



# A4L\_ACTIONS

## Alliance for Life Sciences: From Strategies to Actions in Central and Eastern Europe

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### **D3.3 Report on Advances in Career System Upgrades**

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## Table of Contents

<b>1</b>	<b>INTRODUCTION AND INITIAL STATE DESCRIPTION (2021)</b> .....	<b>3</b>
<b>2</b>	<b>CAREER SYSTEMS ADVANCES (2023) AND CONCLUSIONS</b> .....	<b>5</b>
2.1	CAREER SYSTEMS ADVANCES (2023).....	5
2.2	CONCLUSIONS.....	7
<b>3</b>	<b>OVERVIEW OF HR ADVANCES IN DEFINED HR AREAS</b> .....	<b>8</b>
3.1	HR EXCELLENCE IN RESEARCH AWARD IMPLEMENTATION.....	8
3.2	CAREER DEVELOPMENT, CAREER SYSTEM AND CAREER TRACK.....	9
3.3	MOBILITY AND INTERNSHIPS .....	10
3.4	STRENGTHENING OF GROUP LEADERS AS MANAGERS .....	11
3.5	RECRUITMENT: INCREASE OF BOTH QUANTITY AND QUALITY OF APPLICANTS .....	12
3.6	INTERNATIONALISATION, AND RECRUITMENT OF PEOPLE FROM ABROAD.....	12
3.7	WELCOME SERVICES AND INTEGRATION SUPPORT.....	13
3.8	DIVERSITY, EQUAL OPPORTUNITIES, AND WOMEN IN SCIENCE.....	14
3.9	CULTURE IN SCIENCE, AND CULTURE OF THE INSTITUTE AS HR TOOL.....	16
<b>ANNEX 1: LIST OF ABBREVIATIONS</b> .....		<b>17</b>
<b>ANNEX 2: PROGRESS REPORTS BY INDIVIDUAL A4L MEMBERS</b> .....		<b>18</b>
	BIOMEDICAL RESEARCH CENTER OF THE SLOVAK ACADEMY OF SCIENCES (BMC SAS).....	18
	CEITEC, MASARYK UNIVERSITY (CEITEC MU) .....	20
	INTERNATIONAL CLINICAL RESEARCH CENTER, FACULTY HOSPITAL ST. ANNE (FNUSA-ICRC) .....	24
	LATVIAN INSTITUTE OF ORGANIC SYNTHESIS (LIOS).....	29
	MEDICAL UNIVERSITY OF LODZ (MUL).....	30
	MEDICAL UNIVERSITY SOFIA (MUS).....	32
	SEMMELWEIS UNIVERSITY (SU).....	33
	UNIVERSITY OF LJUBLJANA (UL).....	35
	UNIVERSITY OF MEDICINE AND FARMACY “CAROL DAVILA” (UMFCD) .....	37
	UNIVERSITY OF TARTU (UT) .....	43
	UNIVERSITY OF ZAGREB SCHOOL OF MEDICINE (UZSM).....	47
	VILNIUS UNIVERSITY (VU) .....	49

## 1 INTRODUCTION AND INITIAL STATE DESCRIPTION (2021)

This report is closely linked to the deliverable 3.1 “Best practices in career systems in life sciences” in which all A4L members self-assessed their HR systems. **Table 1** summarizes a situation in 2021<sup>1</sup> (the self-assessment by all A4L members). In April 2022, E. Handlířová, chair of the working group on “HR and Mobility”, presented the self-assessment report alongside with the best practices of advanced partners and future initiatives to enhance HR systems across A4L members at the A4L Board meeting in Tartu, Estonia.

Following this **initial review**, members identified 2-3 priority areas for development within their HR frameworks and delineated specific actions, indicators for success, deadlines, and responsibilities for implementation. These **HR action plans** span a two-year period aligned with the duration of the A4L project.

This document constitutes the final report (D3.3) of career system upgrades of A4L member organisations. The **first chapter** provides introduction to the context of our work and overview of the status in 2021. The **second chapter** details the advancements in career systems made by A4L member organisations, demonstrating the tangible impacts of implementing the HR Action Plans. It also provides substantive conclusions that are relevant not only to the research organisations involved but also to the European Commission, guiding future policy and strategic development. The **third chapter** provides examples of concrete actions implemented by A4L member in the defined HR areas (these actions are described in detail in the annex 2).



**Table 1:** Overview of Self-assessment in Nine HR Areas by A4L Members (2021)

HR Area / Grading	Missing system	Basic	Advanced
1. HR Excellence in Research Award implementation	6 <sup>2</sup>	4	2
2. Career development/system and career track	1	8	3
3. Mobility and internships	1	8	3
4. Strengthening of group leaders as managers	4	7	1
5. Recruitment: increase of both quantity and quality of applicants	1	10	1
6. Internationalisation, and recruitment of people from abroad	1	8	2
7. Welcome services and integration support	5	4	3
8. Diversity, equal opportunities, and women in science	3	8	1
9. Culture in science, and culture of the institute as HR tool	7	4	1

<sup>1</sup> One partner delivered the inputs later, in 2022. The table was updated after D3.1 submission.

<sup>2</sup> Six A4L partners are not holding the HR Excellence in Research Award. These institutions are graded as “Missing system”.

**Table 2** illustrates the prioritization of HR areas by A4L members. The area of **diversity, equal opportunities, and women in science** received the highest emphasis, with eight partners prioritizing it. This was closely followed by the **enhancement of group leaders' managerial and leadership skills**, and the **development of career systems and tracks**, both prioritized by five partners each. Additionally, two partners, MUS and UMFCD, opted to pursue the **HR Excellence in Research Award** (also HR Award, HRS4R), joining six other A4L members who have already been recognized with the HRS4R award.

**Table 2:** Overview of HR areas covered by individual HR action plans (formulated in 2021)

Partner	Country	1. HR Excellence in Research Award	2. Career development/system and career track	3. Mobility, internships	4. Strengthening of group leaders as managers	5. Recruitment: increase of both quantity and quality of applicants	6. Internationalisation, and recruitment of people from abroad nationalisation	7. Welcome services and integration support	8. Diversity, equal opportunities, and women in science	9. Culture in science, and culture of the institute as HR tool
CEITEC MU	CZ									
ICRC	CZ									
BMC	SK									
MUL	PL									
UZSM	CR									
UT	ET									
VU	LI									
LIOS	LT									
UL	SL									
SU	HU									
MUS	BL									
UMFCD	RO									
		3	5	2	5	3	1	4	8	

## 2 CAREER SYSTEMS ADVANCES (2023) AND CONCLUSIONS

### 2.1 CAREER SYSTEMS ADVANCES (2023)

April 2024 marks the completion of the HR action plans, with significant progress noted across several domains. **Table 3** provides a comparative analysis of the HR areas from 2021 to 2024, illustrating the advancements made by A4L members thanks to targeted initiatives. In the “Comparison” column, you can see a plus/negative difference compared to the initial status in 2021. The HR Action Plans were designed for two years period; however, in few cases the actions were extended behind the scope of the A4L ACTIONS project and will be finished during 2024. **Table 4** gives an overview of the progress made by individual partners, including comparison to the initial stage in 2021.

From the perspective of the HR areas (Table 3), the notable improvements were seen in “**Diversity, equal opportunities, and women in science**” area (no. 8) in which 6 institutes self-assess themselves as advanced (+5 compared to 2021), “**Career development/system and career track**” area (no. 2) in which 7 institutes self-assess as advanced (+4 compared to 2021), and “**Recruitment: increase of both quality and quantity of applicants**” area (no. 5) with increase of 3 newly advanced institutes in 2024.

**Table 3:** Overview of self-assessment in nine HR areas by A4L members (March 2024)

Area	2024			Comparison (+/-)		
	Advanced system	Basic system	Missing system	Advanced system	Basic system	Missing system
1. HR Award Excellence in Research Award implementation	4	4	4	2	0	-2
2. Career development/system and career track	7	5	0	4	-3	-1
3. Mobility and internships	5	6	1	2	-2	0
4. Strengthening of group leaders and managers	3	7	2	2	0	-2
5. Recruitment: increase of both quality and quantity of applicants	4	8	0	3	-2	-1
6. Internationalisation, and recruitment of people from abroad	4	7	1	2	-1	-1
7. Welcome services and integration support	5	6	1	2	1	-3
8. Diversity, equal opportunities, and women in science	6	6	0	5	-2	-3
9. Culture in science, and culture of the institute as HR tool	3	6	3	2	2	-4

**From the perspective of advances at the level of individual A4L partners (Table 4), we can report that all partners enhanced their HR/career systems.** Typically, institutions moved one level up, that is either from “missing system” to “basic system” or from “basic system” to “advanced system”.

**What we have noticed is that holders of HR Excellence in Research\* reported higher level of advancement.** That can be attributed to the fact that these institutions implemented not only the A4L HR action plan, but also more robust HRS4R action plan. On average, “HR Award holder” improved from “basic” to “advanced” status in 2,7 HR areas – whereas other A4L members improved from “basic” to “advanced” on average in 1,3 HR areas.

In general, we monitored a substantial decrease in of number of institutes without any system in place in the defined HR areas (decrease amounted a value -17 in total).

*Methodological note: The methodological approach of self-assessment could reflect varying degrees of self-critique among partners, which is a consideration for interpreting these results.*

**Table 4:** Overview of HR Systems Advances of Individual A4L Partners (2021/2024)

Partner	2021			2024			Comparison (+/-)		
	Advanced system	Basic system	Missing system	Advanced system	Basic system	Missing system	Advanced system	Basic system	Missing system
1	0	8	1	4	4	1	4	-4	0
2	0	6	3	3	6	0	3	0	-3
3	3	2	4	5	3	1	2	1	-3
4	0	9	0	3	6	0	3	-3	0
5	6	1	2	8	1	0	2	0	-2
6	1	7	1	3	5	1	2	-2	0
7	1	7	1	4	4	1	3	-3	0
8	0	6	3	0	8	1	0	2	-2
9	0	0	9	0	5	4	0	5	-5
10	5	4	0	9	0	0	4	-4	0
11	0	6	3	0	8	1	0	2	-2
12	1	6	2	2	5	2	1	-1	0

*\*Note: HR Excellence in Research Award holders are marked with dark grey colour.*

## 2.2 CONCLUSIONS

Based on the above mentioned and below presented, we present these conclusions of our practice and experience based on the A4L ACTIONS in the area of advances in career systems:

- 1. We are pleased to announce that our institutions across the EEC countries have achieved notable advancements in various HR areas. We aspire to set exemplary standards at the national level and seek the support of A4L in continuing our progress in these areas.**
- 2. We advocate for each institution to dedicate itself to the development of the HR Excellence in Research Award process. It is evident that institutions holding this award have approached their initiatives in a systematic and sustainable manner.**
- 3. We urge all institutions to commit to ongoing leadership training for their leaders (heads of departments, principal investigators, etc.). Such actions have a significant spillover effect to other areas of the HR management in research.**
- 4. Our experiences underscore the importance of implementing a comprehensive HR strategy that aligns with the overall goals of the institution. This strategy should encompass the entire spectrum of the employee and career lifecycle in academia and research—from recruitment and onboarding to career development, working conditions, and transition processes. However, given the constraints on resources, particularly personnel, it is prudent to adopt a phased approach to policy development and actively engage with change management principles. Introducing new policies gradually facilitates a cultural shift within the institution, which requires understanding and acceptance from all stakeholders.**
- 5. In connection with the above points, our institutions emphasize the critical role of HR professionals who are well-versed in the specifics of academia and research. These experts are invaluable allies to both management and researchers in fostering an open, transparent, supportive, and merit-based work environment.**
- 6. For those affiliated with comprehensive and often fragmented universities, we recommend influencing HR advancements across the entire university to promote integration.**
- 7. A4L organizations recognize that HR management is an ongoing endeavour. Building a high-quality HR system is an iterative process, not only to keep pace with emerging trends and challenges but also to maintain and evaluate the effectiveness of newly implemented initiatives. Activities initiated under the A4L ACTIONS project will continue and will be even deepened during the implementation of the subsequent A4L BRIDGE project.**

Further details on the actions implemented by individual A4L members are provided in Chapter 2 and the comprehensive progress reports in Annex 2.

