

## TEMPLATE 2: HR STRATEGY - ACTION PLAN

Name Organisation under review:

**Institute for Migration and Ethnic Studies / Institut za migracije i narodnosti (IMIN)**

Organisation's contact details:

Institute for Migration and Ethnic Studies

Trg Stjepana Radića 3

10000 Zagreb

Phone: +385 1 61 11 586, 61 11 563

Fax: +385 1 61 19 680

e-mail: [imin@imin.hr](mailto:imin@imin.hr)

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

<http://www.imin.hr/europska-povelja-i-kodeks>

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### 1. ORGANISATIONAL INFORMATION

Please provide a limited number of 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	17
Of whom are international (i.e. foreign nationality)	0
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0
Of whom are women	10
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	6
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	0
Of whom are stage R1 = in most organisations corresponding with doctoral level	11
Total number of students (if relevant)	0
Total number of staff (including management, administrative, teaching and research staff)	26
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	777.300
Annual organisational direct government funding (designated for research)	768.925

<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	<i>0</i>
<i>Annual funding from private, non-government sources, designated for research</i>	<i>3.000</i>
<b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>	
<p><i>The Institute for Migration and Ethnic Studies is the only scientific research institution in Croatia that by systematic and interdisciplinary observation of all forms of population migration and mobility, by studying national/ethnic minorities and various aspects of ethnic issues, with special tasks to stimulate their comparative examination, improves scientific and public understanding of their complexity and reality.</i></p> <p><i>The main task of the Institute is to stimulate the comparative study of migration, minorities and ethnicity, to promote public understanding of the complexity and reality of these topics, and also, through research and discussion, to stimulate the implementation of new policies and activities that might aid in the solution of problems in the relevant fields.</i></p>	

## **2. NARRATIVE (MAX. 2 PAGES)**

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

Institute for Migration and Ethnic Studies (IMIN) received the right to use the logo “HR Excellence in Research” on 18 May 2011. In spite of the fact that the OTM-R policy may be new to the IMIN, its principles are structured and partly shared with IMIN’s established policies for some time now. According to the criteria stated in the call, the selection committee apply the same evaluation procedure for all candidates. However, unfortunately, the procedure still does not keep the administrative burden for candidates at a low point, representing one of the first steps to make in dematerialization the recruitment procedure.

The work on a new Action plan started in June 2016. A working group, created to this end that, made the proposal of the new Action Plan for the implementation of the Human Resources Strategy for Researchers. The work on a new plan started after performing the tasks defined in the 2nd Action Plan and following the internal review and the additional guidelines from the EC for the OTM-R policy (Open, Transparent and Merit-based Recruitment for Researchers).

The new Action Plan was drawn up for the period from the first quarter of 2017 to the fourth quarter of 2019. The Working Group prepared the Action Plan proposal and submitted it to the Scientific Council of the Institute on 6 March 2017. Scientific Council unanimously adopted the Plan.

### **1. Ethical and Professional aspects**

In the Institute for Migration and Ethnic Studies, the ethical and professional aspects of European Charter for Researchers and Code of Conduct for the Recruitment of Researchers are practically fully implemented. This is due to the nationally regulated legislative framework that defines the general regulations of employee recruitment. In combination with IMIN’s documents and regulations (especially Code of Ethics of the Institute for Migration and Ethnic Studies) there are proscribed mechanisms dealing with research freedom, ethical principles, professional responsibility,

contractual and legal obligations, accountability, good practice in research, dissemination and exploitation of results, public engagement and non-discrimination policies. Dealing with the professional attitude of IMIN's researchers is not yet fully implemented but the new Action plan 2017-2019 includes the preparation of Statement on ethical and professional responsibility that should regulate this aspect. Furthermore, the evaluation/appraisal systems are partially implemented. However, according to the new Action Plan, the development of the guidelines for systematic tracking of scientists' activities is planned for the first half of 2018.

## **2. Recruitment**

According to the GAP analysis we can state that the Institute for Migration and Ethnic Studies has fully implemented procedures and strategies for recruitment of future researchers and other staff members. Namely, the national and internal Institute's regulations provide clear guidelines and propositions of these processes granting the transparency of procedure and equal treatment of the candidates, taking into account the recognition of mobility and qualifications. Regarding the latter, the Institute will implement further actions in order to fully emphasize the experience, creativity, independence, and mobility of candidates. Therefore, these features will be included as OTM-R standards in future evaluation processes.

