

TEMPLATE 2: HR STRATEGY - ACTION PLAN

Name Organisation under review: *Institute for Anthropological Research*

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Web link to published version of organisation's HR Strategy and Action Plan:
<http://www.inantro.hr/en/2017/01/09/hr-excellence-in-research-2/>

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1. ORGANISATIONAL INFORMATION

*Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	26
<i>Of whom are international (i.e. foreign nationality)</i>	0
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	1
<i>Of whom are women</i>	17
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	18
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	4
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	4
<i>Total number of students (if relevant)</i>	0
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	33
RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	1.020.035,00
<i>Annual organisational direct government funding (designated for research)</i>	870.00,00
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	150.035,00
<i>Annual funding from private, non-government sources, designated for research</i>	0
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<i>The Institute for Anthropological Research, Zagreb, Croatia, is a public scientific institution founded in 1992. The primary task of the Institute is to conduct scientific research in anthropology and human genomics, in the field of humanities, social sciences and natural sciences, biomedicine and health; especially research related to population structure. The programme of the Institute consists of programmes of permanent scientific activity, contractual scientific projects, collaborative programmes and programmes of educational, publishing and advertising activities related to anthropology. The Ministry of Science and Education of the Republic of Croatia has the rights and obligations of the founder of the Institute.</i>	

2. NARRATIVE (MAX. 2 PAGES)

The Institute for Anthropological Research continues to insist on the highest ethical and professional aspects, which are regulated through various documents and protocols of the Institute. This issue can be challenging for the Institute because of its multidisciplinary nature. However, all researches of the Institute, regardless of their discipline, have to seek all necessary approvals from the Ethical committee as well as the scientific Council, before conducting any kind of scientific project or research. This procedures are defined in the documents: *The Rules of Conduct of the Ethics Committee* (December 19th 2016) and *The Code of Ethics* (April 1st 2012). All researchers need to seek the opinion of the Ethics Committee on their research by filling out the proper template on the INANTRO website. Since one of the priorities of the Institute is orientating more on the collaboration with the economy and to conduct various scientific analysis for economical purposes, it will be necessary to keep the ethical principals in research, but also to put special emphasize on the issues on intellectual property protection, patents, etc. Therefore, it will be important to add specific rules on economical activities of the Institute in Rules of Good Academic Practice for Scientific Research or to even create a specific document.

The Institute will continue to put a significant amount of effort in public engagement, since it is also an item that the Ministry of Science and Education insists on its yearly reports. All appearances in the media (TV, radio, newspapers, Internet as well as public lectures and workshops) are documented by the professional assistant for international projects and an active role in the public and media is also predicted in the “Strategy of the Development of the Institute for Anthropological Research for the period 2015.-2019.”

Regarding the Recruitment, the admission standards for researchers are clearly defined in the recently updated Code of Conduct for the Recruitment of Researchers. The process insists on transparency and judging merit. According to the organisation’s policy (the Statute of the Institute), all calls for research positions are primarily discussed on the monthly Scientific Council meetings, where the call firstly has to be accepted with defined conditions. Secondly, a three membered committee is founded (president and two members), whose task is to write a detailed and well-argued report and to accordingly propose the candidate who best fits the call after a round of interviews with the most qualified candidates. Their proposal is then put to a secret voting on the Scientific Council Meeting. The decision with an explanation is send to all candidates who are also given a 15-day complaint period. The whole process is monitored by the President of the Scientific Committee, the Head of the Institute and the Head of Department for human resources, legal and general affairs. All members of the scientific council are involved in the process, as well as the assistants and postdoctoral researchers who have their representative in the Council. The Institute plans to continue with the following practice since the number of complaints is practically non-existent. However, although there has been an improvement in the number of foreign applications for job positions as well as internships in the last few years, the Institute plans to increase the number at least by 30%. This could be done by publishing calls for job offers on more international platforms, such as for example ResearchGate or LinkedIn. The newly updated Code of Conduct for the Recruitment of Researchers especially values mobility experience of the candidates and is oriented on the achievements of the person and not on the reputation of their institution. The recognition of foreign qualification highly depends on the policies of the Agency for Mobility and EU Programmes and the Ministry of Science and Education.

