



INSTITUTE FOR MEDICAL RESEARCH AND OCCUPATIONAL HEALTH

A Human Resources Strategy for Researchers incorporating the Charter and Code

ACTION PLAN

April, 2011



Contents

Introduction	1
1. Research freedom	2
2. Ethical principles	2
3. Professional responsibility	3
4. Professional attitude	3
5. Contractual and legal obligations.....	4
6. Accountability.....	4
7. Good practice in research.....	5
8. Dissemination, exploitation of results.....	5
9. Public engagement	5
10. Non discrimination	6
11. Evaluation/ appraisal systems	6
12. Recruitment.....	6
13. Recruitment (Code).....	6
14. Selection (Code)	7
15. Transparency (Code)	7
16. Judging merit (Code)	7
17. Variations in the chronological order of CVs (Code).....	7
18. Recognition of mobility experience (Code)	7
19. Recognition of qualifications (Code)	8
20. Seniority (Code).....	8
21. Postdoctoral appointments (Code)	8
22. Recognition of the profession	8
23. Research environment.....	9
24. Working conditions.....	9
25. Stability and permanence of employment.....	9
26. Funding and salaries.....	10
27. Gender balance	10
28. Career development	11
29. Value of mobility.....	11
30. Access to career advice.....	12
31. Intellectual Property Rights	12
32. Co-authorship	12
33. Teaching	12
34. Complains/appeals	13
35. Participation in decision-making bodies.....	13
36. Relation with supervisors	14
37. Supervision and managerial duties.....	14
38. Continuing Professional Development.....	15
39. Access to research training and continuous development.....	15
40. Supervision	16



Introduction

1. *In March 2010 researchers of the Institute for Medical Research and Occupational Health were informed about the initiative of the Ministry of Science, Education and Sports aiming to motivate Croatian research institutes and universities to consider adopting The European Charter for Researchers (Charter) and The Code of Conduct for the Recruitment of Researchers (Code), and to start a process of their implementation.*
2. *The aim of the Charter and Code is to provide equal rights and obligations for researchers in Europe through 40 principles about ethical and professional aspects of their work, recruitment, working conditions, social security and training. Some of the principles in the Charter specify the roles, responsibilities and entitlements of researchers, while the other specify roles, responsibilities and entitlements of employers and/or founders of researchers. The principles of the Code represent recommendations for employers and/or founders which aim to improve recruitment procedure for researchers.*
3. *The principles of the Charter and Code represent guidelines to which research institutions try to align their policies and practice on a voluntary basis, and in accordance to their specific situation.*
4. *During March of 2010 researchers of the Institute were familiarised with the principles of the Charter and Code. The Scientific Council, comprising all researches with scientific titles and representatives of researches with fellow titles, supported signing of the Declaration of Commitment to The European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers at the 151st session held on April 1, 2010. On behalf of the Institute the Declaration of Commitment was signed on April 29, 2010 by Director of the Institute, Ana Lucić Vrdoljak.*
5. *Based on the transparent experience in the implementation of the Charter and Code at the University of Rijeka, the Institute started with its own process of implementation. Internal analysis of the current legislation, institute's rules and practice was performed in order to evaluate whether they are consistent with the recommendations from the Charter and Code, or are not in compliance with these acts. The internal analysis was performed by the representatives of the Institute's management, researchers and a human resources department:
Ana Lucić Vrdoljak, PhD, Director
Davor Željžević, PhD, Assistant Director
Biserka Radošević Vidaček, Chairman of the Scientific Council
Tomislav Bituh, Representative of Research Assistants in the Scientific Council, elected by assistants
Spomenka Stankić Drobňjak, Jurist, Head of Department of Legal, Personnel and General Affairs.
Some data for internal analysis were collected from researchers during a process of self-evaluation, which was performed for the purpose of thematic evaluation of the Institute in 2010. During the internal analysis specificities of work of researchers in a public institute, in comparison to a university, were taken into account, as well as specific areas of work of the Institute, number of researchers, and human and financial resources.*
6. *Internal analysis was completed in April 2011, and is the basis for this Human Resources Strategy for Researchers of the Institute. The Strategy contains plan of necessary amendments and changes of the Institute's rules and practice, bodies and services responsible for the implementation of these changes and the time line for specific actions.*
7. *Internal analysis and strategy are working documents that will be periodically reviewed in accordance with implementation of planed actions, expected changes in legislation regarding work of researchers, as well as in accordance with feedback from researchers.*



