

## 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/>

**RE-SUBMISSION DATE: 2<sup>ND</sup> OF AUGUST 2019**

**RE-SUBMISSION DATE: 21<sup>ST</sup> MAY 2018**

**SUBMISSION DATE: 14<sup>TH</sup> NOVEMBER 2017**

### 1. ORGANISATIONAL INFORMATION

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

<b>STAFF &amp; STUDENTS (at the time of re-submission, August 2019)</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	24.7
Of whom are international (i.e. foreign nationality)	1
Of whom are externally funded (i.e. for whom the organisation is host organisation)	1
Of whom are women	15
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	16.7 (scientific associates, senior scientific associates and scientific advisors)
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	2
Of whom are stage R1 = in most organisations corresponding with doctoral level	5 (PhD students)
Total number of students (if relevant)	1
Total number of staff (including management, administrative, teaching and research staff)	32.7
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	1.369.233,06 EUR
Annual organisational direct government funding (designated for research)	22.671,32 EUR
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	363.494,34 EUR
Annual funding from private, non-government sources, designated for research	1.197,56 EUR
<b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>	
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 and 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.*

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

The Institute for Anthropological Research continues to adhere to the ethical and professional aspects, regulated through various institutional documents and protocols as much as possible. Although the multidisciplinary of the Institute for Anthropological Research (four-field anthropology approach, including biological, cultural, archaeological and linguistic anthropology) has caused numerous challenges for researchers, it also represents the main asset in contemporary research area that emphasises the need for TRANS-MULTI-INTER disciplinarity.

### **Ethics and Professional Aspects**

Since 2012 when the Code of Ethics was adopted, INANTRO has a formal document regulating ethical issues. Besides the Code of Ethics, there is also The Rules of Conduct of the Ethics Committee, so in combination with other INANTRO's documents, ethical issues at INANTRO are fully in place. INANTRO will continue on insisting on informing their researchers about relevant legislative and institutional rules regarding scientific research, employment and research rights and obligations (Action 1.1), scientific policy (Action 1.2) and research community or interested public via its web site (Action 1.3). However, INANTRO plans to adopt a plan for promoting INANTRO's work that would include activities that will consequently lead to higher international visibility, larger engagement in international projects and more projects in collaboration with SME's (Action 1.4). In this period, the new Strategy will be written (Action 1.5) but also the Study for scientific activities in the scientific area of humanities, needed for INANTRO's registration in the scientific area of humanities (Action 1.5).

### **Recruitment**

According to the organisation's policy (the Statute of the Institute) and Science and Higher Education Act of the Republic of Croatia, all calls for research positions are primarily discussed and needs for new staff approved on the monthly Scientific Council meetings. The call for job position first has to be accepted with clearly defined requirements for the position in question. Secondly, a three membered committee is appointed (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. The call is published in Official Gazette, INANTRO's web site, Euraxess web site and National Bureau of Employment's web site and it is open for 30 days. The committee's selection is guided by the Regulation on Additional Requirements for Recruitment of Researchers which includes various requirements which lists more extensive set of requirements in comparison with national ones. The committee's report and opinion are then submitted to the Scientific Council and the proposal is then put to a secret ballot on the Scientific Council meeting. After the decision of the Scientific Council, Head of the Institute issues a decision on hiring the particular researcher. The decision with an explanation is send to all candidates who are also given a 15-day complaint period. The aim for the immediate future is to send personalized letters, containing more precise explanations to candidates in order to make the procedure more transparent (Action 2.2). 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. Furthermore, 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. A written document of recruitment procedure describing technical steps is in preparation with the aim to ensure maximum

transparency. To adopt such a document, entitled Code for Conducting and Implementing Public Calls for Job Vacancies, is an obligation according to the new Branch Collective Agreement for Science and Higher Education signed between the Croatian Government and the Independent Union of Research and Higher Education (Action 2.1).

The newly updated Regulation on Additional Requirements for Recruitment of Researchers especially values mobility experience of the candidates.

Regarding the recognition of mobility and foreign qualifications, it highly depends on Science and Higher Education Act and the policies of the Agency for Science and Higher Education and the Ministry of Science and Education, so they are not fully implemented (described in Gap analysis).

### **Working Conditions and Social Security**

Working conditions and social security are defined by various internal documents of the Institute, such as the Statute, the Rules of Working Conditions, the Regulation on Occupational Safety and the Rules of Procedure of the Laboratories of INANTRO. Whenever considered outdated, the internal documents are updated and revised, always in accordance with the Croatian Science and Higher Education Act and the Croatian Labour Act. INANTRO is paying special attention to ensure gender balanced work environment and researchers participate in decision-making bodies, Scientific Council and Governing Board, through their representatives. Assistance in all work-related complaints and appeals is provided by the Head of Department for Human Resources, Legal and General Affairs, and in accordance with the Statute of the Institute, the Rules of Working Conditions and the Croatian Labour Act.

