of whom are women	19
Of whom are stage R3 or R4 <sup>1</sup> = 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	5
Total number of students (if relevant)	0
Total number of staff (including management, administrative, teaching and research staff)	40
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	352481,64
Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)	193815,55
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	68986,68
Annual funding from private, non-government sources, designated for research	89679,41

<sup>1</sup> [http://ec.europa.eu/euraxess/pdf/research\\_policies/Towards\\_a\\_European\\_Framework\\_for\\_Research\\_Careers\\_final.pdf](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 quantitative and qualitative scientific research in the area of sociology and related disciplines. Our research topics include youth, education, science, space, religion, sustainability, social inequalities, gender and cultural studies. The Institute consists of four research centres that have a more specific research focus: the Centre for Research in Social Inequalities and Sustainability (CRISIS), the Centre for Educational Research and Development (CERD), the Urban/Rural and Science Research Centre (URSRC) and the Centre for Youth and Gender Studies (CYGS). HRS4R is important for the ISRZ because it has helped the Institute to assess its own strengths and weaknesses against the principles HR strategy recognised as valuable, because it has provided the opportunity for the Institute to approach the enhancement of its strengths and overcoming of weaknesses in a structured manner. The positive outcomes of the HR strategy implementation in the Institute include: creation of better quality assurance practices (including creation of Quality Assurance documents), creation of Institute's Code of Ethics and its implementation, creation of Institute's publishing database and enabling transparent access to databases (Repository with full texts of all the editions published by the Institute), support and strengthening of dissemination of Institute's research work to wider public (e.g. by creating and publishing the annual ISRZ Newsletter, organizing Open Day once a year), as well as improvement in OTM-R practices (including improving methods of informing candidates about the selection procedure).

## 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.
- 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, so ISRZ Newsletter was proposed. Now Institute has its Newsletter, but also its social media page, and holds ISRZ Open Day once a year.

Weaknesses:

- Although there has been progress regarding the activity of "Standardizing the ISRZ research and

publishing database and enabling transparent access to databases" (e.g. the Institute has repository with full-texts), the database with the original instruments and accumulated data has not yet been developed (but its development is planned in the new HR strategy).

## Recruitment and selection

### Strengths:

- Recruitment and selection process was improved as a results 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.

### Weaknesses:

- There is a need to create Institute's OTM-R policy document that describes open transparent merit-based recruitment practices of the Institute, and the creation of OTM-R policy document is planned for the period of Q1 2020 – Q2 2021 (Institute already has open transparent merit-based recruitment practices which are defined by the national laws and Institute's regulations, but does not have an explicit OTM-R policy document).
- Recruitment and selection process needs to be improved by adding information about career development prospects in job announcements (when appropriate).

## 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. The results also showed that the researchers were 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 for ISRZ was realized in 2018 which, after decades of working at 4 different locations, united all workers at one shared place.
- Continuous training for professional staff has been introduced as obligatory in the new Developmental Strategy of the Institute for the Period of 2019-2028, but has been practiced during past several years.
- Incentives for the Institute's employees (through training and information) to use EU funds were created as evidenced by the increased number of signed international agreements aiming at strengthening applying for EU funds (e.g. agreements for cooperation of Institute and other higher education and scientific institutions abroad). This process is guided by the Institute's Committee for Mobility and International Cooperation. It is also important to emphasize that ten international projects funded by EU funds are currently being implemented at the Institute.

### Weaknesses:

- The Government of Croatia decision to ban/stop employment in public institutions beyond the number of current employees affects the realisation of ISRZ employment plan.

## Training and development

### Strengths:

- The manual for Mentoring Young Researchers is completed in order to enable evaluation of not only mentees but mentors as well.
- In 2013 the Institute adopted the Quality Assurance Handbook of the Institute for Social Research in Zagreb that in the domain of Human resource management specified that one of the main goals were 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). Occasionally, researchers of the Institute organise internal seminars for the dissemination of knowledge and skills and exchange of ideas.
- 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 in higher scientific position are discussed regularly within research teams/ Centres.

