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Croatia

A Human Resources Strategy for Researchers incorporating the

Charter and Code

Action Plan

In April 2010 Institute of Physics (IP) signed the Declaration of Commitment to The European Charter for Researchers and to The Code of Conduct for the Recruitment of Researchers. Internal analysis was conducted in June 2011. in order to evaluate the compliance of current national legislation and the Institute's rules and practice with Charter and Code recommendations.

The internal analysis was performed by the representatives of the Institute's management and researchers:

Petar Pervan, PhD, senior scientist , Director
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Throughout the process researchers, administrative staff and representatives of unions were consulted. The draft text of the gap analysis was opened for discussion, comments and amendments. The final document was presented to IP Scientific Council (SC) and subsequently adopted through the standard procedure. All permanent research staff and representatives of PhD students and Post Docs are members of SC.

The internal analysis has shown that the great deal of principles and practices suggested by the Charter and the Code of Conduct are already incorporated in the national legislation and internal regulations of the Institute of Physics. However some changes are necessary to make our regulation and practices fully compliant with the Charter and the Code.

The gap analysis was a base document for the Action plan which we developed in order to identify necessary amendments and changes (within the framework of national laws) to the Institute's rules and practice, bodies and services, within the well defined time line.

In addition, it is important to mention that through 2009-2010 Institute of Physics has gone through the comprehensive international evaluation by Croatian Agency for Science and Education where many aspects of human resource politics had been broadly analysed and discussed. We use this opportunity to make a comprehensive HR Action plan that includes some of the suggestions placed by the international evaluation team from the recent thematic evaluation, as well as some actions that were part of our previous internal analyses. These additional actions are generally in line with C&C principles and all together make comprehensive and coherent Action plan. In order to avoid repetition of the actions that emerge from the gap analysis and to highlight priorities, the actions are grouped into four groups.

HR Action plan was also presented to SC and subsequently adopted (in June 2012) through the standard procedure.

Using the European Tool ([HR Strategy for researchers](#)), the internal (every 2 years) and external evaluations (after 4 years) will be performed . A working group that conducted the internal analysis has got a mandate to monitor this initiative.

The following action plan (point by point) explains in more detail the activities that IP intends to make.

THE ACTION PLAN

This Action plan contains 22 actions which are organised within four priority domains:

- **Hiring and appraisal procedures**
- **Working environment and support**
- **Quality assurance procedures**
- **Information practices and procedures**

Hiring and appraisal procedures

Action-1: Improve procedures and practices related to hiring process which includes more information on possible career development.

Apart from the procedures defined by law and internal documents whenever is possible a wider range of selection practices should be used such as external expert assessment and face-to-face interviews. The candidates should be provided with career development prospects.

indicators	2012	2013	2014	
upgraded hiring procedure				

implementation	Director's Office, Scientific Council
coordinator	human resources coordinator
affected by the decision	applicants, hiring committee, IT service
priority	high

Action-2: Introduction of a practice to: inform job applicants on the strengths and weaknesses of their applications, publish some details about the candidates that had been selected.

indicators	2012	2013	2014	
upgraded hiring procedure, web information				

implementation	Director's Office
coordinator	human resources coordinator
affected by the decision	applicants, hiring committee, IT service
priority	high

Action-3: Improvement of the existing Code on Conditions for Selection to Working Positions taking into account the importance of proper balancing of qualitative as well as quantitative achievements. Introduce a practice of proper recognition of non-formal qualifications.

The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively

indicators	2012	2013	2014	
Upgrade of the Code on Conditions for Selection to Working Positions				

implementation	Executive Board, Scientific Council
coordinator	Chair of the Scientific council
affected by the decision	applicants
priority	medium

Action-4: Set-up of more open-minded approach to the recruitment of foreign researchers which includes translation of all relevant documents and procedures in English and their publication on the Institute web site.

indicators	2012	2013	2014	
number of translated documents				

implementation	Executive Board, Director's Office, Scientific Council
coordinator	director assistant

affected by the decision	job applicants
priority	high

Action-5: Introduce a procedure where new employees sign a statement acknowledging that he/she have been informed about their rights and obligations as described by the Code of Conduct for the Recruitment of Researchers.

There is a clear need for comprehensive document which explains to new employees rights and obligations which emerge from the national legislation, union collective agreement, internal acts, Code of Conduct for the Recruitment of Researchers etc.

indicators	2012	2013	2014	
Upgrade of the hiring procedure				

implementation	Director's Office
coordinator	Secretary of the Director's Office
affected by the decision	new employees
priority	medium

Action-6: Establishment of five-year hiring action plan with regular updates

The hiring action plan should contain description of the competences certain position requires which should serve researchers and PhD students for better career planning.

indicators	2012	2013	2014	
Issuing of action plan				

implementation	Executive Board, Director's Office, Scientific Council
coordinator	Director
affected by the decision	applicants
priority	very high

Action-7: Setting up permanent hiring committee

The permanent hiring committee will be set up as a director's advisory committee in order to collect information on possible candidates and evaluation of their strength en weaknesses with respect to future open positions.