1. Research freedom			
Actions required	Who	When	Status
1.1. The adoption of the Code of Ethics of the Institute.	The Ethics Committee Personnel, Legal and Administration Department The Scientific Council	Autumn 2011	
1.2. Handing the Code of Ethics of the Institute when a person takes up the job.	Personnel, Legal and Administration Department	2011-2015 continuously, when a person takes up the job	
1.3. Periodical status analysis and evaluation of compliance with the relevant legislation and institutional framework in respect of the freedom of research.	The Ethics Committee Personnel, Legal and Administration Department	2011 -2015 on the annual level	

2. Ethical principles			
Actions required	Who	When	Status
2.1. The adoption of the Code of Ethics of the Institute.	The Ethics Committee Personnel, Legal and Administration Department The Scientific Council	Autumn 2011	
2.2. Handing the Code of Ethics of the Institute when a person takes up the job.	Personnel, Legal and Administration Department	2011 – 2015 continuously when a person takes up the job	
2.3. Periodical status analysis and evaluation of compliance with the relevant legislation and institutional framework.	The Ethics Committee after the project proposal The Scientific Council	2011 - 2015 on the annual basis prior to project application	



3. Professional responsibility

Actions required	Who	When	Status
3.1. The adoption of the Code of Ethics of the Institute.	Personnel, Legal and Administration Department The Ethics Committee The Scientific Council	Autumn 2011	
3.2. All scientists and associates are introduced to the national legislation and institutional regulations regarding the originality of scientific works and the consequences of plagiarism.	The Scientific Council Commission for the evaluation of scientific publications and awards	2011- 2015 continuously	
3.3. Enforce the policy of checking the authenticity and originality of scientific works in course of election for work positions by Commission for the evaluation of scientific publications and awards.	Commission for the evaluation of scientific publications and awards	Autumn 2011	

4. Professional attitude

Actions required	Who	When	Status
4.1. The adoption of the Strategic Plan of the Institute for Medical Research and Occupational Health with defined short-term strategic goals in the field of scientific and research work.	Group for the development of the Strategic Plan of the Institute The Management of the Institute The Scientific Council.	December 2011	
4.2. Continued insisting on clearly defined due dates for payments when contracts for expert services are signed.	Personnel, Legal and Administration Department	2011-2015 continuously	
4.3. Continued insisting on respecting dates for delivering reports on behalf of scientists and associates of the Institute.	Heads of departments, project leaders, independent groups		



5. Contractual and legal obligations

Actions required	Who	When	Status
5.1. The adoption of the Code of Ethics of the Institute.	The Ethics Committee Personnel, Legal and Administration Department The Scientific Council	Autumn 2011	
5.2. Continued insisting on clearly defined due dates for payments when contracts for expert services are signed.	The Ethics Committee Personnel, Legal and Administration Department	2011-2015 continuously	
5.3. Continued insisting on respecting dates for delivering reports on behalf of scientists and associates of the Institute.	Heads of departments, project leaders, independent groups		
5.4. Additional information for scientists and associates about regulations and practices related to the protection of intellectual property.			

6. Accountability

Actions required	Who	When	Status
6.1. The adoption of the Code of Ethics of the Institute.	Personnel, Legal and Administration Department The Ethics Committee The Scientific Council	Autumn 2011	
6.2. Continued insisting on clearly defined due dates for payments when contracts for expert services are signed.	The Ethics Committee Personnel, Legal and Administration Department	2011-2015 continuously	
6.3. Continued insisting on respecting dates for delivering reports on behalf of scientists and associates of the Institute.	Heads of departments, project leaders, mentors, independent groups		
6.4. Raising awareness among young colleagues about the need to keep lab diaries with precision and to observe protocols on the behalf of mentors and heads of departments and project managers.			



7. Good practice in research

Actions required	Who	When	Status
7.1. To intensify efforts for raising awareness among the employees about the need to protect their personal data, control the access to user profiles and equipment as well as to continuously invest in the improvement of IT system safety.	IT Department	2011-2015 continuously	
7.2. To intensify efforts for raising awareness among the employees about the need to safely preserve and store dangerous chemicals and waste.	Health and Safety Committee		
7.3. To continue improving the health and safety at work through investing in the health and safety system and means for personal protection.			