### 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, but is planned for the end of 2019.

---

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) has changed. Given a large number of young research in the previous period, the main focus was on the introduction of the young researchers in the scientific career. However, with the advancement in the career of many employees, the situation is different now, with researchers of higher status (with a large degree of autonomy) being more numerous. Therefore, additional focus is put on monitoring and supporting the career of mid- and late-career researchers in the Institute.

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

There are different internal and external circumstances that have an impact on the work of the Institute, and hence on the HR strategy. First, the working conditions of young researchers entering the academia have changed, with contracts varying between themselves more than in the previous period, and with being set for shorter periods of time, more externally funded by the projects (and not the state budget), and also with less chances of renewing after the proposed period. The second circumstance that has changed (but is also related to the first one) is a more competitive environment, including stronger emphasis on excellence and mobility. Criteria for scientific advancement have been made stricter (higher), as evidenced by the new Regulations on

Requirements for Receiving Scientific Titles (Official Gazette No. 28/2017) and by the newly adopted internal document entitled the Internal recognition and reward system of excellence at the Institute for Social Research. The third external circumstance that has changed is the request for the standardization/norming of the work of the individual researcher which did not exist before. And the last circumstance that has changed is related to the changes in the ratio of young researchers, mid- or late-career researchers, with the mid-career researchers being the most numerous category now (and young researchers as well as late-career researchers being underrepresented).

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

The Institute has a new strategy for the period 2019-2028. The Developmental Strategy of the Institute for the Period of 2019-2028 defines four strategic developmental goals, all of them being relevant for strategic actions related to human resources of the Institute: a) Strengthening the innovation, quality and productivity of the Institute's research work, b) Strengthening national and international visibility of the Institute, c) Strengthening of cooperation and mobility on national and international level, and 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**, include the following goals: "Encouraging applications for research projects at competitive national and international competitions and invitations", and "Enhance scientific production with a strong publication orientation in 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".

The second strategic developmental goal of the Institute's Developmental Strategy, **Strengthening national and international visibility of the Institute**, include 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 "Increasing 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 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 inward and outward 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 new HR strategy and 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 fulfill 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 supporting scientific advancement of individual researchers and enabling their international mobility, and on building professional capacities of administrative staff. In addition to these strategic goals, the Ministry of Science and Education exceptionally approved the new employee for financial administration of (especially EU) projects, whose employment will be realized early in 2020.

### **3. ACTIONS**

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. 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
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	NEW	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. 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 gives support to young researchers in order to accomplish this goal by providing them time, resources and consultancy.
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 application and number of obtained confirmations from the Ethics Committee	NEW	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).
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. Institute's program funding enables allocation for continuous access to leading journals and on-line databases.
Handing out information package on national, sectorial	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.	NEW	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 is updated regularly. Administrative staff (legal and financial service) and IT staff are continuously

and institutional regulations governing training and/or working conditions to every new employee of the Institute				Number of seminars and workshops (related to the topic) that Professional Services staff attended.		educated on the changes in laws and procedures, which also serves as capacity building of the professional staff of the Institute.
Communication between Head 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	6. Accountability 5. Contractual and legal obligations	Q4 2019 – Q4 2022	Head of the Institute, Financial and Legal services and project leaders	Periodical financial reports submitted to project funders and to Ministry of Science and Education	NEW	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.
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.	IN PROGRESS	The main activity accomplished until now has been development of the general framework for the ISRZ database. One part of the database consisting of the listing of all Institute's publications with full references for books, articles, reports as well as basic information on research conducted during 55 years of Institute's existence has been finalized. Repository with full texts of all the editions published by the Institute is available at the Institute's web page. The database with the original instruments and accumulated data should be developed during Q1 2020 - Q1 2022 period.
Creating IT security policy with information on safe working procedures, including data saving, data protection, confidentiality protection	7. Good practice in research	Q4 2019 – Q4 2022	IT Service, Legal Service Head 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	COMPLETED	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.