### 3 OVERVIEW OF HR ADVANCES IN DEFINED HR AREAS

#### 3.1 HR EXCELLENCE IN RESEARCH AWARD IMPLEMENTATION

Out of twelve partners of the A4L, six institutions are holders of the prestigious HR Excellence in Research Award<sup>3</sup> (also “HR Award”). Two partners (MUS, UMFCO) publicly endorsed the Charter and Code. During the implementation of the A4L ACTIONS project, one organisation decided to apply for the HR Award.

As a part of the action plans implementation:

- **MUS** endorsed the Charter and Code in 2021 and started works on the gap analysis and action plan formulation. The Steering Committee has been established, together with working groups consisting of representatives of R1-R4 groups. In 2022, the university submitted the application for the HRS4R, and now is working on implementation of recommendations by the EC evaluators (the HR Award logo has not been awarded yet). A crucial for MUS is to find an experienced HR Award coordinator that will streamline the process and make sure all major comments will be worked out. More information is available publicly at: <https://mu-sofia.bg/en/hrs4r/>
- **UMFCO** sent the Endorsement and Notification Letter to the European Commission to show its formal willingness to apply for the HR Award in 2022. The university appointed members of the Steering Committee and implementation group as well. During 2021-2024, UMFCO prepared the gap analysis with involvement of all university parts and representatives of all staff categories and agreed on the HR action plan. The official HRS4R application is due to be submitted in April 2024.
- **UZSM** reviewed effectiveness of the HRS4R implementation system at the university. In accordance with the new Law on Science and Higher Education, which allows the procedure on the HR Excellence in Research Award to be individually implemented by the member faculties of the University (similarly as it is e.g. in case of CEITEC at Masaryk University), UZSM applied for the HRS4R Award and is in the process of application preparation (gap analysis and action plan) for the initial phase. The motivation for this step was to bring the implementation of the changes more to the target group and use the principles of subsidiarity.

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<sup>3</sup> “The European Commission recognises the 'HR Excellence in Research Award' institutions which make progress in aligning their human resources policies to the 40 principles of the Charter & Code, based on a customized action plan/HR strategy.” (<https://euraxess.ec.europa.eu/jobs/hrs4r>)



**Table 4:** Overview of HR Award and organisations endorsing the Charter and Code holders in the A4L (as of April 2024):

Institution	Coordination and implementation level	Awarded in	Phase
CEITEC MU <sup>4</sup>	unit level	2019	Implementation phase (revised action plan); renewal in 2024
FNUSA-ICRC <sup>5</sup>	unit level	2021	Implementation phase (revised action plan); renewal in 2026
BMC <sup>6</sup>	central level <sup>7</sup>	2020	Implementation phase (revised action plan); renewal in 2025
MUL <sup>8</sup>	central level	2019	Implementation phase (revised action plan); renewal in 2025
UZSM <sup>9</sup>	central level	2013	Award renewal phase; renewal in 2025
UL <sup>10</sup>	central level	2013	Award renewal phase; renewal in 2025
MUS <sup>11</sup>	central level	2021	Charter and Code Endorsement Letter submitted
UMFCD <sup>12</sup>	central level	2022	Charter and Code Endorsement Letter submitted

### 3.2 CAREER DEVELOPMENT, CAREER SYSTEM AND CAREER TRACK

“Career development/system and career track” area was considered as the most advanced in the A4L at the beginning (2021) of the project, measured by highest number of advanced grades (three A4L members) and by low number of “missing system” grades (one A4L member). **Five partners decided to invest into improvement of their career systems within their HR Action Plan, and at the end of the project 7 partners considered themselves to be advanced (+4 compared to 2021) and 1 partner moved from “no system in place” to having a basic system for career development and career system. Currently, all partners have a system in place.**

<sup>4</sup> <https://www.ceitec.eu/hr-strategy-hrs4r/t10811>

<sup>5</sup> <https://www.fnusa-icrc.org/en/career/hr-award-2/>

<sup>6</sup> <https://hrs4r.sav.sk/>

<sup>7</sup> In case of BMC, the HR Award is coordinated by the Slovak Academy of Sciences.

<sup>8</sup> <https://en.umed.pl/hrs4r/>

<sup>9</sup> <https://www.unizg.hr/homepage/hr-excellence-in-research/>

<sup>10</sup> <https://www.uni-lj.si/> (HRS4R web page is under reconstruction)

<sup>11</sup> <https://mu-sofia.bg/en/hrs4r/>

<sup>12</sup> <https://umfcd.ro/en/research-and-development/human-resources-strategy-for-researchers-hrs4r/>

As a part of the action plans implementation:

- **BMC** summarized all possible career tracks of early stage researchers (postdocs) in a form of internal document and adopted a strategy to motivate early stage researchers to apply for prestigious grants and awards that have potential to advance their career development, followed by implementation of support actions, such as internal SAS (Slovak Academy of Sciences) grant programmes for postdocs from abroad to establish an independent research team; “Stefan Schwarz Fund” that selects the best young researchers employed at the SAS and offers them better salary conditions (<https://schwarz.sav.sk/Shell/Home/FrontPage>); an option to receive a status of independent researchers; and announcement of yearly internal award “BMC Talent” for early stage researchers.
- **ICRC** adopted strategic documents “Research Team Life Cycle”, “Catalogue of ICRC Job Positions in Research, Research Support and Administration” and “Adaptation Process – Employee Life Cycle”. The institute established a new department with a focus on employee development and work-life balance. ICRC launched “St. Anne’s Academy” that builds upon a success of the “ICRC Academy” for students (as presented in the deliverable 3.1). The academy offers development opportunities for employees (e.g. internal lectures, workshops, mentoring programme and external training events). Finally, ICRC launched new management training module for team leaders and managers focusing on developing their leadership competencies.
- **LIOS** is waiting for external regulation on the national level, with the plan to prepare internal regulation afterwards. The institute became a member of the New Academic Career Framework task force at the level of Ministry of Education and Science. The institute offers internal grant schemes for R4 and R3 researchers to support their career progression.
- **SU** focused on the promotion of publication activity and established a publication award, with which we reward the achievement of outstanding scientific research results, as well as outstanding publication activity. From 2022, every publication published by a corresponding author with a university (SE) affiliation in a journal belonging to the top 10 percent (D1) of the Scimago Journal Rank specialist list will be awarded a one-time prize by Semmelweis University. The University will also award its outstanding lecturers and scientific researchers who are on the list of “Highly Cited Researchers” published by the Web of Science, a monthly allowance for one year after the publication of the list. Moreover, the Innovation Centre of SU was active in guiding early-stage scientist to prepare their portfolio for an international career path and find the right grants in order to build an acclaimed research portfolio, e.g. via events such as PhD Day and comprehensive web presentation and flyers.

### 3.3 MOBILITY AND INTERNSHIPS

In the area of support for mobility and internships, vast majority of institutes reported high importance of mobility support schemes, such as ERASMUS+ and bi/multilateral mobility agreements during the self-assessment in 2021. **Two partners included this area into their HR Action Plan, and at the end of the project 5 partners considered themselves to be advanced (+2 compared to 2021).**

As a part of the action plans implementation:

- **MUL** appointed “Mobility Ambassadors” to promote mobility among researchers and promoted their personal stories on website to early-stage researchers. Stories of five recruited ambassadors are available here: <http://dwz.umed.pl/ambasadorzy-mobilnosci/> Every year, the Foreign Cooperation Department organizes meetings on Erasmus+ mobility opportunities for students and employees. Invitations are sent to UM and doctoral students via university email, and announcements are posted on the websites. In 2023, seven meetings were held with students (incl. PhD) from all faculties regarding study trips under the Erasmus+ program. Several consultations were organised with employees. MUL was also successful in obtaining funding to establish the Welcome Centre and Friendly Points aiming to enhance services for non-Polish-speaking employees.
- **UL** was working on an improvement of the information flow to researchers about the mobility opportunities, e.g. through setting better cooperation of involved offices (international office, PhD studies office). The university updated the database (with the introduction of the new faculty system) which allows to gain a more precise picture of the number of staff mobilities completed. Before the introduction of the system UL could only track the number of Erasmus+ mobilities now the university can track all mobilities abroad based on the “travel abroad confirmations”.

### 3.4 STRENGTHENING OF GROUP LEADERS AS MANAGERS

**Group leaders are expected not only to have research results, but also to be good supervisors, leaders of team and managers.** They should be able to manage the team in all its aspects (personnel management, financial management). Moreover, there are many more leadership areas (roles) that might be expected, such as being active in the community, being active in institutional governance/management, being active in communication of science, and/or being active as ambassador of the organisation. **Five A4L members covered this area in their HR Action Plans, and at the end of the project 3 partners considered themselves to be advanced (+2 compared to 2021) and 2 partners moved from “no system in place” to having a basic system for supporting group leaders as leaders and managers.**

As a part of the action plans implementation:

- **BMC** organised a workshop “EMBO Forum on Responsible Research<sup>13</sup>” aimed for postdocs and principal investigators. The workshop offered thematic sections on research integrity, data management, emerging policy issues in research assessment, research integrity and transparency in publishing and supervisor’s responsibilities. There were app. 100 participants in the open session and 30 participants in closed session. Furthermore, BMC formulated internal requirements for managerial skills of research leaders.
- **CEITEC** In 2022, CEITEC MU adopted a complex Leadership Policy ([https://is.muni.cz/do/ceitec/uredni\\_deska/politiky\\_a\\_koncepcie/CEITEC\\_Leadership\\_Policy\\_signed\\_2022-02-22.pdf](https://is.muni.cz/do/ceitec/uredni_deska/politiky_a_koncepcie/CEITEC_Leadership_Policy_signed_2022-02-22.pdf)) that is built on three main pillars: (1) Leadership assignment, (2) Leadership development, and (3) Leadership assessment. In 2023, a

<sup>13</sup> <https://www.embo.org/policy/research-integrity/embo-fora-on-responsible-research/>

leadership assessment interviews were piloted. CEITEC director held the interview with eight (out of 28) group leaders. Scientific secretary together with the HR department is responsible for preparation of background documents, including collection of anonymous feedback by members of the research group and other collaborators of the assessed group leader. In the meantime, group leaders are offered with a set of training opportunities focused on managerial and leadership skills (e.g. in 2023, four group leaders/core facility heads participated in extensive leadership/managerial training courses abroad).

- **UL** is preparing a concept for leadership course for the Medical Faculty staff. Training on soft skills development, including leadership, has been incorporated into Medicine and Dental Medicine study programme.
- **UT** continues and further develops its leadership academy for group leaders. The programme lasts throughout the entire year (38 participants went through the academy in the last two years). UT also organises “leader-to-leader seminars” (six seminars over the last two years). UT conducted its first 360-degree feedback survey for leaders. The purpose of the survey is to support leaders’ self-analysis and development, provide feedback to better understand colleagues’ and partners’ expectations and needs, and identify leaders’ strengths and development areas. Following the survey, a feedback session with a consultant helps each leader interpret the results and set new development goals. In order to support staff members holding management and leadership roles, the UT offers trainings and seminars. The topics include giving feedback and recognition, problem solving, financial skills, equal treatment to name some of the titles. In 2023, 21 trainings were organized, the number of participants was 279. There are several peer supervision groups for managers meeting regularly. Seminar series „Leadership club“ is offered. The purpose of the club is to introduce good management practices from the university and elsewhere, to offer fresh thoughts on current leadership topics and give ground for exchanging experience and discussion.
- **UZSM** was working on developing a leadership academy for junior group leaders. Courses on mentoring, leadership and teamwork were established with 160 participants so far. These courses will be held biannually. UZSM also formulated a requirement for the scientists to participate in the workshops to acquire the mentoring and leadership competencies.

### 3.5 RECRUITMENT: INCREASE OF BOTH QUANTITY AND QUALITY OF APPLICANTS

### 3.6 INTERNATIONALISATION, AND RECRUITMENT OF PEOPLE FROM ABROAD

For the purpose of this report, we merged the two HR areas of recruitment into one chapter. **In total four partners were covering this area in their HR Action Plans. At the end of the project 4 partners considered themselves to be advanced (+3 compared to 2021) and 1 partner moved from “no system in place” to having a basic system of recruitment of researchers. Currently, all partners have a system in place.**

As a part of the action plans implementation:

- **CEITEC** successfully adopted the recruitment policy (OTM-R policy) already in 2020 ([https://is.muni.cz/do/ceitec/uredni\\_deska/politiky\\_a\\_koncepcce/CEITEC-](https://is.muni.cz/do/ceitec/uredni_deska/politiky_a_koncepcce/CEITEC-)

[MU Recruitment Policy Final 2020-11-24 Approved.pdf](#)). As a next step, the internal binding norm (Director's Measure 2/2023 Rules of Selection Procedure and Recruitment Process) was adopted to incorporate the policy, specifying responsibilities, procedures, quality standards, etc. Moreover, the HR Department continued in building partnerships with individual group leaders (hiring managers) based on mutual trust and understanding expertise of both parties (researcher and HR specialist). All members of the selection committees participate in the obligatory online training course. Institutional monitoring system was amended with a detailed statistics from the recruitment area.