Since INANTRO doesn't have a Regulation on Intellectual Property Rights, the plan is to adopt it next year (Action 3.2). Furthermore, project/funding specific regulations will be included into individual annexes to employment contracts which will regulate intellectual property rights in scientific publications, confidentiality of data and rights after researchers move to another position and/or to a different organization (Action 3.3).

Since the Ministry of Science and Education, under which INANTRO operates, doesn't allow hiring staff that would cause increase in total amount of salaries of an organization, INANTRO and the Scientific Council will start practice on more transparent evaluation of existing assistants and post-doctoral researchers with fixed-term contracts before contract expiration date and before employing new staff, in order to ensure that the best young researchers get an opportunity for permanent position (Action 3.4). Even though needs for extension and promotion of staff with fixed-term contract and needs for new researchers are usually submitted to the Scientific Council by project leaders and the Head of the Institute, in the immediate future the Scientific Council will start nominating committees with a task to revise quality of existing fixed-term staff before their contracts' expiration date in order to report whether existing staff should be kept or new should be employed. INANTRO cannot keep all young researchers with fixed-term contracts and has to give an opportunity to new ones in order to educate new doctoral students. This process will be done in accordance with the Regulation on Additional Requirements for Recruitment of Researchers, the Regulation on Evaluation of the Work of Assistants, Post-Doctoral Researchers and Mentors and their reports and the Scientific Strategy of the INANTRO.

Working conditions, in terms of equipment, will improve by establishing four modern laboratories as a part of Centre for Applied Bioanthropology, in January 2020 (Action 3.5).

### **Training**

The relation with supervisors as well as supervision and managerial duties are regulated, among other, by the documents entitled Mentoring Regulations and the Regulation on Evaluation of the Work of Assistants, Postdoctoral Researchers and Mentors. Moreover, mentors, assistants and postdoctoral researchers are obliged to write a yearly report on their work and their mentor's work, which is then discussed at the Scientific Council meetings. INANTRO plans to continue with this successful practice.

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 (Action 4.1). Professional Associate for International Projects offers full administrative support to all employees wishing to participate in various trainings abroad. Administrative staff, especially dealing with research administration, will participate in various trainings in the country and abroad (Action 4.3). Also, internal trainings are also envisioned, such as reading clubs and training on scientific methods (Action 4.2 and 4.3).

### 3. ACTIONS

The Institute for Anthropological Research plans to continue working on actions that are marked as continuous and implement new actions according to proposed deadlines.

<i>Title action</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>
<b>Ethical and Professional Aspects</b>			
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	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 19<sup>th</sup> 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. All relevant information and documents about relevant legislative and institutional rules regarding scientific research, employment and research rights and obligations is available at INANTRO website in Croatian language (<a href="http://www.inantro.hr/dokumenti">www.inantro.hr/dokumenti</a>).</i>
1.2. Continuous informing about relevant topics related to scientific policy of the INANTRO	Continuous	Researchers Scientific Council Head of Institute	<i>Researchers submit to the Scientific Council all relevant documentation related to scientific activity, usually once a month. When necessary, the Director's office sends information on important work-related events to all employees.</i>
1.3. The summaries of the results of current projects 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	Continuous	Project Leaders	<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>