requirements, and recovery from information technology disasters.				Infrastructure of Science and Higher Education in Croatia ( <a href="mailto:AAI@edu.hr">AAI@edu.hr</a> )		
Creating and maintaining safe, reliable and efficient IT environment.	7. Good practice in research	Q4 2019 – Q4 2022	IT Service, Legal Service Head of the Institute	Evaluation of ISRZ IT environment by the Authentication and Authorization Infrastructure of Science and Higher Education in Croatia ( <a href="mailto:AAI@edu.hr">AAI@edu.hr</a> )	NEW	Authentication and Authorization Infrastructure of Science and Higher Education in Croatia ( <a href="mailto:AAI@edu.hr">AAI@edu.hr</a> ) 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 ( <a href="mailto:AAI@edu.hr">AAI@edu.hr</a> ) has proclaimed that ISRZ IT environment and its practices are in full accordance to the high standards of safe working procedures and certified it as excellent (every year since 2011).
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. 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	NEW	Publishing of findings of scientific research, dissemination of knowledge to the academic, professional and general public, as well as popularization of science is 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 Additional Requirements for All Scientific Jobs (Rulebook on Selection of ISRZ Scientific Positions).  ISRZ Newsletter is planned to be created and disseminated twice a year.  The Institute holds its Open Day once a year where scientific results are disseminated to the general public (e.g. through lectures and workshops for students and pupils). Direct engagement with the public as well as their feedback help researchers to gain knowledge on how well their presentations are understood.  Researchers and Institute's Associate for projects and public relations are dedicated to using digital platforms and social media to disseminate results and to communicate with wider public and popularize social science.  Establishing new edition of Institute's reports – Research briefs ( <i>IDIZ-ovi vidici/ISRZ Perspectives</i> ).

				Archive of media appearances on the intranet page Number of posts on web page and social media page Publishing ISRZ Newsletter once a year		
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 Head of the Institute Legal service Professional Staff Board Scientific Council	Number of regular career advancements. Result of ISRZ external evaluation.	NEW	<p>The process of individual reporting on overall work activities that started in 2018 will be improved by the introduction of individual year working plans. Committees for each selection procedure for scientific advancement include an external member (from other scientific institutions and universities).</p> <p>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 10<sup>th</sup> March 2014 (CLASS: 640-02/12-02/0002, REFERENCE NUMBER: 355-01-14-6). Evaluation committee comprises international evaluators.</p>

## II. Employment

Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
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 Head of the Institute Legal service	Job announcements contain information about career development prospects	NEW	<p>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.</p> <p>The job announcements are published in the Official Gazette, as well as at the Euraxess and the Institute's website.</p> <p>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.</p> <p>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.).</p>
Create Institute's OTM-R policy document that describes open transparent merit-based recruitment practices of the Institute	12. Recruitment (Code) 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 Head of the Institute Legal service	Institute's OTM-R policy document created	NEW	<p>Institute already has open transparent merit-based recruitment practices which are defined by the national laws and Institute's regulations, but does not have explicit OTM-R policy document.</p> <p>Institute's OTM-R practises are described in the Quality Assurance Manual, in the part about human resources management. One of the QA Manual objectives is "Recruitment of the best candidates through a clearly defined, transparent and unbiased selection and recruitment procedure", and the activity to achieve that goal is the "Establishment and implementation of an objective, transparent and unbiased selection procedure for new employees". Indicators that show the accomplishment of this activity, as defined in the QA Manual (page 17, 18), are: 1) records of job announcements, 2) recruitment criteria are made public, 3) applicants are informed about the outcome at the end of the selection process in written notification, 4) selection committees are comprised of members of both genders, and 5) number of complaints about the selection procedure.</p> <p>The practice related to OTM-R 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. The deadline for submission of applications is 30 days.</p> <p>Committees for each selection procedure consist of 3 members, and it is also taken care that gender balance of committees is achieved (whenever</p>

						possible). In addition, the committee as a whole has all the relevant experience, qualifications and competencies to assess the candidate.
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.	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 Head of the Institute Legal service	Implementing Rulebook on Selection of ISRZ Scientific Positions in all new selection procedures	NEW	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.