- **ICRC** launched a standardized monitoring of the recruitment procedures (and plans its systematic launch later in 2024), "*Basic principles of OTM-R process in FNUSA*", "*Selection Procedure Code*" and "*Selection Committee Guide*" were adopted to standardise recruitment procedures at ICRC. ICRC also published information about its recruitment system at <https://fnusa.jobs.cz/recruitment-process>
- **LIOS** successfully established an international scientific advisory panel (kick-off meeting was held in 2023) to support the institute in the recruitment of top researchers.
- **UZSM** took initial steps in the analysis of the current recruitment system, its revision and unification across the university. Further steps depended on the anticipated new law on science (while formulating the action plan the law was discussed in the Croatian Parliament). However, the new legislation did not bring expected positive impact on the recruitment of researchers.

### 3.7 WELCOME SERVICES AND INTEGRATION SUPPORT

Welcome services and integration support for new (typically international) employees becomes a must for all research institutions aiming to attract people from abroad. Recruitment strategy aiming to attract more international staff is related to an endeavour to select from bigger pool of candidates (higher quantity) and consequently to have an option to choose from high quality candidates (higher quality). **Four partners were covering this area in their HR Action Plans. At the end of the project 4 partners considered themselves to be advanced (+2 compared to 2021) and 3 partners moved from "no system in place" to having a basic system of integration support and welcome services.**

As a part of the action plans implementation:

- **MUS** established Welcome Office that serves as a first meeting point for incoming employees and students. So far 69 employees and students from abroad benefited from its services.
- **UT** was working on deepening and customisation of services for international staff. In collaboration with the Welcome Centre (<https://tartuwelcomecentre.ee/>), discussions and seminars were held for internationalization support persons to enhance their understanding of how the centre can assist to foreign employees. The internationalization support network meets 3-4 times a year, and the topics always relate to improving the integration of foreign employees. For supporting foreign employees and fostering integration within the entire university staff, we created a series of

seminars that take place 9 times a year. We call this series the ‘Live Positive Club,’ and we started it in 2020. The topics included, among others: “Psychology of celebration,” “Insights into Estonians’ way of communication,” “Culture shock and adaptation in Estonia,” and “Christmas in Estonia: how to combine divination, blood sausages, and the birth of baby Jesus?” Moreover, UT organised several cultural evenings to celebrate cultural diversity, and offered language courses and events. As of the end of 2023, 42% of Tartu University’s foreign employees had participated in Estonian language courses.

- **VU** formulated a model of new employees’ adaptation programme (to be introduced to faculties), and prepared new section at website (employees’ intranet) dedicated to the onboarding procedure. VU also issued a brochure for newcomers: [https://www.vu.lt/site\\_files/Apie\\_VU/Naujoko\\_gidas\\_LT.pdf](https://www.vu.lt/site_files/Apie_VU/Naujoko_gidas_LT.pdf) The university organises an event for newcomers twice a year - "Newcomer's Day", where new employees have the opportunity to meet each other and top-level managers, hear their presentations and have the opportunity to talk. VU developed and implemented training module for new researchers as a part of procedure for the adaptation of new employees at Vilnius University.

### 3.8 DIVERSITY, EQUAL OPPORTUNITIES, AND WOMEN IN SCIENCE

There is a long-term systematic support of the equal opportunities in science at the level of European Union. Most recently, formal adoption and implementation of “**Gender Equality Plan**” (also “GEP”) is a precondition for Horizon Europe funding. That motivates even more research organisations to launch a systematic support of gender equality.

**Eight partners included gender equality support actions into their HR Action Plan. At the end of the project 6 partners considered themselves to be advanced (+5 compared to 2021) and 3 partners moved from “no system in place” to having a basic system for diversity and gender equality area. Currently, all partners have a system in place.**

As a part of the action plans implementation:

- **CEITEC**<sup>14</sup> prepared and launched a new system focused on prevention and dealing with cases of sexual harassment and bullying consisting of: (1) university “Guidelines for resolving sexual harassment incidents at Masaryk University” were prepared in cooperation with an expert non-governmental organisation Konsent, (2) appointment of “contact persons” from the group of university employees that are available for consultation and guidance (these persons were properly trained by experts in the field), (3) launch of training for employees and students by external providers offered both in Czech and English on voluntary basis, (3) launch of web page with all information, sources and contacts, (4) appointment of the university ombudsperson in 2023. More information available here: <https://www.muni.cz/en/students/sexual-harassment>
- **ICRC** adopted and published the Gender Equality Plan (<https://www.fnusa-icrc.org/en/career/equal-opportunities/>) and appointed Diversity and Inclusion Specialist. As the first hospital in the Czech Republic, ICRC organized gender pay gap

<sup>14</sup> <https://www.ceitec.eu/equal-opportunities-and-diversity/t10876>

analysis using the LOGIB methodology and plans to repeat it on regular basis for the whole hospital. ICRC formulated and published an internal directive defining the process for how to deal with gender-based violence including bullying and sexual harassment in the workplace.

- **LIOS** approved and published the Gender Equality Plan (<https://www.osi.lv/en/gender-equality-plan/>) and implemented several actions to support gender diversity in research, such as seminar on leadership for women, unconscious bias workshop and internal survey focused on wellbeing of employees.
- **MUL** introduced the Gender Equality Plan in 2021: [https://umed.pl/pliki/2022/01/Pismo-okolne-nr-3\\_Plan-Rownosci-dla-UMED.pdf](https://umed.pl/pliki/2022/01/Pismo-okolne-nr-3_Plan-Rownosci-dla-UMED.pdf) and established a working group to implement and monitor the GEP actions. In 2023, updated the Regulations on the policy for counteracting mobbing, discrimination and harassment were introduced at the Medical University of Lodz, accompanied by an e-learning module on „Mobbing and Discrimination – Understanding the Concept “. Newly hired employees are briefly informed about this training as a compulsory component of their onboarding process. Additionally, guidelines on how to counteract mobbing, discrimination, and sexual harassment are available to all employees.
- **SU** is implementing the current Gender Equality Plan (approved in 2021, <https://semmelweis.hu/english/students/equal-opportunities-and-code-of-conduct/>). SU is focusing on work-life balance and support of employees with caring responsibilities. SU operates a workplace kindergarten, provides childcare services during school holidays and offers a variety of flexible working conditions.
- **UMFCD** approved and published the Gender Equality Plan ([https://umfcd.ro/en/wp-content/uploads/2023/RESEARCH/GEP\\_UMFCD -EN.pdf](https://umfcd.ro/en/wp-content/uploads/2023/RESEARCH/GEP_UMFCD_EN.pdf)) and appointed Gender Equality Officer.
- **UT** reported that the Estonian Diversity Charter was issued and is a major policy document for their future work in the area of gender equality. The principles and process of equal treatment have been updated, and many of the proposed solutions have been successfully implemented ([https://ut.ee/sites/default/files/2023-04/Guidelines for equal treatment April 2023.pdf](https://ut.ee/sites/default/files/2023-04/Guidelines%20for%20equal%20treatment%20April%202023.pdf)). For instance, the network of equal treatment support persons has been established. Tartu University’s Equal Treatment website (<https://ut.ee/en/equal-treatment>) presents essential concepts related to discrimination and provides references to Tartu University’s Equal Treatment Guidelines and Gender Equality Plan. Additionally, the website features three animated videos that explain equal treatment topics in a more understandable way. On the university’s building information screens, there is a short video promoting equal treatment, inviting people to explore the website.
- **VU** formulated a procedure for handling and preventing discrimination, mobbing and sexual harassment (<https://www.vu.lt/en/about-vu/equal-opportunities>). The documents reflect the dual help system, where survivors may choose to: 1. Seek help by contacting responsible individuals (without submitting the report) 2. Submit the report. The system has already been tested on real cases. VU makes sure to inform all employees and students about the procedures and offer training.

### 3.9 CULTURE IN SCIENCE, AND CULTURE OF THE INSTITUTE AS HR TOOL

**An institutional culture defines the proper way to behave within the organization. It consists of shared norms, beliefs and values.** Internal culture might be (and usually is) declared by the management, but mostly it must be nurtured and supported by all leaders in the organisation. There is not a one-size-fits-all culture template that meets the needs of all organisations. Indeed, we can identify some values shared in the scientific/academic environment, mostly formulated within codes of ethics, and supported by other institutional strategic documents.

**None of A4L members decided to focus on this area within their HR Action Plan. However, that does not mean the institutions were passive. At the end of the project 3 partners considered themselves to be advanced (+2 compared to 2021) and 4 partners moved from “no system in place” to having a basic system.** This shift can be attributed to the overall influence of the A4L ACTIONS project implementation and spillover effect of actions in the other eight HR areas described above. E.g. CEITEC MU launched two institute-wide events to support internal culture, networking and mutual understanding: (1) Leaders Lunches: weekly event launched in 2023, bringing together all CEITEC leaders – group leaders, core facility heads and heads of administrative departments. The event offers scientific chalk-talks, and also space for sharing information, discussion and building personal connections that smooth mutual cooperation and understanding. (2) Sip of Science: bi-weekly event launched in 2024, bringing together all CEITEC early-stage researchers (PhD candidates, postdocs and junior staff scientists). The format is similar to the Leaders Lunches.



## Annex 1: List of abbreviations

A4L	Alliance4Life
BMC SAS	Biomedical Research Center of the Slovak Academy of Sciences
CAWI	Computer-Assisted Web Interview
CEE	Central and Eastern Europe
CEITEC MU	Central European Institute of Technology of Masaryk University
CF head	Core Facility head
D3.1	Deliverable 3.1 „Best practices in career systems in LS“
D3.3	Deliverable 3.3 „Report on advances in career system upgrades“
DAAD	German Academic Exchange Service
ESRs	Early-Stage Researchers
EU	European Union
FAQ	frequently asked question
FG 3	focus group “HR and mobility” of the Alliance4Life
FGI	Focus Group Interviews
FNUSA-ICRC	International Clinical Research Center of St. Anne's University Hospital in Brno
GEP	Gender Equality Plan
HR	Human Resources
HR Award	HR Excellence in Research Award
HRO	Human Resources Office
HRS4R	HR Strategy for Researchers
ICRC	International Clinical Research Centre of St. Anne’s University Hospital in Brno
IT	Information Technology
LIOS	Latvian Institute of Organic Synthesis
LS	life sciences
M12	month 12 of the project (April 2022)
MUL	Medical University of Lodz
Postdoc	postdoctoral researcher
PR	Public Relations
RIS	Research and Innovations Support Department at CEITEC MU
SAS	Slovak Academy of Sciences
SMART	specific, measurable, action, responsibility assigned, time aspect defined
UL	University of Ljubljana
UT	University of Tartu
UZSM	University of Zagreb School of Medicine
VU	Vilnius University
WG	Working Group