Also some improvements of the recruitment systems are planned in the future period, mostly aiming at systematizing the procedure in order to provide clearer guidelines to the professional committees appointed to particular job calls.

## **3. Working conditions and social security**

The Institute offers relatively stable environment for work. The aspects that are fully implemented are the ones regarding the stability and permanence of employment and funding and salaries regulated on a national level. Furthermore, intellectual property rights and co-authorship are respected and recognized within the Institute. The participation in decision making bodies is enabled for the researchers, at least formally (through the representative in the Governing Board). The Institute has an appointed person in order to deal with complaints and appeals concerning working conditions and social security. Teaching is another aspect which is implemented and it involves most of the researchers working in the Institute. However, there are still some aspects which are not fully implemented and are targeted in the new Action Plan. Those are the recognition of the profession and research environment – Institute does not operate within the appropriate office space and working conditions partially determined by the national regulations of the labor rights and working conditions. Furthermore, Institute does not have fully developed policies on gender balance, career development and evaluation of mobility, while access to career advice is completely lacking.

## **4. Training**

The aspects of training are in a stand-by position since the Institute currently does not employ any young researchers on a doctoral or postdoctoral level. Some efforts have been made in creating specific Regulations for the work of mentors, scientific assistants and postdoctoral fellows in 2014. On the other side, continuous professional development of researchers and administrative staff is implemented and encouraged within the Institute. However, it is determined by financial resources, which are quite limited.

### 3. ACTIONS

Please provide a list of all actions to be undertaken in this HR strategy. The list must be accompanied by an extended version in which the actions are described in more detail. The overview must contain at least the following headings: Title action – timing – Responsible Unit – Indicator(s) / Target(s).

Examples:

<b>Title action</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
1.1. Strengthen IMIN's presence in the public by continuous presentation of its current scientific and professional projects on the website	Continuously 2017-2019	Head of IMIN Project leaders Researchers Web editor	The amount of new content on IMIN's website (e. g. under "News" section)
1.2. Compile IMIN's annual work report and publish it on the website	Once a year 2017-2019	Head of IMIN	Completed Annual work report, visible on the website
1.3. Regularly posting IMIN publications and IMIN research works to a repository on IMIN website	Continuously 2017-2019	Library and publishing service Web editor Researchers	The amount of new content in IMIN's repository (yearly or in a semester)
1.4. Editing the profile of scientists on the IMIN website and regular listing of new works in the Croatian scientific bibliography (CROSBI)	Continuously 2017-2019	Researchers	Researchers' profiles up to date (IMIN website)  Researchers' bibliographies up to date (IMIN website and CROSBI)
1.5. Choose members of the Committee for the Promotion and Quality Assurance of scientific research	1st half of 2017.	Scientific Council (SC)	Appointed members of the Committee for the Promotion and Quality Assurance of scientific research
1.6. Adopt guidelines for the internal quality assurance system of scientific work complying with the Rulebook on the System of Promotion and Quality Assurance of IMIN	1st half of 2018	Committee for the Promotion and Quality Assurance of Scientific Research SC	Devised and adopted guidelines for the internal quality assurance system of scientific work (written document)
1.7. Develop the Rules of Procedure of the Ethics Committee	2nd half of 2017	Ethics Committee	Rules of Procedure of the Ethics Committee (written document)
1.8. Make a statement on ethical and professional responsibility of IMIN employees	1st half of 2018	Ethics Committee SC Head of IMIN	Written statement on ethical and professional responsibility of IMIN employees
1.9. Develop guidelines for IMIN's field research	1st half of 2018	SC Ethics Committee Heads of Departments	Developed guidelines for IMIN's field research (template document)
1.10. Create a research project proposal application form for the IMIN Ethics Committee to determine its compliance with the provisions of the IMIN Code of Ethics	1st half of 2018	SC Ethics Committee Heads of Departments	Research project application form (internal document)
1.11. Select new members of the IMIN Gender Working Group to develop initiatives that support women's advancement in science	1st half of 2017	SC	Appointed members of the IMIN Gender Working Group