Working conditions and social security are defined by various internal documents of the Institute, such as the Statute, the Rules of Working Conditions of the Institute for Anthropological Research, the Regulation on Occupational Safety and Rules of Procedure of the Laboratories of INANTRO. Whenever considered outdated, the internal documents are updated and revised (for example, this year the new version of the Statute as well as the Code of Conduct for the Recruitment of Researchers have been updated), always in accordance with the Croatian Science and Higher Education Act and the Croatian Labour Act. INANTRO is working on the gender balance; currently, out of 26 researchers, 17 are female. The relation with supervisors as well as supervision and managerial duties are regulated, among other, by the document Mentoring Regulations and Regulation on evaluation of the work of assistants, post-doc researchers and mentors (3rd March 2014). Moreover, mentors, assistants and post-doc researchers are obliged to write a yearly report on their work and their mentor's work, which is then discussed on the Scientific Council meetings. INANTRO plans to continue with this successful practice. Assistance in all work-related complaints and appeals is provided by the head of Sub-department for human resources, legal and general affairs, and in accordance with the Statute of the Institute, the Rules of Working Conditions of the Institute for Anthropological Research and the Croatian Labour Act.

INANTRO plans to focus especially on improving the aspect of Training in the following years. Researchers are highly encouraged to participate in various trainings, workshops, seminars and conferences, especially abroad. The objective is to increase the number of participation in different international trainings per employer in the following years. Consequently, it is expected that this will increase the number of international agreements, scientific projects and will strengthen the participation in the EU programmes in general. The number of trainings abroad is planned to be increased by spreading information and participating in different info-day events, which are organised by the Agency for Mobility and EU Programmes and the Ministry of Science and Education. Professional Associate for International Projects offers full administrative support to all employees wishing to participate in various trainings abroad. Moreover, INANTRO plans to increase the number of foreigners coming to do an internship or training at INANTRO.

3. ACTIONS

The Institute for Anthropological Research plans to continue working on actions that are not yet completely fulfilled, with a special focus on intensifying the involvement in European scientific programs and projects, international cooperation and fulfilling the necessary requirements of doing scientific analysis for economical purposes.

<i>Title action</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>
1.1. Construction of informational package for researchers containing basic information on relevant legislative and institutional rules regarding scientific research, employment and research rights and obligations	Continuous January 19 th 2016	Scientific Council Legal Department Head of Institute	<i>Information on relevant legislative and institutional rules are regularly sent to all employees both from the Director's Office and by the Head of the Legal Department, who has been named the official for the Right of Access to Information of the Institute for Anthropological Research, by the Director's decision on January 19th 2016, according to the Act on the Right of Access to Information. He is also obliged to write a yearly report on the transparency and access to information at the INANTRO.</i>
1.2. Drafting the strategy of continuous informing of researchers about all important events related to the work on the INANTRO	Continuous	Scientific Council Head of Institute	<i>Min. 1 per month researchers are informed on all relevant events during the regular Scientific Council meeting – the last item on the meeting agenda concerns notifications on upcoming events.</i> <i>When necessary, the Director's office sends information on important work-related events to all employees.</i>
1.3. Creating the Mentoring Regulations, with the goal of defining mentor responsibilities and rights, congruent with existing INANTRO's regulations	March 2014	Scientific Council Legal Department	<i>Mentoring regulations are changed according to the instructions of the Ministry of Science and Education of Croatia. The Regulations of the work of doctoral researchers as well as post-doctoral researchers are also a part of the document. According to the Regulations, mentors, doctoral researchers as well as post-doctoral researchers continuously provide reports about their work to the Scientific Council.</i>
1.4. The summaries of the results of current projects			