### III. Working Conditions and Social Security

Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
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.	NEW	<p>The ISRZ Code of Ethics lists practices that address non-discrimination in the organizational setting.</p> <p>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.</p> <p>There were no complaints to the Ethics Committee or the Union commissioner about any form of discrimination.</p>
Supporting and ensuring stimulating research and research training environment	23. Research environment	Q4 2019 - Q4 2022	Quality Assurance Committee Head 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.	NEW	<p>Institute's Employee Satisfaction Survey conducted in 2018 showed that ISRZ's strengths are:</p> <ul style="list-style-type: none"> <li>• Cooperative and professional co-workers, excellent communication within own research group,</li> <li>• An atmosphere of academic freedom, an intellectual climate; the ability to direct one's own research interests,</li> <li>• A job that is fulfilling and that makes a social contribution.</li> </ul> <p>Internal system of recognition and awarding excellence at the Institute for Social Research was created, and implemented for the first time at end of 2018. Researchers, but also professional services, can be awarded in the following categories:</p> <ul style="list-style-type: none"> <li>Encouraging application for competitive projects</li> <li>Encouraging the publication of scientific papers for younger researchers</li> </ul>

						<p>Acknowledgment of projects that received funding</p> <p>Acknowledgment to ISRZ scientists for their special contribution to the work and development of the Institute</p> <p>Acknowledgment for special contribution to the work and development of the Institute to the employees of professional services</p>
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	Head of the Institute Mentors Quality Assurance Committee All researchers Associate for projects and public relations	<p>Evidence that every young researcher (R1, R2) has mentor.</p> <p>Evaluation and self-evaluation of mentors conducted.</p> <p>Individual plan for each researcher developed.</p> <p>Plan for career development at the level of the Institute developed.</p> <p>Number of informative notices on career advancement opportunities forwarded to researchers (e.g. about mobility, project calls etc.).</p> <p>Satisfaction of researchers with received support for professional development as shown in the Institute's Employee Satisfaction Survey.</p>	NEW	<p>Career development and career advice practices begin when a young researchers starts 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 (as explained in the ISRZ Manual for Mentoring Young Researchers).</p> <p>All researchers that are at 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) will be further supported with the implementation of standardized individual plans as defined in Quality Assurance Manual.</p>
Communication between the Head of the Institute, Financial and Legal services and project leaders on Intellectual Property Rights	31. Intellectual Property Rights	Q4 2019 – Q4 2022	Head of the Institute, Financial and Legal services and project leaders	Contracts signed by funders, projects leaders and the Head of the Institute that define Intellectual Property Rights	NEW	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.

according to specific rules of different projects						
Awarding young researchers (R1, R2) for excellence in publishing research papers in prestigious international journal	32. Co-authorship	Q4 2019 – Q4 2022	Head 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.	NEW	Internal system of recognition and awarding excellence at the Institute for Social Research was approved/adopted by the Scientific Committee in 2018. One of the goals is to encourage the publication of scientific papers for younger researchers. According to the internal system, a young researcher (assistant, postdoctoral fellow) is awarded for scientific papers published in prestigious journals (quartiles Q1 and Q2) with the financial award that can be used for: a) (co) financing attendance at a scientific conference, international seminars and trainings, b) acquisition of literature or software, and c) equipment.
To assure participation of all researchers in the Scientific Council of ISRZ and representatives of researchers and all employees in the Governing Council of ISRZ. To assure participation of all employees in different Committees of ISRZ.	35. Participation in decision-making bodies	Q4 2019 – Q4 2022	Head 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 Governing Council of ISRZ (Statute of ISRZ, Article 24). Number of participants in different ISRZ committees and bodies ( <a href="http://www.idi.hr">www.idi.hr</a> )	COMPLETED	According to the Statute of ISRZ (Article 37) Scientific Council comprises all researchers employed on scientific positions, and representatives of young researchers (R1-R2) elected between them. The Governing Council (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 or other).