## Annex 2: Progress Reports by Individual A4L Members

### BIOMEDICAL RESEARCH CENTER OF THE SLOVAK ACADEMY OF SCIENCES (BMC SAS)

No.	HR area	Goal and Implementing Action(s) What do we want and how we want to achieve the goal?	Status (completed, extended)	Remarks	Deadline (Q YEAR)	Responsible Unit / Person	Indicator(s) / Target(s)
1	Strengthening of group leaders as managers	Improvement of managerial and leadership skills of the department heads and/or group leaders. Formulation of internal requirements for managerial skills of research leaders. Introduction of training sessions/courses with experienced external expert(s) for department heads and group leaders.	Extended	<p><b>Workshop “EMBO forum – on Responsible Research” (for Postdocs and PIs)</b></p> <p>1) Research Integrity 2) Data management 3) Emerging policy issues in research assessment 4) Research integrity and transparency in publishing 5) Supervisor’s responsibilities</p> <p>Internal requirements for managerial skills of research leaders formulated</p> <p>Planned managerial course for department heads and group leaders with experts from the <b>Academy of Critical Thinking</b> (set for Q3 2024)</p>	Q4 2024	Managing board / Director general	<p><b>1 training</b> (cca100 participants in open session and app. 30 participants in closed session)</p> <p><a href="https://www.embo.org/policy/research-integrity/embo-fora-on-responsible-research/">https://www.embo.org/policy/research-integrity/embo-fora-on-responsible-research/</a></p>
2	Career development/system and career track	Introduction of career system with alternative career options for young scientists, based on transparency and equality of opportunities.	Completed	<p>We summarized all alternative career tracks of young researchers (“post-docs”) in the internal document.</p> <p>Career opportunities are also reinforced by the following supportive actions:</p> <p>1) For “post-docs” from abroad: Successful application for certain SAS programs allows to set up own research team directly. Then it is possible to become a head of the department (successful application for big national grant, eventually for international grants)</p>	Q4 2023	Legal department / HR administrators / scientific secretaries	BMC adopted a strategy to motivate all young researchers to apply for prestigious grants and awards that have potential to advance and/or support their career development

			<p>2) For internal “post-docs”: Firstly, SAS offers a “compensatory allowance” as the compensation between scholarship and “net salary” (in Slovakia, the net salary is lower than scholarship). Next step is to apply for “Stefan Schwarz fund”, which selects highly competitive young researchers employed in SAS and also offers better salary. During this state these holders can achieve status of “independent researcher” who can supervise PhD students. Successful application for national project(s) allows to have an own research team.</p> <p>Recognition of potential group leaders and heads of the department will be a part of the evaluation of all institutes of BMC by the international scientific advisory board in autumn 2024, that will be accomplished in line with COARA principles.</p> <p>We also introduced an annual internal award of young researchers “BMC Talent”– (starting from 2022) in order to motivate their career progress.</p> <p>BMC adopted a strategy to motivate all young researchers to apply for prestigious grants and awards that have potential to advance and/or support their career development</p>			<p>Annual internal evaluation (for scientists, with next vision of activities at BMC)</p> <p>Internal systematisation of job positions</p>
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## CEITEC, MASARYK UNIVERSITY (CEITEC MU)

No	HR area	Goal and Implementing Action(s) What do we want and how we want to achieve the goal?	Status (completed, extended)	Remarks	Deadline (Q YEAR)	Responsible Unit / Person	Indicator(s) / Target(s)
1	Strengthening of group leaders as managers	At the beginning of 2022, CEITEC MU adopted the Leadership Policy. In the next two years, we aim to implement three pillars of the policy, with a focus on: <ul style="list-style-type: none"> <li>• Development of leadership academy for junior group leaders</li> <li>• Pilot implementation of assessment interviews focused on managerial and leadership skills</li> </ul>	Completed	Development of leadership academy for junior group leaders: There is a dedicated HR manager responsible for training for all employees, incl. group leaders. In 2022, we offered training of presentation skills (tailored made for principal investigators), managerial skills, mentoring, and others. Pilot implementation of assessment interviews focused on managerial and leadership skills: We have prepared a draft of template to be filled as background document for the planned assessment interviews. We plan to organise about 3-5 interviews in November/December 2022 as a pilot.	3Q 2023	Scientific secretary	Training plan for leaders; number of leaders that participated in the academy; template for the assessment interviews; number of assessment interviews performed
2	Recruitment: increase of both quantity and quality of applicants	In 2020, CEITEC MU adopted the OTM-R Policy (Recruitment Policy). During 2021, the HR Department started piloting the policy. Based on the recruitment policy, a Director's measure on recruitment will be amended. As a part of the recruitment policy implementation, these areas/measures will be covered: 1. Advert templates using gender sensitive communication (including methodology for their usage) 2. Training for HR managers on gender sensitive communication and advert templates preparation 3. List of standard interview questions 4. Communication policy for communication with candidates and committee members. Composition of recruitment committees for group leader, core facility head and other managerial positions will be monitored and reported regularly.	Completed	In 2020, the Institute successfully adopted the recruitment policy (OTM-R policy). As a next step, the internal binding norm (Director's Measure 2/2023 Rules of Selection Procedure and Recruitment Process was adopted to incorporate the policy, specifying responsibilities, procedures, quality standards, etc. As a part of the recruitment policy implementation, these areas/measures were covered: (1) Advert templates using gender sensitive communication (including methodology for their usage), (2) Guidelines and training on gender sensitive communication and advert templates preparation, (3) Training for selection committee members as an obligatory precondition for nominating the committee members, (4) Amendment of the monitoring/reporting system with gender-disaggregated data of the recruitment agenda	4Q 2022	HR Department	INDICATORS: 1. Director's measure on Recruitment adopted. 2. Share of women and men in the recruitment committees, 3. Share of women and men in all stages of the recruitment procedure.  DESIRED TARGET VALUES: 1. At least 30 % of recruitment committee members will be representatives of minority gender. 2. At least two

				(composition of committees, share of men/women in all stages of the procedure). Link: <a href="https://is.muni.cz/do/ceitec/uredni_deska/opatreni_reditele/opatreni_reditele_2023_02_-_pravidla_vyberovych_rizeni_a_naboroveho_proc_esu/">https://is.muni.cz/do/ceitec/uredni_deska/opatreni_reditele/opatreni_reditele_2023_02_-_pravidla_vyberovych_rizeni_a_naboroveho_proc_esu/</a>			representatives of minority gender should be invited to first round of the recruitment procedure. All HR managers are trained in the area of gender sensitive communication.
3	Diversity, equal opportunities, and women in science	Sexism, sexual harassment and bullying will be addressed to promote safe and healthy working environment. We want (1) to clarify the definition of gender harassment, (2) identify what can be done to raise awareness and prevent its occurrence, and (3) assess how the Institute can effectively respond to stop this type of harassment, as well as any other type of harassment, under the particularly challenging circumstances (high dependence on academic mentor and project for career success) that trainees and junior faculty in academic research institutes face when being bullied or harassed by a colleague. To evaluate current situation, we aim to do an anonymous survey (preferably at the university level) that will be used for formulation of next steps. Appropriate working behaviour course/training for all employees will be included into the onboarding (orientation) of new employees. The training will cover topics of unconscious bias, by stander effect, etc. A contact person will be appointed and trained to help in the case of sexual harassment and/or bullying. Raising awareness campaign will be designed and launched as a part of prevention against sexism, sexual harassment and bullying. Code of working behaviour (non-scientific) will be formulated and included into materials passed to new employees as a part of onboarding process. Web pages will be	Completed	In 2021, CEITEC organised an anonymous survey to all employees focusing on the internal culture – including a topic of safety and prevalence/experience with sexual harassment and bullying. The outcomes of the survey were presented at the all-hands meeting in 2022 and created a basis for design of subsequent steps. In 2022, Masaryk University (of which CEITEC is a part) prepared and launched a new system focused on prevention and dealing with cases of sexual harassment and bullying consisting of: (1) university “Guidelines for resolving sexual harassment incidents at Masaryk University” were prepared in cooperation with an expert non-governmental organisation Konsent, (2) appointment of “contact persons” from the group of university employees that are available for consultation and guidance (these persons were properly trained by experts in the field), (3) launch of training for employees and students by external providers offered both in Czech and English on voluntary basis, (3) launch of web page with all information, sources and contacts, (4) appointment of the university ombudsperson in 2023. CEITEC closely cooperates with the university management in the area of sexual harassment and bullying and builds upon the university system: (1) We added section about sexual harassment and bullying into our brochure for	4Q 2023	Director’s Office (formulation of the policy /system) HR Department (implementation)	INDICATORS/OUTPUTS : Guidelines on how to address bullying and sexual harassment (code of conduct); update of Work@CEITEC_MU (sexual harassment and bullying section); update of information brochure for new employees (sexual harassment and bullying topic); analysis and action plan (sexual harassment and bullying topic); anonymous staff survey focused on sexual harassment and bullying; training for employees on sexual harassment and bullying designed; number of employees trained in the area of sexual harassment and bullying.

		<p>enriched with a section on sexual harassment and bullying.</p>	<p>new employees (we refer to the university web page with the complex information); (2) In 2023, CEITEC nominated two employees to become contact persons according to the point (2) above. These two persons were selected according to their competences to deal with such a sensitive topic, and will be trained by external trainers; (3) We added a section "Sexual harassment and bullying to our HR Strategy web section; (4) We informed about the issue of university guidelines and system in the internal newsletter; (5) As a part of our information system about available training opportunities, we invited our employees to all training workshops organised by the university.</p> <p>Besides the university level, we took an advantage of being a member of the EU-LIFE consortium. In 2021, we co-organised online "Active by stander" training for group leaders. Six group leaders and core facility heads participated in the training. The feedback was very positive and participants supported an idea to offer active bystander training to PhD students and postdocs as well. All group leaders from all EU-LIFE consortium partners where invited. In 2022, we used the same concept of the "Active by stander" training for our junior researchers.</p> <p>In 2022, we implemented the same concept of "Active Bystander" training for our junior researchers. The training was attended by eight junior scientists and postdocs, and it was aimed at helping them to recognize and respond to inappropriate behaviour in the workplace. In the same year, fourteen employees attended a practically oriented training program called "Respect All the Way I," which was organized by the university's rectorate. The training aimed to provide participants with the tools necessary to prevent sexual harassment, bullying, and violence in the academic environment. We offered the</p>			
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				<p>workshop again in 2023, and three employees participated. Additionally, two employees completed the pilot follow-up workshop, "Respect All the Way II." The participants included senior administrative staff, senior scientific staff, PhD students, and HR professionals. We will continue to offer workshops on this issue in the upcoming years.</p> <p>Link: <a href="https://www.muni.cz/en/students/sexual-harassment">https://www.muni.cz/en/students/sexual-harassment</a></p> <p>Link: <a href="https://www.ceitec.eu/hr-strategy-hrs4r/t10811">https://www.ceitec.eu/hr-strategy-hrs4r/t10811</a></p>			
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## INTERNATIONAL CLINICAL RESEARCH CENTER, FACULTY HOSPITAL ST. ANNE (FNUSA-ICRC)

No.	HR area	Goal and Implementing Action(s) What do we want and how we want to achieve the goal?	Status (completed, extended)	Remarks	Deadline (Q YEAR)	Responsible Unit / Person	Indicator(s) / Target(s)
1	Career development/system and career track	<p><b>Creation, adoption and implementation of Career development system</b></p> <ul style="list-style-type: none"> <li>Information research (sharing good practise with similar institutions, internal questionnaire etc.)</li> <li>Creation/revision of related supporting documents (e.g., Creation and termination of research teams, Position catalogue, Role of Supervisor, Adaptation, Evaluation, etc)</li> <li>Discussion and creation of a draft of new Career development system as a set of basic career development principles for different staff categories (admin, research, research support) and different staff levels (supervisor, senior, junior)</li> <li>Commenting and approving the new proposed Career development system</li> <li>Implementation of new Career development system</li> </ul>	<p>Completed</p> <p>Completed</p> <p>Cancelled</p> <p>Cancelled</p> <p>Cancelled</p>	<p>Valuable best practices were shared during a visit to KU Leuven and a meeting with representatives of their career centre (06/2022).</p> <p>The strategic documents like “Research Team Life Cycle”, the internal “Catalogue of ICRC job positions in research, research support and administration” or new “Adaptation process – Employee Life Cycle” were adopted.</p> <p>Cancelled due to a change in the institution's educational concept – launch of St. Anne’s Academy</p> <p>Cancelled due to a change in the institution's educational concept - launch of St. Anne’s Academy.</p>	<p><del>3Q 2023</del></p> <p>3Q 2022</p> <p>4Q 2022 – 2Q 2023</p> <p><del>1Q 2023</del></p> <p><del>2Q 2023</del></p> <p><del>3Q 2023</del></p>	<p>HR Dept, Top mangement , FNUSA HR Development Dept HR department</p> <p>HR department Top management</p> <p>HR Department</p> <p>TM, Researchers</p>	<p>New Career development system adopted</p> <p>Visit of KU Leuven 13.-14.6.2022</p> <p>New internal documents adopted</p> <p>-</p> <p>-</p> <p>-</p>