2.1. Implementation of OTM-R recruitment practices	Continuously 2017-2019	Head of IMIN Legal service SC	Recruited researchers in line with OTM-R principles
2.2. Publish OTM-R policy on IMIN website	2nd half of 2017	Professional Associate for Supporting International Projects Head of IMIN Legal service	IMIN's OTM-R policy published on the website
2.3. Introduce OTM-R policy implementation control	2018	Legal service Head of IMIN SC	Devised indicators of OTM-R policy implementation
2.4. Make a job description for researchers in the Regulations on the IMIN's Structure of Working Places and Positions	2018	Legal service SC Head of IMIN	Researchers' job descriptions introduced to the document Regulations on the IMIN's Structure of Working Places and Positions (document visible on the website)
2.5. Develop instructions for professional commissions for evaluating candidates at vacancies when recruiting for scientific, professional and administrative positions	2018	SC Legal service	Instructions for professional commissions for evaluating candidates at vacancies (written document)
2.6. Regularly inform scientists about mobility opportunities	Continuously 2017-2019	Professional Associate for Supporting International Projects	The amount of e-mail messages and meetings passing the information about mobility opportunities (minimum 3 meetings per year)
2.7. Make a brochure on relevant scientific and practical information for doctoral and postgraduate students coming from abroad	2017	Professional Associate for Supporting International Projects Legal service SC	The Information and Service Brochure for Doctoral and Postgraduate Students, published on the website
3.1. Provide access to journals, books and online databases relevant to IMIN research area	Continuously 2017-2019	Library and publishing service Head of IMIN	The amount of purchased literature and licenses for online services providing access to online literature and databases
3.2. Provide the researchers with an adequate technical equipment	Continuously 2017-2019	Head of IMIN Project leaders	The amount of purchased IT components (computers, laptops, printers, etc.)
3.3. Regular maintenance and alignment of the working space quality with the requirements of the Law on Safety at Work	Continuously 2017-2019	Head of IMIN	Working space in line with the requirements of the Law on Safety at Work
3.4. Develop guidelines for stimulating and rewarding the publishing of researchers' works	1st half of 2018	Head of IMIN Heads of Departments SC	Guidelines for stimulating and rewarding publishing (written document)
3.5. Continuously inform IMIN employees about changes to laws, regulations, etc. related to science (meetings, e-mails, etc.)	Continuously 2017-2019	Legal service	The amount of e-mail messages and meetings passing the information on changes to laws and regulations related to science (minimum 2 meetings per year)
3.6. Analysis of the professional development of administrative and professional staff, and the plan of their development and definition of their obligations	Once a year 2017-2019	Legal service Head of IMIN	Developed plan and analysis of the activities of the professional and administrative staff
4.1. Training of researchers for the application of scientific and	Continuously 2017-2019	Professional Associate for	The number of attended workshops dealing with project applications

<i>professional projects</i>		<i>Supporting International Projects SC Head of IMIN</i>	<i>(minimum 3 workshops per year)  Target: Scientific and professional project applications</i>
<i>4.2. Organizing workshops on quantitative and qualitative research methods</i>	<i>Continuously 2017-2019</i>	<i>Head of IMIN SC</i>	<i>The number of organized workshops</i>
<i>4.3. Hold meetings with members of the scientific departments on the possibilities of scientific and professional advancement</i>	<i>Once a year 2017-2019</i>	<i>Heads of Departments Head of IMIN</i>	<i>The number of meetings dealing with plans and possibilities of professional development and advancement (minimum 3 meetings per year)  Target: Increased frequency of realization of professional advancement of the researchers.</i>
<i>4.4. Sending professional and administrative staff to workshops, seminars etc. for professional training</i>	<i>Continuously 2017-2019</i>	<i>Head of IMIN</i>	<i>The number of workshops and seminars attended by the members of professional and administrative staff</i>

As the establishment of an Open Recruitment Policy is a key element in the HRS4R strategy, please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please also list the web link where this strategy can be found.

Actions addressing the implementation of Open, Transparent, Merit-Based Recruitment principles:

Open, Transparent, Merit-Based Recruitment principles being relatively new to the researchers and staff of the Institute for Migration and Ethnic Studies is an important aspect of all future recruitments and as such it is implemented in various activities within the HRS4R strategy and the action plan. Even though some aspects of OTM-R principles are used and even proscribed within the national legislative framework (e.g. within the phases of Advertising and application and Appointment) the Action plan defined the activities aimed at improving the recruitment strategy and procedure.

Based on a GAP analysis of the implementation of the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers, activities of the Institute achieve greater visibility and openness to the foreign candidates by publishing the job vacancies on Euraxess portal and Institute's website (in English, in addition to Croatian).