indicators	2012	2013	2014	
Set up permanent hiring committee				

implementation	Director
coordinator	Director
affected by the decision	Applicants, members of the Scientific council
priority	very high

Action-8: Upgrade of the evaluation / appraisal system in order to provide for appropriate assessment and evaluation of the academic and professional qualifications of all researchers.

indicators	2012	2013	2014	
Upgrade evaluation / appraisal system				

implementation	Scientific Council
coordinator	Chair of the Scientific council
affected by the decision	Applicants, members of the Scientific council
priority	high

Improved working environment and support

Action-9: Support strategic planning concerning investment in research infrastructure. Support attempts to use EU funds for these purposes through the additional education and informing.

indicators	2012	2013	2014	
Adopted strategies, success in applications for EU funds				

implementation	Executive Board, Director's Office , Scientific Council
coordinator	Director
affected by the decision	researchers
priority	medium

Action-10: Continuously be open for suggestions how to improve working conditions and safety at work

indicators	2012	2013	2014	
Number of suggestions, satisfaction reviews				

implementation	Director's Office, Unions
coordinator	Director
affected by the decision	All employees
priority	medium

Action-11: Introduce a compulsory training and safety procedures for users of a facility which are associated with possible hazardous events.

indicators	2012	2013	2014	
Number of compulsory trainings				

implementation	Director's Office, Unions
coordinator	Assistant director
affected by the decision	All employees

priority	medium
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Action-12: Establish ethical and appeal committees

The structure of the ethical committee should be such that can cover all ethical issues in working environment. The appeal committee should act on behalf of employees who have complaints on formal informal decisions of management or any other superior body. The union representative can assume the role of the appeal committee.

indicators	2012	2013	2014	
Establishment of ethical and appeal committees				

implementation	Scientific Council, Unions, Director
coordinator	Director
affected by the decision	All employees
priority	high

Action-13: Better inform researchers about the project calls and provide them with practical support for the preparation of project proposals and project management.

The effective support for the preparation of project proposals and project management will depend on the possibility to employ project manager or to use such resources from other institutions.

indicators	2012	2013	2014	
Set up of the information system				

implementation	Director's Office
coordinator	Assistant director
affected by the decision	researchers
priority	medium

Action-14: Practical support for the organization of congresses and conferences.

indicators	2012	2013	2014	
Number of different measures				

implementation	Director's Office
coordinator	Director
affected by the decision	researchers
priority	low

Action-15: Enable disable persons to access IP's premises.

This action depends on substantial additional funds.

indicators	2012	2013	2014	
List of actions that improves the access				

implementation	Director's Office
coordinator	Director
affected by the decision	disabled persons
priority	high

Quality assurance procedures

Action-16: To establish a periodic evaluation system of activities at the Institute and the performance of individual researchers.

Scientific council should agree on the set of indicators that should be collected and accessed through a data base. Library should be responsible for the maintenance of the data base.

indicators	2012	2013	2014	
Establishment of the evaluation procedures				

implementation	Executive Board, Director's Office, Scientific Council
coordinator	Assistant director
affected by the decision	All researchers, IT service, Library
priority	high

Action-17: Improve career development scheme for PhD student in order to increase employment success.

This activity will be coordinated with other stakeholders, Institute Ruđer Bošković, University of Zagreb.

indicators	2012	2013	2014	
List of measures implemented				

implementation	Scientific Council, Mentors Council
coordinator	Representative of the Mentors Council
affected by the decision	PhD students
priority	medium

Action-18: Better care of the scientific data and educational material produced at the Institute.

Regular backup of all research data should be establish. A repository should be set up for the storage and management of scientific and educational multimedia data.

indicators	2012	2013	2014	
Set up of the procedure, services				

implementation	Director's Office, Scientific Council
coordinator	assistant director
affected by the decision	Researchers, IT service
priority	medium

Better information

Action-19: Better information of all staff and researchers about resources that are available for their work.

Official web page should contain more information on all resources that are available to employees for their professional work.

indicators	2012	2013	2014	
Director's Office				

implementation	Director's Office
coordinator	assistant director
affected by the decision	newly recruited staff and researchers
priority	medium

Action-20: Better information of all employees on current events and results of business results including right to access the financial reports. Selected date should be available through the IP's web site.

indicators	2012	2013	2014	
Set up of the service				

implementation	Director's Office
coordinator	Director
affected by the decision	all employees, IT service
priority	medium

Action-21: Offer researchers better career advice through collaboration with other institutions (University of Zagreb, Ruđer Bošković Institute;...). All relevant information should be on IP's web site.

indicators	2012	2013	2014	
Set up of the service				

implementation	Director's Office
coordinator	human resource coordinator
affected by the decision	All researchers, IT service
priority	medium

Action-22: Translate to English all necessary documents and written procedures

indicators	2012	2013	2014	
Number of documents				

implementation	Director's Office
coordinator	assistant director
affected by the decision	Applicants, general public
priority	medium