as the importance of these results for the society.			
1.4. 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.	September 2020	Scientific Council Head of Institute	INANTRO continually posts its profile to different partner search engines, participates at brokerage events, and strives to be included in as many professional associations as possible in order to improve its international visibility. Researchers are encouraged to promote INANTRO's scientific and professional work at meetings, conferences and congresses as well as to advertise upcoming INANTRO's events. Even though it is a continuous activity, a written plan for promotion of INANTRO will be drafted in near future, to be approved by Scientific Council and Director.
1.5. Creating INANTRO's strategy for the period 2020 – 2024. The Strategy will include priorities and objectives of scientific and professional work.	December 2019	Scientific Council Head of Institute Governing Board	Strategy is created by the working group nominated by the Scientific Council and approved by the Scientific Council, Governing Board and Ministry of Science and Education.
1.6. Creating INANTRO's Study for scientific activities in scientific area of humanities 2020 – 2024.	December 2019	Scientific Council Head of Institute	The Study is created by working group nominated by the Scientific Council and approved by the Scientific Council. As INANTRO is registered only in scientific area of biomedicine and health, this Study will be part of documentation necessary for registration in scientific area of humanities. It will be sent to Ministry of Science and Education and to Agency for Science and Higher Education for approval.
Recruitment			
2.1. Drafting the Code for Conducting and Implementing Public Calls for Job Vacancies	December 2019	Scientific Council Legal Department Governing Board	The new Branch Collective Agreement for Science and Higher Education signed between the Croatian Government and the Independent Union of Research and Higher Education, regulates the process of recruitment in articles 23 – 25. More specifically, article 25 states that every organization must have a Code for Conducting and Implementing Public Calls for Job Vacancies. This Code is currently being drafted. The Code must be approved by the Union before the organization starts to implement it.
2.2. Sending personalized and more precise explanation to rejected candidates	Continuous 2020 onwards	Legal Department	In order to ensure more transparent recruitment process, INANTRO will start sending personalized and more detailed explanation to rejected candidates.
Working conditions and social security			
3.1. Scientific Council will discuss cooperation in Media Anthropology	Continuous	Scientific Council	Before joining any association, the proposal is discussed on Scientific Council Meetings. INANTRO employees are

Network, Medical Anthropology Network (European Association of Social Anthropologists), Network of Concerned Anthropologists (NCA), European Virtual Anthropology Network – Society, and other anthropological associations			<i>members and actively involved in numerous anthropological associations: European Anthropological Association, International Union of Anthropological and Ethnological Sciences, American Anthropological Association, American Association for Physical Anthropology, Paleopathology Association, European Society of Human Genetics, European Association for the Study of Obesity, International Society for the Study of Human Growth and Clinical Auxology etc.</i>
3.2. Drafting the Intellectual Property Rights Act	December 2019	Legal Department Scientific Council Governing Board Head of Institute	<i>Guidelines on scientific honesty, respect of authorship, scientific integrity and avoidance of scientific fraud are given in the Code of Ethics of INANTRO. This document also obligates INANTRO to promote ethical standards in these issues. Also, some project grant agreements already have these regulations included, but a separate Act should be adopted in the near future.</i>
3.3. Inclusion of the Intellectual Property Rights Act in individual employment contracts as annex, specific to funding requirements	Continuous 2020 onwards	Legal Department Head of Institute	<i>Besides the Intellectual Property Rights Act, INANTRO will start the practice of including annexes to individual employment contracts, specific to funding requirements. In this sense, annex to employment contract will regulate intellectual property rights in publications, confidentiality of data and rights also in cases researchers move to another position to a different organization.</i>
3.4. Guidelines for evaluation of fixed-term researchers	June 2020	Project leaders Mentors Scientific Council Head of Institute	<i>The Scientific Council will start practicing more transparent evaluation of existing assistants and post-doctoral researchers with fixed-term contracts before contract expiration date and before employing new staff. Even though needs for extension and promotion of staff with fixed-term contract and needs for new researchers are submitted to the Scientific Council by project leaders and the Head of the Institute, the Scientific Council will appoint committees which will revise quality of existing fixed-term staff before their contracts' expiration date in order to report whether existing staff should be held or new should be employed. This will be done because Ministry of Science and Education doesn't allow employing new young researchers if that will cause the increase in total amount of salaries of one organization. INANTRO cannot keep all young researchers with fixed-term contracts but must give opportunity to new ones in order to educate new doctoral students. This process will be done in</i>

			accordance with the Regulation on Additional Requirements for Recruitment of Researchers, Regulation on Evaluation of the Work of Assistants, Post-doctoral Researchers and Mentors, their reports, and Strategy of the INANTRO. The need to employ more new staff is always existing, based on the fact that strategies of the Institute do change, but it is difficult to get new permanent positions.
3.5. Provide the researchers with an adequate technical equipment	January 2020	Head of Institute	INANTRO is Croatia's leading centre for anthropological research and education equipped with modern facilities. The employees are adequately equipped for their research (laboratory and IT equipment, and other necessities). This will be highlighted when four new laboratories (funded by the EU) are open in the immediate future (January 2020) ( <a href="https://inantro.hr/en/bioant/">https://inantro.hr/en/bioant/</a> ).
Training			
4.1. Intensifying the involvement in European scientific programs and projects, as well as in national and international networking.	Continuous	Scientific Council Head of Institute	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. Participation in international programs and projects is encouraged with Regulation on Additional Requirements for Recruitment of Researchers.
4.2. Reading/journal clubs	September 2019 Continuous	Researchers	Reading clubs will be organized from September 2019 where all researchers will be encouraged to attend (once a month) and where the newest scientific development from all fields of anthropology published in scientific journals will be critically discussed. This will allow the employees, especially junior researchers, to get a better insight into the global anthropological achievements, but also to get a better knowledge on what other colleagues from the Institute are doing.
4.3. Organizing internal workshops on scientific methods	April 2020 Continuous	Project leaders Mentors Scientific Council Head of Institute	Annual internal workshops on methodology will be organized from April 2020 where by INANTRO employees, but also researchers from abroad. In this way, the research staff at INANTRO will get a better understanding of various state-of-art methods and technique applied in different fields of anthropological research.