		<ul style="list-style-type: none"> <li>New FNUSA HR Development Dept.</li> </ul>	New action - completed	<p>Cancelled due to a change in the institution's educational concept - launch of St. Anne's Academy</p> <p>Establishment of a new department dealing with employee development and setting a work-life balance environment for the hospital not only research centre. This department is grant funded and regularly monitors open projects for staff development and working conditions. It is separate from operational running of HR.</p>	1Q 2024	HR Department	New FNUSA HR Development Dept. working under Deputy for HR
		<ul style="list-style-type: none"> <li>St. Anne's Academy launch</li> </ul>	New action - completed	<p>The St. Anne's Academy is one of the "projects" of the new department, building on the success of the ICRC Academy for students. It offers various development opportunities for all or selected categories of employees - from internal lectures and workshops to external events and a mentoring programme.</p>	1Q 2024	FNUSA HR Development Dept.	St. Annes Academy concept presented and published on intranet
		<ul style="list-style-type: none"> <li>Management training launch</li> </ul>	New action - completed	<p>Team leaders and managers are participating in a 3/5-module tailor-made workshop improving their leadership skills. (2Q – 3Q/2023 pilot based on 360-degree evaluation of managers)</p>	1Q 2024	FNUSA HR Development Dept.	Open regular courses
2	Recruitment - Increase of both quantity and quality of applicants	<p><b>Ensuring an open and transparent recruitment process (OTM-R Policy)</b></p> <ul style="list-style-type: none"> <li>Start monitoring the recruitment process for individual positions, including indicators (e.g., category Research/Admin , language of advertisement, advertising channels, response of applicants: M/F;</li> </ul>	Extended	<p>The monitoring table was prepared and the monitoring process has started on Jan 1, 2022. HR Officer is responsible. Evaluation after 1 year. (2022)</p> <p><u>Update 2024:</u> Due to low staffing capacities, it has not been possible to regularly monitor the</p>	<p>1Q 2023</p> <p>1Q 2022 New date: 2Q 2024</p>	<p>Personnel Deputy, HR Dpt, Top management HR Department</p>	OTM-R Policy (a set of internal documents) adopted

		<p>foreigners/Czechs, Slovaks; number of candidates invited to personal interview, etc.). Regular evaluation of monitored parameters.</p> <ul style="list-style-type: none"> <li>• Creation and approval of a document describing the basic principles of open and transparent recruitment in FNUSA-ICRC (in accordance with C&amp;C)</li> <li>• Establishment and approval of an internal "Selection Procedure Code" detailing the process and conditions for the implementation of selection procedures. Familiarization of the staff with the internal regulation</li> <li>• Creation of a methodological manual for the members of the selection committee. Familiarisation of the selection board members with the manual</li> <li>• Possible adjustment of the conditions of the selection process in the above-mentioned internal policies in accordance with the evaluation of the monitoring of the recruitment process.</li> <li>• Publication of the newly adopted recruitment rules in line with the transparency policy.</li> </ul>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Extended</p> <p>New action – Completed</p>	<p>indicators for recruitment and therefore evaluate them. From Q2 2024, the agenda should be reallocated and monitoring should start.</p> <p>The "Basic principles of OTM-R process in FNUSA" has been prepared and approved by the FNUSA Deputy for HR.</p> <p>A new document "Selection Procedure Code" has been prepared by HR and approved by the Management for the whole hospital.</p> <p>A new document "Selection Committee Guide" has been prepared by HR and approved by the Deputy for HR. The manual is always communicated to leaders and members of selection panels through the HR Representative prior to the start of the selection procedure and through the internal information system where it is published.</p> <p>Due to staff capacity reasons, the selection procedures could not be monitored regularly according to plan and therefore could not be evaluated accordingly. New monitoring should start in 2Q 2024 and be evaluated after 1 year. However, regular review of the adopted documents will be carried out according to the internal rules of the institution, i.e. at least once every 3 years, or as required.</p> <p>Publication of the newly adopted recruitment rules on the ICRC's website (FNUSA) for job applicants (Fair hiring)</p>	<p>2Q 2022</p> <p>3Q 2022 Issue date: 1Q 2023</p> <p>4Q 2022 Issue date: 1Q 2023</p> <p>1Q 2023 New date: 1Q 2026</p> <p>Q1 2023</p>	<p>HR Department Top mnmgt</p> <p>HR Department Top mnmgt</p> <p>HR Department</p> <p>HR Department</p>	<p>Principles of OTM-R adopted</p> <p>Selection Procedure Code adopted and published</p> <p>Methodological manual adopted and published</p> <p>Revision of OTM-R Policy documents</p> <p>Publishing of OTM-R – <a href="#">process</a> and</p>
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							<a href="#">principles</a> on website
3	Diversity, equal opportunities, and women in science	<p><b>Implement gender equality policies within FNUSA-ICRC within key areas - Institutional security of gender equality policy, Gender equality in recruitment and career progression, Wage policy, Work-life balance, Organization culture, and workplace relations.</b></p> <ul style="list-style-type: none"> <li>New position of Diversity and inclusion officer responsible for the gender equality agenda is created</li> <li>Develop a gender equality plan as a formal document</li> <li>Analyse the remuneration system using a suitable analytical tool (LOGIB)</li> <li>Collecting and monitoring of gender-segregated data</li> <li>Organization of training (Gender dimension in research and innovation, the use of gender-sensitive language, etc.)</li> <li>Monitoring of grant opportunities for GEP implementation projects etc.</li> </ul>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Extended</p> <p>Extended</p> <p>Completed</p>	<p>The position has been created and filled. New FNUSA HR development department has become part of the organisational structure of the institution</p> <p>GEP has been adopted and published on the FNUSA-ICRC website.</p> <p>LOGIB analysis realised and is repeated regularly</p> <p>Data are continuously collected but not analysed yet.</p> <p>Due to personnel changes and lack of capacities.</p> <p>We got funded project “HRajeme fér – férová nemocnice u sv. Anny from OP Zaměstnanost Plus” including an equal opportunities audit, preparation and implementation of a new</p>	<p>1Q 2022 1Q 2024</p> <p>2Q 2022</p> <p>4Q 2022/ 4Q 2023 4Q 2024</p> <p>4Q 2022 New date: 4Q 2024</p> <p>4Q 2023 New date: 4Q 2024</p> <p>3Q 2023/ 4Q 2024</p>	<p><b>FNUSA HR Development Dept.</b></p> <p>Position of Diversity and Inclusion Specialist. Created FNUSA HR Development Department created. GEP <a href="#">published</a></p> <p>LOGIB realized</p> <p>Gender segregated data are collected and analysed</p> <p>Trainings organized</p> <p>Project prepared and submitted to an appropriate call</p>	

		<ul style="list-style-type: none"> <li>Revision of internal directives, formulation of new working procedures in defined key areas</li> </ul>	Completed	<p>gender equality plan at the institutional level. Monitoring of suitable funding options continues.</p> <p>An internal directive defining the process for how to deal with gender-based violence including bullying and sexual harassment in the workplace has been prepared, adopted and published.</p>	1Q 2024		Internal directives adopted and working procedures formulated (gender-based violence, including sexual harassment)
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## LATVIAN INSTITUTE OF ORGANIC SYNTHESIS (LIOS)

No.	HR area	Goal and Implementing Action(s) What do we want and how we want to achieve the goal?	Status (completed, extended)	Remarks	Deadline (Q YEAR)	Responsible Unit / Person	Indicator(s) / Target(s)
1	Career development/system and career track	To define, formalize and communicate career development path, including horizontal development within the organization	Extended	<ul style="list-style-type: none"> <li>- Waiting for external regulation on national level. Possibly extension of deadline will be required.</li> <li>- LIOS is part of the New Academic Career Framework task force at the Ministry of Education and Science.</li> <li>- To ensure a smooth career promotion of scientists calls for internal research grant proposals of both advanced researchers (R4) and post doctoral stage researchers (R3) have been released. In December 2023 11 and 22 applications respectively have been received. Expected implementation start – March, 2024</li> </ul>	4Q 2024	Deputy Director of Administration Finance and Law	Internal ruling
2	Internationalisation, and recruitment of people from abroad	To establish international scientific advisory panel	Completed	<ul style="list-style-type: none"> <li>- International scientific advisory panel established.</li> <li>- The kick-off meeting of the International Advisory Board took place on December 1st, 2023.</li> </ul>	4Q 2023	Deputy Director for Science	Internal ruling
3	Diversity, equal opportunities, and women in science	To develop and implement gender equality policies	Completed	<ul style="list-style-type: none"> <li>- Gender equality plan approved and introduced.</li> <li>- A seminar on leadership of women was held.</li> <li>- A training for group leaders on human resources management was held in December 2023</li> <li>- A training on overcoming of unconscious was held</li> <li>- A survey on well being of employees was performed, the next survey is in preparations</li> </ul>	4Q 2023	Deputy Director of Administration Finance and Law	Gender equality plan approved and continuous monitoring reports released

## MEDICAL UNIVERSITY OF LODZ (MUL)

No	HR area	Goal and Implementing Action(s) What do we want and how we want to achieve the goal?	Status (completed, extended)	Remarks	Deadline (Q YEAR)	Responsible Unit / Person	Indicator(s) / Target(s)
1	Diversity, equal opportunities and women in science	To develop several actions presented in Gender Equality Plan (promotional activities, trainings)	Completed	<p>The Gender Equality Plan was introduced at MUL in 31.12. 2021 (link: <a href="https://umed.pl/pliki/2022/01/Pismo-okolne-nr-3_Plan-Rownosci-dla-UMED.pdf">https://umed.pl/pliki/2022/01/Pismo-okolne-nr-3_Plan-Rownosci-dla-UMED.pdf</a> ). Subsequently, a Working Group was established comprising representatives from key units responsible for executing the activities outlined in the Gender Equality Plan. The Working Group consistently monitors the progress of implementation of the specified indicators.</p> <p>In 2023, updated regulations for Regulations on the policy for counteracting mobbing, discrimination and harassment were introduced at the Medical University of Lodz (Zarządzenie nr 89/2023 z dnia 7 września 2023 r).</p> <p>Enhanced e-learning modules have been incorporated into the updated version of the training program titled "Mobbing and Discrimination - Understanding the Concept." Newly hired employees are briefed about this training as a compulsory component of their onboarding process. In the latter half of 2023, 41 individuals underwent training. The designated task indicator has been fulfilled, with the team actively engaging in training sessions for new employees during the onboarding process. As of August 7, 2023, a total of 156 enrolments were recorded for the e-learning course "Mobbing and Discrimination - Understanding the Concept," marking the successful completion of this initiative.</p>	4Q, 2024	Rectors Office/ Joanna Orłowska	GEP document indicators

2	Mobility	<p>1. Information campaign among researchers on mobility opportunities</p> <p>2. Extending the international exchange offer of Medical University of Lodz</p>	Completed	<p>As part of our information campaign, we appointed "mobility ambassadors" to promote researcher mobility. We successfully recruited 5 ambassadors, whose stories can be found here: <a href="http://dwz.umed.pl/ambasadorzy-mobilnosci/">http://dwz.umed.pl/ambasadorzy-mobilnosci/</a> .</p> <p>Additionally, we held two information meetings with doctoral students, four meetings with students, and disseminated information about ERASMUS + trips on the Intranet. Furthermore, MUL signed three cooperation agreements with European Universities in 2023.</p> <p>Every year, the Foreign Cooperation Department organizes meetings on Erasmus+ mobility opportunities for students and employees. Invitations are sent to UM and doctoral students via university email, and announcements are posted on the websites. In 2023, two meetings were held with students from all faculties regarding study trips under the Erasmus+ program and three meetings with PhD students.</p> <p>We continue to develop mobility initiatives for both Polish and international students and staff. We secured funding to establish the Welcome Center and Friendly Points, aiming to enhance services for non-Polish-speaking employees.</p>	4Q, 2024	International Cooperation Department /Gracja Mecwaldowska-Domańska	<p>1. 6 mobility ambassadors/ 3 years</p> <p>2. Number of cooperation agreements concluded with the EU: on average 2 per year.</p> <p>Number of contracts concluded with non-EU countries: 1 per year on average.</p> <p>Number of meetings organized: 5 meetings with students and PhD students per year (i.e. 1 meeting for each Faculty / Division)</p>
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## MEDICAL UNIVERSITY SOFIA (MUS)