#### IV. Professional Training

Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
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.	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	<p>Institute's longstanding practice includes yearly reports on development and training of young researchers (R1, R2).</p> <p>New Collective Agreement requires norming of researchers' working time. Every researcher includes this information in the individual plan for the next year.</p> <p>System of individual recording of researchers' activities and work outcomes (not only research activities, but all kinds of activities) has been implemented in 2018. This is considered as a transitional phase towards the implementation of standardized individual plans as defined in Quality Assurance Manual.</p> <p>Quality Assurance Manual contains a Form for individual plan of professional development and promotion, which contains the following elements:</p> <ul style="list-style-type: none"> <li>- Individual professional development plan</li> <li>- Individual progression plan</li> <li>- Individual mobility plan</li> <li>- Individual publishing plan</li> <li>- Individual project work plan</li> <li>- Individual plan of educational activity.</li> </ul>
Drawing up instructions for the work of supervisors with young researchers in order to improve the competences of mentors.	36. Relation with supervisors 37. Supervision and managerial duties 40. Supervision	Q1 - Q2 2020	Quality Assurance Committee Scientific Council	Short instructions for mentors finalized	IN PROGRESS	<p>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 young researchers' professional socialization. Along with its authors, 15 young researchers from the Institute participated in the preparation of the Manual.</p> <p>Content of the Manual:</p> <ol style="list-style-type: none"> <li>1. Socialization of the young researchers</li> <li>2. Role of the mentor and mentoring process</li> <li>3. The practical recommendation for day to day mentoring</li> </ol> <p>Appendices:</p> <ol style="list-style-type: none"> <li>4. Mentor's self-evaluation form</li> <li>5. Mentee evaluation of mentor form</li> <li>6. Recommended sources</li> </ol>



						Additional plan is to draw short instructions for mentors in order to make it more efficient for them to evaluate and report on their role and mentee's progress.
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	<p>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."</p> <p>Co-mentoring at the Institute has been implemented following the above described recommendations. Since 2014, five young researchers have gained their PhD and four are PhD students that have mentors at their PhD studies as well as informal co-mentors at the Institute.</p>

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 \*: <http://www.idi.hr/en/o-nama/hr-strategija/>

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

Institute already has open transparent merit-based recruitment practices which are defined by the national laws and Institute's regulations, but does not have an explicit OTM-R policy document. Therefore, the new action proposed in the new HR strategy is to "Create Institute's OTM-R policy document that describes open transparent merit-based recruitment practices of the Institute".

Institute's OTM-R practices are described in the Quality Assurance Manual, in the part about human resources management. One of the QA Manual objectives is "Recruitment of the best candidates through a clearly defined, transparent and unbiased selection and recruitment procedure", and the activity to achieve that goal is the "Establishment and implementation of an objective, transparent and unbiased selection procedure for new employees". This part of the QA Manual was based on the Institute's first HR strategy and action plan. Indicators that show the accomplishment of this activity, as defined in the QA Manual (page 17, 18), are: 1) records of job announcements, 2) recruitment criteria are made public, 3) applicants are informed about the outcome at the end of the selection process in written notification, 4) selection committees are comprised of members of both genders, and 5) number of complaints about the selection procedure

The current 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.

In case your organisation has entered the HRS4R process prior to the publication of the OTM-R toolkit and recommendations by the European Commission (2015), please fill out the OTM-R checklist<sup>45</sup>.

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.

N.B. Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the renewal phase at the latest.

#### 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, Committee for Mobility and International Cooperation, Committee for Data Bases). They periodically report about the progress of the implementation of the HRS4R to the Institute's management and governance bodies (Head 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 has been posted on the Institute 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.

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 **Recruitment and selection aspects** of the HRS4R implementation, it is important to stress that the Quality Assurance Committee informed the Scientific Council that selection procedures have to be expanded when several candidates meet the minimum criteria and that selection procedure should improve in the part of informing candidates about the selection procedure. These procedures are described in the documents: *Criteria for recruitment of research staff* (Part of the Assurance Committee Manual) and *Rulebook on jobs and positions*. In addition, the formal letter for informing all candidates in selection procedure has been in use in all selection procedures. Moreover, the range of criteria for scientific positions has been expanded in the new Rulebook on Selection of ISZR Scientific Positions which defines additional criteria for each scientific position (developed by the Quality Assurance Committee and confirmed by the Scientific Council in 2018). These additional criteria cover a wide range of working experiences, recognise mobility experience, and enable variations in the chronological order of CVs. This new 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 ISZR Scientific Positions is published on the Institute's website and all potential candidates are made aware of these additional criteria.