The OTM-R policy and procedures are planned to be translated to Croatian and published on IMIN's website.

The existing procedure of recruitment ensures the equal evaluation principle for all candidates within the call. The criteria of the calls are based on the requirements defined within the job description in

IMIN's documents and regulations which are available on the Institute's website, in accordance with the national legislation.

Further on, selection committees are also composed and appointed in line with the IMIN's Statute. The national legal framework also proposes recruitment in line with the specific aspect of (anti)discrimination practices making it easier to recruit disabled researchers, which are still one of the most underrepresented groups in the Institute. Similar regulations also exist for national minority members and war veterans (and their children).

In order to review and improve the established recruitment procedure, a set of clear guiding rules for selection committees and HR staff should be provided. Such guiding rules would enable future recruitment in line with the OTM-R policy and its control and evaluation.

The HRS4R strategy and OTM-R principles have to be included in the new Statute of the Institute for Migration and Ethnic Studies as well.

#### **4. IMPLEMENTATION (MAX. 1 PAGE)**

Please provide an overview of the expected implementation process. You can use the following questions as a guideline in your description:

- Do you have an implementation committee and/or steering group regularly overseeing progress?
- How do you involve the research community, your main stakeholders, in the implementation process?
- How will your organisation ensure that the proposed actions will also be implemented?
- Is there evidence of any alignment of the HRS4R with organisational policies? For example, is the HRS4R recognized in organisation's research strategy, overarching HR policy?
- How will you monitor progress?
- How do you expect to prepare the internal and external review?

The Open, Transparent, Merit-based Recruitment procedure is a new issue at the Institute for Migration and Ethnic Studies. The formal communication to all research staff and implementation of the new Action Plan will begin in Q2, 2017, in order to gain the awareness of researchers through the Scientific Council and Institute's webpages.

Numerous assessments and verifications are being planned as regular activities to measure the quality of these progresses, especially during the initial period of implementation of the proposed Action Plan. Various levels of organization services and a number of individuals will be in charge of monitoring the progress of the project, preparing the reviews, analysis etc. Scientific Council appointed HRS4R Steering group which will have meetings approximately every 2 months to monitoring implementation of the Third Action Plan

The monitoring will include:

The HRS4R Strategy coordinator, together with the Director, Project Manager, Legal Services Coordinator, Ethics Committee, Appointed members of the IMIN Gender Working Group will be at certain levels and within the scope of their competence and authority in charge to oversee the progress of implementation and monitor the actions throughout the initial process. They will share the information on regular meetings and approving possible modifications to the plan by creating alternative actions. This group will be responsible for the internal evaluation of the HRS4R Strategy, document maintenance, its implementation and indicator monitoring. The operational aspect of the implementation is the task of the Steering group, whose members are the representative of the Scientific Council, Head of the Legal department and the Project manager.

Besides, a project manager (or HRS4R Strategy coordinator) will personally focus on the strategy to coordinate the activities according to the Plan and to ensure that all involved Institute sections and departments adopt the actions. Each action will be updated according to its successful fulfilment as: “done”, “according to schedule” or “delayed”, with following description of reasons (responsibilities), difficulties, or possible alternatives.

IMIN’s Governing Board and Scientific Council will be annually informed about the progress of the Plan by the HRS4R Strategy coordinator.

**First steps:** One of the main activities is the inclusion of the OTM-R principles within the plan of the reformulation of the IMIN's **Statute**, which will involve the Governing Board. The HRS4R Strategy coordinator / project manager will ensure the coordinated actions of all services involved, including the appointment of a responsible person/working group for each action, the follow-up and distributing information on relevant workshops

During the later phases of the Action Plan’s implementation, and after a thorough and multileveled internal review on implementation process, indicator measuring and documents’ finalization, the Institute will also be prepared for an external review by external experts, as a feedback during the procedure of expected external evaluation of IMIN.

To conclude, the HRS4R Steering group will assess the progress according to the indicators' evaluation, update it or review the suggested modification proposals as possible new actions for implementation. This evaluation of the effectiveness of the action plan can eventually lead to the revision of the Action Plan, which will be approved by the Scientific Council. It will also result with the yearly Action Plan progress report that is to be included within obligatory annual reports IMIN submits to the Ministry of Science and Education. This status report will also help to update the Plan.