No.	HR area	Goal and Implementing Action(s) What do we want and how we want to achieve the goal?	Status (completed, extended)	Remarks	Deadline (Q YEAR)	Responsible Unit / Person	Indicator(s) / Target(s)
1	Welcome services and integration support	To Establish an information centre, who will provide its services to students, professors, researchers, enterprises and employers, different actors in educational institutions. It will provide guidance and information for international students and personnel. The aim is to facilitate their integration into Bulgarian society and working life. Welcome Office also offers its services for project development.	Completed	The welcome office already works, for the moment it serves as a first meeting point for incoming students, staff and participants in the frames of different projects. We hired 1 new coordinator, who is now part of this office.	4Q 2023	International office	Number of Incoming persons from abroad, that benefit the services of the centre: 69 Incoming international and Erasmus students, 40 incoming teachers and staff, 2 Maria Sklodowska Curie PhD students.
2	HR Excellence in Research Award implementation	The institution sent application for the HR Award including: <ul style="list-style-type: none"> <li>• Gap analysis</li> <li>• Action plan</li> <li>• Analysis (Charter and Code Checklist) MUS</li> <li>• OTM-R Checklist MUS</li> </ul>	Extended	We are looking for a new HR Specialist, who will contribute to the task performance and to be a point of contact for human resources at the Medical University - Sofia: specifically focusing on improving the strategic capacity in scientific research and on improving the management of human resources and the research career of researchers. MUS prepare but couldn't submit the Gap analysis and OTM-R Checklist because of technical reason: <a href="https://mu-sofia.bg/wp-content/uploads/2022/11/2-GAP-Analysis_Process-Description_MUS.pdf">https://mu-sofia.bg/wp-content/uploads/2022/11/2-GAP-Analysis_Process-Description_MUS.pdf</a> <a href="https://mu-sofia.bg/wp-content/uploads/2022/11/0_OTM-R-Checklist_MUS.pdf">https://mu-sofia.bg/wp-content/uploads/2022/11/0_OTM-R-Checklist_MUS.pdf</a>	4Q 2024	International office	HR award was extended with 1 year: <a href="https://mu-sofia.bg/en/hrs4r/">https://mu-sofia.bg/en/hrs4r/</a>



## SEMMELWEIS UNIVERSITY (SU)

No.	HR area	Goal and Implementing Action(s) What do we want and how we want to achieve the goal?	Status (completed, extended)	Remarks	Deadline (Q YEAR)	Responsible Unit / Person	Indicator(s) / Target(s)
1	Career development/system and career track for young researchers, students	Our goal is to develop a clear and ambitious career development plan for young researcher and students. Young researchers often find themselves lost among the numerous possibilities of scholarships, exchange programs and grants without any professional help. Innovation Center would like to create a carrier path plan for student and young researchers based on proper grants and scholarships that can support their international career path.	Completed	<p>Innovation Center was present at this year's PhD Days of Semmelweis University to promote and present our services that help to guide young scientist to prepare their portfolio for an international career path and find the right grants in order to build an acclaimed research portfolio. We reached out to students and young researchers with flyers and a 40-minute presentation was organized. In the future we aim to be present at events where young researchers participate. Also, Innovation Center made every info that was promoted during this event available on its official website so that it can be achieved by anyone and prepared a mail list for those who are interested in options for young researcher in the field of grants and funds.</p> <p>The university provides a transparent career path for its researchers. In accordance with the provisions of the Hungarian Higher Education Act, they can move up the ladder after reaching the given requirements. The requirements are also included in the Semmelweis University Employment Requirements System.</p> <p>To promote new knowledge and mobilization, Semmelweis University provides the opportunity for lecturers and researchers to receive at least 20% of their income during a study trip abroad - the amount is subject to individual decision - for up to 3 years.</p> <p>In line with the main strategy of the university, the promotion of publication activity was given special importance. In order to achieve this, we created a publication award, with which we reward the achievement of outstanding scientific research results, as well as outstanding publication activity. From October 1, 2022, every publication</p>	4Q 2023	Innovation Center	

				published by a corresponding author with a university (SE) affiliation in a journal belonging to the top 10 percent (D1) of the Scimago Journal Rank specialist list will be awarded a one-time prize by Semmelweis University. The University will also award its outstanding lecturers and scientific researchers who are on the list of "Highly Cited Researchers" published by the Web of Science, a monthly allowance for one year after the publication of the list.			
2	Diversity, equal opportunities, and women in science	Continuously develop and review the existing Gender Equality Plan. Semmelweis University introduced Gender Equality Plan to the institutional culture only in 2021, which means that annual revision of the plan and its implementation needs to be performed in 2022 for the first time.	Completed	<p>The next revision and implementation of GEP actions are scheduled to late autumn.</p> <p>Our equal opportunities policy was completed in 2021 and we constantly check the implementation of its contents.</p> <p>Our goal was to create an organizational system that is suitable for ensuring gender equality. Our institution continuously monitors the implementation of the provisions of the gender equality plan and, if necessary, clarifies the expectations. During our goals, we place great emphasis on creating a work-life balance.</p> <p>To this end, we have also created our family-friendly program. The program ensures that our employees can coordinate their obligations arising from their work with the tasks imposed on them in their private lives. We provide welfare and social support for our employees who are raising children, which contributes to balance work and private life (school enrolment support, summer camp, etc.). We also provide the possibility of part-time employment, flexible work schedules. We operate a workplace kindergarten and provide qualified childcare during school holidays.</p>	4Q 2023	Rector, Chancellor, strategic and development vice chancellor, Education vice chancellor, Legal department	

## UNIVERSITY OF LJUBLJANA (UL)

No.	HR area	Goal and Implementing Action(s) What do we want and how we want to achieve the goal?	Status (completed, extended)	Remarks	Deadline (Q YEAR)	Responsible Unit / Person	Indicator(s) / Target(s)
1	Mobility and internships	To increase the mobility numbers of staff (teaching and training) and include more individuals in the mobilities and internships abroad (the last one especially applies to young researchers) To enhance the visibility of the mobility programmes and mobility options within the University of Ljubljana	Completed	The international office is putting more effort in informing the young researchers and other teachers of the mobility opportunities. We have established a closer cooperation with the office of PhD studies which enables all information flow about mobility to run more efficiently. We have updated the data base with the introduction of the new faculty system which allows us to gain a more precise picture of the number of staff mobilities completed. Before the introduction of the system, we could only track the number of Erasmus+ mobilities now we can track all mobilities abroad on the basis of the "travel abroad confirmations". With the change of the Erasmus+ program to short PhD mobilities we have targeted our PhD Students, and a larger number has taken the opportunity of going abroad. Even the number of Erasmus mobilities is already increasing.	4Q 2023	International relations officer	Number of mobility staff per academic year
2	Welcome services and integration support	The institution will prepare an action plan for the establishment of the welcome service and integration support centre	Completed	Due to the lack of HR and IT support at the Faculty of Medicine the International office of the faculty has prepared some basic support documents that help in the integration process of foreign mobility staff. Note that there are very few international staff employed at the Faculty of Medicine so we are mostly talking about the welcome services for the mobility staff. The updated information is posted on <a href="#">webpage</a> . The decision not to open the Welcome service and integration support centre at the faculty was taken because we will wisely use the services as proved by the University Rectorate in the sense of using their support when applying for the temporary residence permit and when foreign staff is learning the local language. Center for Slovene language at the Faculty of Arts organises a free Slovene language	4Q 2023	International relations officer	Informal feedback from the departments/Institutes hosting foreign staff

				course for the UL employees: <a href="https://centerslo.si/en/courses-for-adults/courses/course-for-the-ul-employees/">https://centerslo.si/en/courses-for-adults/courses/course-for-the-ul-employees/</a>			
3	Strengthening of group leaders as managers	To expand the level of researchers' leadership skills by developing and strengthening leadership styles, increase understanding and inspiring co-workers, enable collaborative teamwork and be able to develop and pursue efficient leadership strategies. Leadership skills will be enhanced by intensive workshops (1 – 3 days) and programs (3-months).	Extended	Due to several big and time-consuming projects with high level of staff involvement (infrastructural projects of new campus, curriculum revision) we decided to postpone training on leadership skills for MF staff. Training on developing soft skills, including leadership, was incorporated into study programme Medicine and Dental medicine.	3Q 2023	HR/Research unit	Nr. of joint projects, assessment on research integrity and working environment

## UNIVERSITY OF MEDICINE AND FARMACY “CAROL DAVILA” (UMFCD)

No.	HR area	Goal and Implementing Action(s) What do we want and how we want to achieve the goal?	Status (complete d, extended)	Remarks	Deadline (Q YEAR)	Responsible Unit / Person	Indicator(s) / Target(s)
1	HR Excellence in Research Award implementation	<p>1. Background note on approving the accession of the UMFCD to the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&amp;C)</p> <p>2. Decision of the UMFCD Board regarding the approval of the accession to C&amp;C and the organization of the activities developed to obtaining the Diploma of Excellence for Human Resources.</p> <p>3. Nomination of: A.1. Steering Committee. A.2. Implementation technical working group responsible for carrying out: i. Analysis of the problems faced by the institution in this field based on carrying out a GAP Analysis ii. Process implementation.</p> <p>4. GAP Analysis – Diagnostic and Assessment Report</p> <p>5. Self-assessment on open, transparent and merit-based recruitment (OTM-R).</p>	Extended	<p>On May 2022, the UMFCD represented by the University Administrative Council approved the accession to the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&amp;C).</p> <p>On June 2022, UMFCD represented by the Rector sign the Declaration of Commitment, sending the Endorsement Letter to the DG Research and Innovation to ensure a stimulating research environment for researchers on mobility.</p> <p>On July, UMFCD started the procedure for the HR Excellence in Research Award by developing and operationalizing institutional and implementation arrangements in order to provide overall oversight of the HR Award procedure, facilitate strategic decision-making, and ensure cross-agency coordination during Program implementation. For this purpose, a Coordination Committee, headed by the Scientific Research Vice-Rector of the UMFCD and comprising of the Vice-Rector for institutional strategy, academic evaluation and quality, the Director of Directorate for Research, Development and Innovation and the <b>Director of Human Resources</b> was established to provide strategic oversight and guidance during HRS4R procedure for implementation.</p> <p>An implementation technical group composed of Vice-Deans of Science and Research of Faculty of Medicine, Faculty of Dental Medicine, Faculty of Pharmacy, Vice-Dean of Science and Research, Institutional Strategy and Academic Quality Evaluation, Faculty of Midwifery and Nursing, a representative of Human Resources Department and a representative of Directorate for</p>	2Q 2023	Scientific Research Vice-Rector	<ul style="list-style-type: none"> <li>- Approval of the accession to the C&amp;C</li> <li>- Declaration of Commitment signed</li> <li>- HR Award application submitted via Euraxess portal</li> <li>- Coordination Committee established</li> <li>- Technical Working Group established</li> <li>- Questionnaire developed for the consultation of the academic and research community</li> <li>- First internal GAP analysis action plan developed and approved by the Executive Board of the University Administrative Council</li> <li>- HR award received</li> </ul>