4.4. Professional training of the administrative staff	Continuous	Head of Institute	<i>Administrative staff will attend seminars organized by various public and private institutions from Croatia and abroad to get a better insight into funding possibilities (national and international) for scientific research that will be regularly sent to other INANTRO researchers, but also to receive up-to-date information on national and EU legislature concerning scientific research.</i>
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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.

Open, Transparent and Merit-based Recruitment will continue to be conducted through the process conducted by the Scientific Council, based on Science and Higher Education Act of the Republic of Croatia, and through the listed actions in section Recruitment. All calls for job vacancies are always published on Euraxess, the National Bureau of Employment, the Official Gazette as well as on the official Institute's website on both English and Croatian. The HRS4R Working Group will be responsible for overseeing the OTMR-policy.

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

The HRS4R process at the Institute for Anthropological Research (INANTRO) was, prior to March 2019 conducted through the cooperation of the Assistant Director, head of the Department for General and Administrative Affairs and Human Resources and the Professional Associate for International Projects who regularly discussed issues on human resources and international mobility and who also formed the HRS4R INANTRO working group. In order to prepare the necessary documentation for the strengthened HRS4R implementation procedure, the HRS4R process INANTRO working group has communicated regularly (face to face, e-mail, phone) and has held several meetings. The Agency for Mobility and EU Programmes was consulted several times through phone and one joint meeting was held during the process of documentation preparation. The HRS4R INANTRO working group is responsible for overseeing and the implementation of the HRS4R process. However, in March 2019 the HRS4R INANTRO Working group was extended with three R3 level researchers who discussed the ways and methodology to improve the process: by organizing 4 working sessions with R1, R2, R3 and R4 levels of researchers in order to fully involve them and their input into the process. In this was their perspectives, ideas and opinions about the actions that need to be taken in order to improve the existing OTM-R policy and procedure will be incorporated into the existing documentation and policies. The meetings, that will be carried out in the September and will be in the form of focus groups and analysed by means of qualitative methodological tools. The Committee overseeing the process will consist out of 4 members coming from four fields of anthropology represented at the Institute. Progress of the actions will be continuously monitored by the HRS4R INANTRO working



group. HRS4R INANTRO working group's task is to propose activities and changes according to the Action Plan and warn management structure of INANTRO if something has to be done. Also, HRS4R INANTRO working group must ensure that all involved structures (Scientific Council, project leaders, mentors, Head of the Institute, Governing Board) adopt the actions. 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, number of complaints etc. These indicators are also regularly requested in various reports the Institute has to submit to the Ministry of Science and Education and other authoritative bodies. HRS4R INANTRO working group will meet regularly in order to assess the progress of the Action Plan. INANTRO's Director, Governing Board and Scientific Council will be annually informed about the progress of the Action plan.

Existing national financial constraints regarding employment represent significant problem related to the status (not only financial) of the researchers, thus leading to overall sense of insecurity in the Croatian scientific community. The most vulnerable group are the researchers from R1 and R2 level, and a just and transparent OTM-R policy and procedure has to take this fact into account, together with the envisaged long-term effects of inadequate scientific recruitment policy on Croatian science in general. Therefore the efforts taken by the Management, such as informing employees regularly about the opportunities of getting external funding (including scholarships for Ph.D. students and other researchers) represents the crucial first step. The possibilities for employment grow by projects and additional funding received, and therefore the policy of the Institutional management creates and opens opportunities for researchers from the Institute to compete freely for both national and international funding (regular information about the funding opportunities are *conditio sine qua non* of every successful scientific institution in the world, and Institute for Anthropological Research has two employees who regularly take care of this). The opportunities for employment acquired throughout international and national funding enable the particular project leader to be partially responsible for employment and therefore s/he has to take quite significant role in the OTM-R procedure for particular project employment. The general OTM-R procedure is regulated throughout national laws, but some additional and special requirements (needed for the project and/or for the position) are usually discussed between the management, project leader(s) and Scientific Council in each particular case independently. This fact provides the room for making OTM-R policy more open and the procedure more transparent.