Regarding **Working conditions and social security aspects** of the HRS4R implementation, the Quality Assurance Committee conducted the Institute's Employee Satisfaction Survey in 2015 and again in 2018 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 working and being employed at the Institute. The results of these surveys were presented to the Scientific Council, and discussed there and also in each centre, and changes were planned based on the results findings (where needed). For example, Internal system of recognition and awarding excellence at the Institute was created, and implemented for the first time at end of 2018, given that results of the survey showed that employees mostly do not agree that excellence and achievement are recognized and awarded by the Institute. Now, following this new practice, researchers, but also professional services, can be awarded in different categories (e.g. Encouraging application for competitive projects, Encouraging the publication of scientific papers for younger researchers, Acknowledgment of projects that received funding, Acknowledgment to ISRZ scientists for their special contribution to the work and development of the Institute, Acknowledgment for special contribution to the work and development of the Institute to the employees of professional services). The awards were presented on the Day of the Institute in 2019.

Regarding **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 strengthen mentoring of young researchers, the Quality Assurance Committee will additionally draw up the instructions for the work of mentors with young researchers in order to improve the competences of mentors.

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 existing policies and procedures in the Institute, 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 the young researchers at the Institute are responsible for cooperation with their mentors at the University, in order to support the young researchers in their careers in the most efficient way. Additionally, Quality Assurance Committee is responsible for preparing Short instructions for mentors, 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 Head 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 Head 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). 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 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 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 when answering 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 is 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 Head 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 Head 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". The timeline for this activity is Q4 2019 – Q4 2022, meaning that the accomplishment of this activity will be monitored at the end of each year.

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 on 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. The timeline for this activity is Q4 2019 – Q4 2022, meaning that the accomplishment of this activity will be monitored at the end of each year.

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. The timeline for this activity is Q4 2019 – Q4 2022, meaning that the accomplishment of this activity will be monitored at the end of each year.

In addition, some new actions related to the recruitment process are going to be evidenced by the innovations implemented in that domain. E.g., our new action in the HR strategy is 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 is by checking the indicator which is "Institute's OTM-R policy document created" in the period Q1 2020 – Q2 2021.

Whether "Supporting and ensuring stimulating research and research training environment" is achieved (principle 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, Number of awards awarded to the researchers for their excellent work and Satisfaction of researchers with research environment, as shown in the Institute's Employee Satisfaction Survey. The timeline for this activity is Q4 2019 – Q4 2022, meaning that the accomplishment of this activity will be monitored at the end of each year.

Regarding the professional development part of the HR strategy, and especially the action "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", the following indicator is going to be used: Individual plan for each researcher developed. Monitoring of the progress for this activity will be done at end of each year (therefore, the time line is: Q4 2019, Q4 2020, Q4 2021, Q4 2022).

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

Progress will be measured by checking the indicators 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.

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 (e.g. The European Researchers' Night within the Horizon 2020 programme), participation of researchers in different governing bodies, number of appearances in the media, archive of media appearances on the intranet page, 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 implementation of the activity “Create Institute’s OTM-R policy document that describes open transparent merit-based recruitment practices of the Institute” will be measured by the following indicator: Institute’s OTM-R policy document created. This is planned for the period Q1 2020 – Q2 2021, and at the end of that period, OTM-R policy should be completed and uploaded to the Institute website.

The indicator for the activity “Awarding young researchers (R1, R2) for excellence in publishing research papers in prestigious international journals”, is the number of awards to young researchers for excellence in publishing research papers in prestigious international journals in line with the Internal system of recognition and awarding excellence. These awards will be decided on at the end of each year, after the information about publishing results of young researchers are gathered.

The progress in the activity “Drawing up instructions for the work of supervisors with young researchers in order to improve the competences of mentors” is going to be measured with this indicator: “Short instructions for mentors finalized”. The timeline for this activity is Q1 - Q2 2020, and Quality Assurance Committee will prepare these instructions and present them to the Scientific Committee.

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

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