			<p>Research, Development and Innovation, will be jointly responsible for the institutional-level day-to-day supervision, technical guidance, and actual implementation of the HRS4R. They Technical Working Group is responsible for supervising HRS4R procedure and implementation according to their areas of competence and ensuring timely coordination with the relevant departments within each entity that are responsible for the implementation of the activities to achieve HRS4R.</p> <p>The consultation of the academic and research community was carried out in November by disseminating the questionnaire developed in August-September within the TWG. The design of the questionnaire was based on the operationalization of all four categories of principles that the Charter and the European Code of Researchers mention and promote as recommendations in the strategic approach to the research career.</p> <p>In November 2022, 181 out of 2268 persons involved in teaching and research participated in the questionnaire. As the percentage of respondents was considered low, the questionnaire was repeated in May 2023, adding the technical-administrative staff involved in UMFCF research projects.</p> <p>A total of 506 respondents (N = 506) out of a total of 2423 teaching, research and technical-administrative staff involved in research projects participated in the questionnaire in May 2023.</p> <p>The results of the internal analysis will be used to compare the practices and procedures applied at the university with the provisions of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researcher and starting point for the analysis of the situation of researchers and the optimization of their activities. The following activities have been completed:</p> <ol style="list-style-type: none"> <li>1. Report resulting from the UMFCF community consultation on the implementation of the principles of the Charter and the European Code for Researchers –</li> </ol>			
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				<p>finalized on 13 June 2023; 2. GAP Analysis finalized on 11 July 2023 the; 3. Checklist and Self-Assessment for Open, Transparent and Merit-based Recruitment (OTM-R) finalized on 21 July 2023 the; 4. Action Plan finalized on 7 September 2023. Feedback from HRS4R team: PENDING (minor changes) with a revised application.</p> <p>Between December 2023-March 2024, the analysis and revision of the medium-term Institutional Strategic Plan of our university was carried out through the active involvement of all the departments and centers of the university. A SWOT analysis was carried out and new actions were introduced, taking into account the comments of the HRS4R experts. The revised Strategic Institutional Development Plan of UMFCD 2021-2029 received the approval of the Board of Trustees on March 5, 2024, and of the Senate on March 7, 2024. The Action Plan of the HRS4R process was also revised during these months incorporating all the changes proposed by the HRS4R evaluation team. The revised Action Plan was approved by the Board of Trustees. In view of the institutional changes at the management level of the university and research structures, the composition of the Steering Committee and the Technical Implementation Group has been revised. The review also aimed to include new community members from all academic-research levels who were part of the working groups for the Institutional Strategic Plan review.</p>			
2	Diversity, equal opportunities, and women in science	<ol style="list-style-type: none"> <li>1. Background notes on developing and approving the GE Plan</li> <li>2. Decision of the UMFCD Board regarding the approval of the GE Plan</li> <li>3. Background note regarding the appointment of the GE officer</li> <li>4. Decision of the UMFCD Board regarding the approval of the GE Plan</li> <li>5. Development of an internal electronic tool (website/platform) to support information and education, as well as enable reporting of sexual harassment and discrimination</li> </ol>	Completed	<p>On June the UMFCD approved and published on the website the GE Plan comprising the 5 areas of intervention recommended by Horizon Europe, objectives, key measures, target audience, timeline, responsible persons, and indicators to measure progress.</p> <p>On July the GE officer was appointed to be responsible for monitoring and ensuring that workplace procedures and practices respect gender equality</p> <p>On 24-25 November, GE officer and her team will be participating online at the conference “Ending gender-based violence in academia”, Prague, Czech Republic</p>	4Q2024	<p>GE Plan approved and published on the UMFCD website.</p> <p>GE officer appointed.</p> <p>New Regulation concerning the</p>	

		6. Updating the university's Code of Ethics with provisions against gender-based violence, including sexual harassment		The University Ethics and Deontology Commission of UMFCO "Carol Davila, CEDU, had drawn up the new Regulation concerning the organisation and functioning and their specific procedures, approved in the meeting of the Senate of UMF "Carol Davila" Bucuresti from 08.05.2023		CEDU University Ethics and Deontology Commission	organisation and functioning, and their specific procedures updated
3	Career development/ system and career track	<p>A study on the satisfaction of UMFCO employees (teaching and administrative staff) will be developed and carried out with reevaluation and integration of its results in the institutional development plan/strategy.</p> <p>The development of a strategy for attracting and maintaining human resources within the university, ensuring opportunities for the development of the university career in synergy with the medical practices, and continuous professional training throughout life</p>	Completed	<p>1.The HRS4R consultation of the academic, research and administrative community. A total of 506 respondents (N = 506) out of a total of 2423 teaching, research and technical-administrative staff involved in research projects participated in the questionnaire</p> <p>2. Level of student satisfaction according to professional and personal development and the learning environment provided by the university was analysed at institutional level according to university's own methodology, by sending questionnaires to all students' institutional email addresses. 1380 students responded to the institutional e-mail. The responses were used for the continuous adaptation of the university learning process, for the rapid operationalization of the improvement measures and for operational planning for the academic year 2023 - 2024.</p> <p>3. Analysis of academic staff opinions on teaching and research activities in university. The questionnaire for academics was also sent as a link to institutional email address and with the confidentiality of individual responses protected. Responses were received from about 40% of the teaching staff (N=805 respondents).</p> <p>Developing opportunities for teacher training There was identified solutions to increase access of young teachers to psycho-pedagogical training. In this regard, based on the Protocol of Collaboration with the University of Bucharest, in 2022-2023, 57 young teachers participated in the pedagogical training module, 53 of them have graduated from both Module I and Module II. In 2023-2024, 75 young academic staff have been enrolled and 73 of them graduated. All participants in the pedagogical</p>	2Q2023  3Q2023	Scientific Research Vice-Rector	<p>The HRS4R Action Plan revised contains activities related to career development such as:</p> <p><b>Develop a performance appraisal system for all researchers.</b></p> <p>Indicator: Performance appraisal system for all researchers approved and posted on the institutional website, in Romanian and English</p> <p><b>Dissemination of the results obtained from research activities, by supporting the expenditures of publications in prestigious open access journals.</b></p> <p>Indicator: Minimum 150/year publications supported by UMFCO within "Publish not perish" Program</p>



				<p>training were supported with tuition fees from the university's own funds.</p>		<p><b>Supporting of new high-quality doctoral coordinators and developing European doctoral programmes</b>  Indicator: Annual increase of at least 2% in the number of new PhD coordinators  Baseline: 299 PhD supervisors within Doctoral School at the beginning of the academic year 2022-2023</p> <p><b>Developing pedagogical training opportunities for university teachers - ensuring systematic access to pedagogical training programmes for all teachers, organising pedagogical workshops</b>  Indicator: 10% increase of the number of teachers who completed their pedagogical training in the academic year</p> <p><b>Creating a critical mass of highly qualified researchers and support staff in</b></p>
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							<p><b>order to sustain performance and to assure the training of young talent.</b>  Indicator: At least 1 international/national project to support the training of researchers and support staff; At least 20 researchers trained in research management skills; At least 50 young researchers (ESR) trained in technology transfer</p> <p><b>Ensuring the increased visibility of the university through transparent financial support for academics and researchers to participate at prestigious international events.</b>  Indicator: Increasing by 10% the annual number of participations at the conferences, workshops supported by university funds.</p>
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## UNIVERSITY OF TARTU (UT)

No	HR area	Goal and Implementing Action(s) What do we want and how we want to achieve the goal?	Status (completed, extended)	Remarks	Deadline (Q YEAR)	Responsible Unit / Person	Indicator(s) / Target(s)
1	Diversity, equal opportunities, and women in science	<ul style="list-style-type: none"> <li>- Promoting and implementing renewed guidelines for equal treatment</li> <li>- Equal treatment website (incl. statistics, guidelines, counselling options)</li> <li>- Signing the Estonian Diversity Charter</li> <li>- Trainings and events (incl. conference) to promote the topic among members of university, enhancing awareness</li> <li>- Highlighting achievements of female academic staff members</li> <li>- Articles, opinion stories in university's magazine (incl. online)</li> </ul>	Completed	<p>- The <a href="#">principles and process of equal treatment</a> have been updated, and many of the proposed solutions have been successfully implemented. For instance, the network of equal treatment support persons has been established.</p> <p>- We created <a href="#">Tartu University's Equal Treatment website</a>, which now highlights essential concepts related to discrimination and provides references to Tartu University's Equal Treatment Guidelines and Gender Equality Plan. Additionally, the website features three animated videos that explain equal treatment topics in a more understandable way. On the university's building information screens, there is a short video promoting equal treatment, inviting people to explore the website. We have also prepared brochures in both Estonian and English, including a procedure for resolving complaints, as well as posters encouraging people to visit the equal treatment website. These posters are displayed at various university buildings and units in regions:</p> <ul style="list-style-type: none"> <li>- <a href="#">Estonian Diversity Charter</a> has been signed .</li> <li>- In March 2022, the online mental health conference 'Equality and Justice' took place, and the recording is available at the website. As of March 2024, the conference has been viewed approximately 2200 times. We have special training "Equal treatment ABC". In 2022, two internal trainings on the topic of "Equal Treatment ABC" were held. The same training was conducted a total of four times in 2023. A total of 66 University of Tartu employees participated in these trainings.</li> </ul> <p>The training titled 'Challenges of Diverse Teams: Masterclass on Managing Team Relationships' is more extensive than usual, spanning 22 academic hours. We</p>	2Q 2023	Academic secretary	Renewed guidelines and principles are implemented. Web page completed and in use. Agreement signed. Number of participants 1000 4 articles featuring female scientists

				<p>offered this training to our employees three times in 2022 and 2023. A total of 25 people participated. In 2023, the <a href="#">network of equal treatment support persons</a> was established. A total of 36 University employees were trained, of whom 19 expressed a desire to become equal treatment support persons.</p> <p>- In 2022, Tartu University and the Estonian Young Academy of Sciences celebrated the international day “Women in Science” as part of their initiative. They invited female scientists to showcase their work on social media using the hashtags #naisedteaduses (women in science) and #WomenInScience. The celebration of “Women in Science” continued in 2023. From February 8th to 11th, a social media campaign aimed to highlight scientists’ activities and share their latest discoveries, using the hashtags #NaisedTeaduses and #WomenInScience. Infographics related to the topic were displayed on the university’s building information screens. As a follow-up event, a panel discussion took place at the Tartu Electric Theatre on February 14th, focusing on gender equality and women in science, followed by a joint screening of the documentary film “Picture a Scientist.” UT (Tartu University magazine) has a circulation of 2800 copies. The article titled “Equal Treatment Creates Workplace Harmony” was also published in the online edition. In November 2023, an article titled “Sexual Ethics: Is Consent Enough?” was published in the UT magazine</p>			
2	Welcome services and integration support	<ul style="list-style-type: none"> <li>- Cooperation with Welcome Center to customize services</li> <li>- Compiling new information materials for international staff</li> <li>- Organizing events introducing Estonian culture and country</li> <li>- Extending opportunities to learn Estonian to international staff and their family members</li> </ul>	Completed	<p>In collaboration with the Welcome Center, discussions and seminars were held for internationalization support persons to enhance their understanding of how the center can assist our foreign employees. The internationalization support network meets 3-4 times a year, and the topics always relate to improving the integration of foreign employees. Information materials are available and <a href="#">website</a> as well.</p> <p>- In 2022, nine meetings were held with 98 participants. The topics included, among others: “Psychology of celebration,” “Insights into Estonians’ way of</p>	4Q 2024	HR Office	<p>Services are agreed on and are available. Printed and online information materials are available. 5 events per year 40% of international staff</p>

				<p>communication,” “Culture shock and adaptation in Estonia,” and “Christmas in Estonia: how to combine divination, blood sausages, and the birth of baby Jesus?”</p> <p>In 2023, eight meetings took place with 123 participants. The topics included, among others: “Coping with negative feedback,” “Coping with a difficult personality,” and “The power of belonging.”</p> <p>In 2022, three cultural evenings were organized to celebrate cultural diversity. These events were open to all interested individuals, including those outside the university. Over 70 people participated in these evenings. The cultural evenings included an Iranian cultural night in March, a Japanese cultural night in May, and an Armenian cultural night in November.</p> <p>-In 2023, the focus for supporting the integration of foreign nationals was on diversifying <a href="#">language learning programs</a>. Additional initiatives included language cafés, language buddies, tandem learning, and language camps. As of the end of 2023, 42% of Tartu University’s foreign employees had participated in Estonian language courses</p>			members have been learning Estonian
3	Strengthening of group leaders as managers	<ul style="list-style-type: none"> <li>- leadership academy for group leaders</li> <li>- seminar series for leaders to share best practices</li> <li>- leadership training in collaboration with U4/Enlight universities</li> <li>- trainings for managers on different topics</li> <li>- 360° feedback for managers and personality questionnaire and feedback for managers participating in leadership academy</li> </ul>	Completed	<p>-In 2022, 17 leaders completed the leadership development program, and in 2023, 21 leaders participated. The program spans 6 ECTS credits and lasts throughout the entire year. There are a total of 9 meetings, along with additional interim meetings.</p> <p>- Although there were fewer leader-to-leader seminars, a total of six took place over the course of two years. However, we have introduced leadership skills workshops into the training program. These workshops are four academic hours long and allow leaders to practice effective leadership styles. The workshops cover various topics, including empowerment and recognition, problem-solving, and implementing motivating goals. In total, there were 21 leadership training sessions with 279 participants in 2023.</p> <p>- The U4/Enlight Leadership Academy took place, designed for academic leaders, took place between March 2022 and March 2023. A total of 23 leaders from five universities in the program. Each university</p>	4Q 2022	HR Office	<p>Training plan for leaders:</p> <p>14 participants yearly</p> <p>5 seminars yearly</p> <p>4 events</p> <p>10 trainings</p> <p>74 managers (360 feedback), 14 managers (leadership academy)</p>