<p>will be presented on the INANTRO's website, as well as in Croatian Scientific Bibliography. The contents presented on the website have to reflect practical implications of the projects' results, as well as the importance of these results for the society.</p>	<p>Continuous</p>	<p>Project Leaders</p>	<p><i>The website is updated regularly, both Croatian and English versions. Information on all past and ongoing scientific projects is updated, as well as different results (publications, posters, leaflets...). Moreover, notifications on projects (about public lectures etc.) are regularly posted on the Institute's Facebook page. Also, all researchers regularly publish the lists of their publications in Croatian Scientific Bibliography.</i></p>
<p>1.5. Inventing a plan for a general strategy for promoting INANTRO's work and importance in national and international contexts, with an accent on establishing relations with economy (practical importance of researches) and in the international projects' network.</p>	<p>Continuous</p>	<p>Scientific Council Head of Institute</p>	<p><i>INANTRO has submitted its application for an infrastructural EU project which would enable conducting scientific analysis for economical profit. Moreover, INANTRO tries to conduct various analysis (for example, archaeological) for economical profit.</i></p>
<p>2.1. Drafting Code of Conduct for the Recruitment of Researchers as a sub-document. The purpose of this document is a more precise definition of the priorities for the selection</p>	<p>22nd November 2013 26th September 2017</p>		<p>Regulation of Conduct of Scientific Council of INANTRO obligates members of the Scientific Council to set up criteria and Regulation on conditions for research positions at INANTRO. When the call for position is issued, criteria are specified in the call. A committee is formed for every call in order to determinate which candidates best meet terms proposed in the call. All criteria for each call are published on INANTRO's web site, as well as at</p>

of new researchers.		Scientific Council Legal Department	euraxess.ec.europa.eu Moreover, a more up-to-date version of the Code of Conduct for the Recruitment of Researchers has been accepted at the meeting of the Scientific Council on 26 th September 2017. The new Code of Conduct validates participation in different European scientific programmes.
2.2. Scientific Council has to initiate informing about the aspects of recognition of foreign education qualifications.	<i>Continuous</i>	Scientific Council	Agency for Science and High education and Agency for Mobility and EU programmes continue being the competent state authorities on this issue. All new and relevant information coming from these institutions is immediately forwarded to the Legal Department and Members of the Scientific Council. If and when employing a foreign scholar, the Scientific Council follows the instructions given from the two above-mentioned relevant institutions.
2.3. The training about the recognition of foreign education qualifications should be organized in cooperation with National Academic Recognition Information Centers and European Network of Information Centers.	<i>11th November 2013</i> <i>Continuous</i>	Scientific Council Legal Department	<i>Agency for Mobility and EU Programmes organized a training on the 11th November 2013 for administrative employees of research institutions and universities in Croatia. Employees of INANTRO attended the training. Ministry of Science and Education of the Republic of Croatia Information Centers and European Network of Information Centers. regularly contacts the INANTRO's central office about changes regarding recognition of foreign education qualification and employment of foreign researchers. Changes in the rules for recognition of foreign education qualification is tracked regularly by the Legal and Human Resources Department.</i>

<p>2.4. Scientific Council will discuss cooperation in Media Anthropology Network, Medical Anthropology Network (European Association of Social Anthropologists), Network of Concerned Anthropologists (NCA), European Virtual Anthropology Network – Society, and other anthropological associations</p>	<p><i>Continuous</i></p>	<p>Scientific Council</p>	<p><i>Before joining any association, the proposal is discussed on Scientific Council Meetings. INANTRO employees are members and actively involved in numerous anthropological associations: European Anthropological Association Commission, International Union of Anthropological and Ethnological Sciences, American Anthropological Association, International Society for the Study of Human Growth and Clinical Auxology.</i></p>
<p>4.1. Striving to intensify the involvement in European scientific programs and projects, as well as in researches in cooperation with international researchers.</p>	<p><i>Continuous</i></p>	<p>Scientific Council Head of Institute</p>	<p><i>Employees are regularly informed via e-mail on calls for national and international scientific projects by the professional associate for international projects who also regularly participates in various info-days about international projects and mobility opportunities. Moreover, all new cooperation and project proposals are presented on monthly meetings of the Scientific Council.</i></p> <p><i>The indicators for the successful implementation of this action plan are the number of signed agreements on collaboration with international institutions (5 signed in 2016) and the number of applications for international projects (3 applications).</i></p>