			<p>organized a three-day training session. The University of Tartu held its training session in December 2022, with five leaders participating.</p> <p>- Tartu University conducted its first 360-degree feedback survey for leaders. The purpose of the survey is to support leaders' self-analysis and development, provide feedback to better understand colleagues' and partners' expectations and needs, and identify leaders' strengths and development areas. Following the survey, a feedback session with a consultant helps each leader interpret the results and set new development goals. Feedback was collected from members of the rectorate, heads of institutes, colleges, and institutions, leaders of support units, and vice-deans – a total of 74 leaders in higher positions. Feedback was provided by team members, other leaders, cooperation partners, and immediate supervisors, totalling approximately 15–20 individuals. Additionally, leaders were asked to complete the same questionnaire about themselves. Involving various stakeholders helps create a balanced overview of how a leader's actions are perceived. Individual feedback reports were sent to all participating leaders, including a comparison of the leader's self-assessment with other respondent groups. A consultant assisted in interpreting the feedback during a 90-minute conversation. Individual reports were sent to leaders before the conversation took place. All collected data is treated confidentially.</p>			
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## UNIVERSITY OF ZAGREB SCHOOL OF MEDICINE (UZSM)

No	HR area	Goal and Implementing Action(s) What do we want and how we want to achieve the goal?	Status (completed, extended)	Remarks	Deadline (Q YEAR)	Responsible Unit / Person	Indicator(s) / Target(s)
1	Strengthening of group leaders as managers	Development of leadership academy for junior group leaders Launching of workshops and courses in transferable skills for young investigators Pilot establishment of interviews focused on managerial and leadership skills	Extended	Programmes of courses and workshops were established for Mentor training and Leadership and teamwork; 120 and 40 (respectively) scientists completed the programmes. They will be held biannually. Requirements have been adopted defining the UZSM scientists -participation in workshops to acquire the mentoring and leadership competencies in the course of advancing in their faculty career. The Vice Dean for Science was fully supporting the implementation of the programmes and advocated for them at the relevant bodies of the UZSM and the Dean's Collegium.  Workshops and courses in transferable skills for young investigators are planned in the next years. 17 young scientists participated in A4L Skills Academy and ESR (on site)	4Q 2024	Vice-dean for Science and UZSM FG3 dedicated Working group	Training plan for leaders; Mandatory participation in the leadership course; List of topics selected for workshops and courses defined. Template for assessment interviews; (First) interviews for leaders performed
2	HR Excellence in Research Award implementation	UZSM will evaluate, redefine and advance existing University of Zagreb HR Award on the basis of: <ul style="list-style-type: none"> <li>• Current state analysis</li> <li>• Action plan</li> </ul>	Extended	In accordance with the new Law on Science and Higher Education, which allows the procedure on the HR Excellence in Research Award to be individually implemented by the member faculties of the University, UZSM applied for the HRS4R Award and is in the process of application preparation (gap analysis and action plan) for the initial phase. As HRS4R is a long-term commitment, the implementation of the action plan will be an ongoing process with assessment of the implementation repeated cyclically every three years	4Q 2024	Deputy Vice-dean for Science and UZSM FG3 Vice-Chair	HR award received
3	Recruitment: increase of both quantity and quality of applicants	Analysis of existing recruitment system Harmonisation of the system with University of Zagreb Revision of recruitment system/ Formulation of advancement and new recruitment system	Extended	The analysis of the existing recruitment system was partly presented in the recent UZSM reaccreditation process. The attempts of the revision of recruitment system were not successful.	1Q 2025	UZSM HR Committee and UZSM FG3 dedicated	Novelties and revision in recruitment system defined,

				In the meantime the new Law on Science have been adopted, but without advanced and favourable new regulations		Working Group	New standards defined and adopted (approved by the Dean/UZSM Senate)
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## VILNIUS UNIVERSITY (VU)

No	HR area	Goal and Implementing Action(s) What do we want and how we want to achieve the goal?	Status (completed, extended)	Remarks	Deadline (Q YEAR)	Responsible Unit / Person	Indicator(s) / Target(s)
1	Welcome services and integration support	Developed procedure for the adaptation of new employees at Vilnius University	Completed	<p>Description of the adaptation process of new employees is prepared by Personnel Department, it is in approval stage. Next step after the project will be the introduction of it to the VU faculties and each faculty will be obliged to develop the programme internally.</p> <p>VU intranet (internal platform for communication) special dedicated section with the basic information for new employees is prepared.</p> <p>There is a prepared and publicly available <a href="#">newcomer's guide</a>, which is sent to every new employee on his / her first day of work. This is a PDF file for newcomers that puts in one easy-to-access place all the basic information about the organization and links to primary to know documents. It is prepared in Lithuanian and English, but English version is only in PDF.</p> <p>We updated the part of the Personnel department on the VU intranet, which contains information relevant to all employees about the activities of the personnel department. In the same place are presented all documents regulating these activities (LT and EN versions). It is a particularly convenient tool for new employees in the first days or years learning about the organization's processes. The intranet also contains prepared answers to the most frequently asked questions (FAQ) on three personnel field topics: about granting vacations, signing documents by electronic signature and preparation for annual interviews. English versions of this FAQ are currently in preparation.</p>	1Q 2024	Personnel Department	Adaptation process of new employees' preparation is finished; Newcomer's guide

			An event for newcomers is organized twice a year - "Newcomer's Day", where new employees have the opportunity to meet each other and top-level managers, hear their presentations and have the opportunity to talk. Also, new managers can participate in the cycle of training for managers organized by the Personnel Department.			
	Developed and implemented training module for new researchers as a part of procedure for the adaptation of new employees at Vilnius University	Completed	Research and Innovation Department has already completed the first phase of the module - prepared the main Guide for the new researchers (LT and EN versions) with the possibilities to select the trainings needed individually or in groups.	1Q 2024	Research and Innovation Department	Finished Guide for the new researchers, section with the trainings content is included. The trainings are being performed when the need is selected (the researchers are trained in groups).
	Developed programmes for the adaptation of new employees at Vilnius University's Life Sciences Center and Faculty of Medicine	Completed	After the adaptation programme initiated by Personnel Department, will be approved on the institutional level, the faculties will develop the programmes internally. In 2023 the Mentorship programme developed by the Vilnius university Central administration started. Teachers with knowledge and competences in the field of pedagogical activities exchange good practices with newly employed teachers (duration - 8 months). In 2023 a new Department of Educational Competences was established in the Faculty of Medicine. This department is responsible for organising and coordinating training related to the development of general and didactic competences of academic and non-academic staff.	1Q 2024	Personnel Department; Research and Innovation Department; Life Sciences Center and Faculty of Medicine	Approved programmes and responsible employees for the implementation of programmes at Life Sciences Center and Faculty of Medicine
	Implementation of programmes for the adaptation of new employees at Vilnius University's Life Sciences Center and Faculty of Medicine	Completed	After the adaptation programmes will be approved at Vilnius University's Life Sciences Center and Faculty of Medicine, it is planned to start the implementation stage. According to above mentioned Mentorship programme, 3 teachers of Life Sciences Center became mentors of newly employed teachers at the center.	1Q 2024	Personnel Department; Research and Innovation Department; Life Sciences Center and	Implemented measures of programmes at Life Sciences Center and Faculty of Medicine

						Faculty of Medicine	
2	Diversity, equal opportunities, and women in science	Preparation of the description of procedure for handling and preventing discrimination, mobbing and sexual harassment	Completed	<p>Two documents reflecting the University's policy as well as procedure for handling and preventing discrimination, mobbing and sexual harassment were confirmed on 22nd of March 2023.</p> <p>1. Policy on the Prevention of Discrimination, Harassment, Sexual Harassment, Violence and Persecution at Vilnius University (hereinafter – the <a href="#">Prevention Policy</a>)</p> <p>2. Description of the Procedure for the Investigation of Discrimination, Harassment, Sexual Harassment, Violence, and Persecution Cases at Vilnius University (hereinafter – the <a href="#">Description of the Procedure for the Investigation</a>)</p> <p>The documents reflect the dual help system, where survivors may choose to: 1. Seek help by contacting responsible individuals (without submitting the report) 2. Submit the report.</p> <p>With the community the documents are shared via document management system. Also, the documents as well as short description with a visual representation of the system are shared in the intranet and on the official VU <a href="#">website</a>.</p> <p>The system was also presented to students and employees via different events, such as students integration days, newcomer's day and other.</p> <p>Anti-discrimination trainings were held for managers, online trainings on sexual harassment and on psychological violence (mobbing) prevention are also available.</p>	1Q2023	Community Development Department	Cases of discrimination, mobbing and sexual harassment are dealt with according to clearly defined procedures.
		Application of the description of procedure for handling and preventing discrimination, mobbing and sexual harassment at Life Sciences Center and Faculty of Medicine	Completed	The procedure entails, that every academic unit at Vilnius university has to have a responsible employee, who is assigned the functions of counselling the members of the unit's community on discrimination, harassment, sexual harassment, violence and persecution, other issues related to the implementation of this Prevention Policy, and other	2-3Q 2023	Community Development Department; Life Sciences Center and Faculty of Medicine	Cases of discrimination, mobbing and sexual harassment are specifically dealt according to Life Sciences Center's and

				<p>functions specified in the Prevention Policy and the Description of the Procedure for Investigation. Life Sciences Center and Faculty of Medicine have assigned such employees.</p> <p>There were 4 collective responsible employee meetings/trainings held, where their responsibilities were discussed (2 in 2023: on October 23rd, December 11th; and 2 in 2024: January 30th, February 29th). Information about the help available and the contact details as well as functions of responsible employee are shared on the Life Sciences Center <a href="#">website</a>. A responsible employee at the LSC introduced herself and her functions during meetings of different LSC departments (on October 6th, 27th 2023). A community psychologist at the Life Sciences Center has been employed and in 2023 provided 199 <a href="#">consultations</a>.</p>			Faculty's of Medicine practices
	Analysis and reflexion of discrimination, mobbing and sexual harassment cases at Life Sciences Center and Faculty of Medicine	Completed	<p>In 2023 Trust Line (managed by central administration, Community Well-being Division) was addressed by 8 community members, that did not want to write the report (1 from LSC, 3 from MF) and received 4 reports (2 from MF)</p> <p>Since the Description of the Procedure for the Investigation came into force, no reports or claims were received through a responsible employee at the Life Sciences Center. Emotional well-being sessions were organized for students (16 participants) and employees (10 participants), a survey was conducted on mental health strengthening needs. Based on that information mental health strengthening plan 2024 was drafted and is being implemented.</p> <p>Since the Description of the Procedure for the Investigation came into force, the Faculty of Medicine has received 3 reports. One employee and one student, who applied, asked that their reports not be investigated. We talked to both of them, and they said that situation is not serious and there are other ways to resolve the dispute.</p>	4Q 2023	Community Development Department; Research and Innovation Department; Life Sciences Center and Faculty of Medicine	The direction of future action on antidiscrimination issues is based on analysis of mobbing and sexual harassment cases at Life Sciences Center and Faculty of Medicine is discussed and implemented	

				<p>In the Faculty of Medicine was one situation, when 2 students blamed each other, so their reports were investigated by a Central Commission.</p> <p>Trust line (Central administration, Community Well-being Division) cooperates with Faculty of Medicine (responsible employee) in their efforts to resolve the forementioned discrimination, harassment, and mobbing instances.</p> <p>On February 14<sup>th</sup> (2024), a comprehensive discussion took place between the members of the Commission for the Prevention and Investigation of Cases of Discrimination, Harassment, Sexual Harassment, Violence, and Persecution, and the managerial and administrative staff of the Faculty of Medicine. The focal point of the conversation was the examination of past instances of discrimination and harassment, delving into the strategies employed for resolution, evaluating the effectiveness of implemented measures, and identifying both successful and unsuccessful outcomes. Additionally, participants explored the requirements for further support from the central administration, such as training initiatives and access to information on psychological assistance.</p>			
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<sup>1</sup> **Completed** = successfully finished/implemented action; **extended** = deadline was postponed.