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

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

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

Open, Transparent and Merit-based Recruitment will continue to be conducted through the actions connected with cooperation with international researchers, about the aspects of recognition of foreign education qualifications, as well as continuing to spread information on relevant legislative and institutional rules regarding scientific research, employment and research rights and obligations.

Open, Transparent and Merit-based Recruitment will continue to be conducted through the process conducted by the Scientific Council (described in “4. Implementation”) that includes founding a selection committee, which then writes a detailed report that is put to vote on Scientific Council meetings. All calls for research positions are always published on euraxess.ec.europa.eu, the Croatian Employment Service, the People's Newspaper as well as on the official Institute’s website on both English and Croatian. The Director’s Office sends the Official decision about the employment of a specific candidate followed by an explanation to all candidates who have applied for the position.

What the Institute will try to improve in the following years is the number of foreign interns, since the issue of employment of foreign candidates depends entirely on the Croatian law and the principles of the Ministry of Science and education. Moreover, an additional training programme in OTM-R is planned to be organized for the INANTRO staff.

4. IMPLEMENTATION (MAX. 1 PAGE)

The internal review was prepared through cooperation of the professional associate for international projects, the head of the Department for General and Administrative Affairs and Human Resources and the assistant Director who have held three meetings during September and October. The Research community has been involved in the action plan implementation continuously, especially through the monthly Scientific Council meetings, where all issues on employment of scientific staff were regularly discussed. All calls for research positions are always published on euraxess.ec.europa.eu, the Croatian Employment Service, the People's Newspaper as well as on the official Institute’s website on both English and Croatian. Moreover, e-mails containing relevant information on work issues are regularly sent to all employees of the Institute from the Director’s Office.

International cooperation and openness is one of the basic principles and objectives of the Institute, according to the document “Strategy of the Development of the Institute for Anthropological Research for the period 2015.-2019.” (page 10). Moreover, both inward and outward mobility of the scientific staff is highly encouraged. Recruitment of new scientific staff is also one of the priorities of the Strategy, however, the Institute is aware that this issue highly depends on the Policy of the Ministry of Science and Education of the Republic of Croatia.

According to the organisation's policy (the Statute of the Institute), all calls for research positions are primarily discussed on the monthly Scientific Council meetings, where the call firstly has to be accepted with detailed conditions. Secondly, a three membered committee is be founded (president and two members), whose task is to write a detailed and well-argued report and to accordingly propose the candidate who best fits the call. Their proposal is then put to a secret voting on the Scientific Council Meeting. The decision with an explanation is send to all candidates who are also given a 15-day complaint period. The whole process is monitored by the President of the Scientific Committee, the Head of the Institute and the Head of Department for human resources, legal and general affairs. All members of the scientific council are involved in the process, as well as the assistants and postdoctoral researchers who have their representative in the Council.

Moreover, all employees are regularly informed via e-mail about all the relevant information regarding mobility opportunities, calls for international scientific projects, changes in recruitment policies. Employees were also invited to send their comments and ideas regarding the recruitment policy of the Institute. Progress is being monitored by the professional associate for international projects, the head of the Department for General and Administrative Affairs and Human Resources and the assistant Director, who regularly discuss issues related to the HR Strategy. Progress is monitored through various indicators, such as the number of foreign applications for jobs and internships, the number of international cooperation agreements signed, number of international calls for scientific projects applications. These indicators are also regularly requested in various reports the Institute has to submit yearly to the Ministry of Science and Education. The professional associate for international projects, the head of the Department for General and Administrative Affairs and Human Resources and the assistant Director are preparing for the external review and are planning to meet on a regular basis during the following month.