8. Dissemination, exploitation of results

Actions required	Who	When	Status
8.1. Intensive communicating of scientific research results to the broader public with intensified presence of scientists in domestic and international media.	The Scientific Council Heads of departments, project leaders	2011-2015 continuously, evaluation on annual basis (The Annual Report of the Institute)	
8.2. Transition of scientific knowledge to younger generations through the establishment of doctoral studies in toxicology.			
8.3. Ensuring more financial means for scientific journals and other publications.			
8.4. Further development of legal and institutional mechanisms for the commercialization of research results.			

9. Public engagement

Actions required	Who	When	Status
9.1. Further activities related to public lectures and round tables on particular topics.	The Scientific Council	2011-2015 continuously, evaluation on annual basis (The Annual Report of the Institute)	
9.2. To improve the cooperation between the local community and civil society associations.	Heads of departments, project leaders		
9.3. Intensive activities regarding the communication of scientific research results to the broader public with intensified presence of scientists in domestic and international media.	Scientists in the administrative structures of professional associations		



10. Non discrimination

Actions required	Who	When	Status
10.1. The adoption of the Code of Ethics of the Institute	Personnel, Legal and Administration Department The Ethics Committee The Scientific Council	Autumn 2011	
10.2. Raising awareness about discrimination among employees, employers and investors.	Heads of departments, project leaders, person in charge of protecting workers' dignity	2011-2015 continuously	

11. Evaluation/ appraisal systems

Actions required	Who	When	Status
11.1. To examine and adopt the evaluation criteria and levels of scientific efficiency within different fields of science.	Working group for defining of evaluation criteria The Scientific Council	Summer 2012	

12. Recruitment

Actions required	Who	When	Status
12.1. To estimate existing criteria and with respect to each specific profession to define quality standards for hiring.	Personnel, Legal and Administration Department, The Scientific Council	2011-2015 continuously	
12.2. Proposal to the Ministry concerning defining the status of post-PhD candidates and their role in the scientific institutions.			

13. Recruitment (Code)

Actions required	Who	When	Status
13.1. To expand (elaborate) the content of the administrative competition in accordance with the Code.	Personnel, Legal and Administration Department The Scientific Council	2011- 2015 continuously	
13.2. When reasonable, to introduce members of expert committees for the selection of candidates who are not employed at the Institute.			



14. Selection (Code)			
Actions required	Who	When	Status
14.1. When reasonable, to introduce members of expert committees for the selection of candidates who are not employed at the Institute.	Personnel, Legal and Administration Department The Scientific Council	2011- 2015 continuously	
14.2. Education of potential committee members regarding the elements and criteria for selection of candidates.	Personnel, Legal and Administration Department		

15. Transparency (Code)			
Actions required	Who	When	Status
15.1. To provide detailed information about the procedure and job selection criteria on Web pages of the Institute.	Personnel, Legal and Administration Department	2011- 2015 continuously – every tender	
15.2. To inform all candidates about the outcome of selection providing detailed explanations.			

16. Judging merit (Code)			
Actions required	Who	When	Status
16.1. For associate job positions to introduce, and for scientific, and professional job positions to reevaluate and officially verify the procedure for making quality and quantity evaluation.	The Scientific Council Commission for the evaluation of scientific publications and awards	Summer 2012	

17. Variations in the chronological order of CVs (Code)			
Actions required	Who	When	Status
17.1. To support legislative amendments in terms of annulling the obligation to advance to research positions.	The Scientific Council	2011	

18. Recognition of mobility experience (Code)			
Actions required	Who	When	Status
18.1. To further stimulate post-PhD professional development outside of the main institution (in another institution in Croatia or abroad).	Heads of departments, project leaders, mentors	2011 -2015 continuously	



19. Recognition of qualifications (Code)

Actions required	Who	When	Status
19.1. To supplement the Rule Book on additional conditions for advancing so that it contains a Chapter on informal education.	The Scientific Council	Summer 2012	

20. Seniority (Code)

Actions required	Who	When	Status
20.1. To foster evaluation based on scientific career and expertise.	Heads of departments, Project leaders, Mentors, The Scientific Council of the Institute	2011 -2015 continuously	

21. Postdoctoral appointments (Code)

Actions required	Who	When	Status
21.1. The adoption of the Strategic Plan of the Institute.	Group for the development of the Strategic Plan of the Institute Management of the Institute The Scientific Council	December 2011	
21.2. The adoption of the Rule Book on the evaluation of PhD and post-doc candidates and their mentors.	The Scientific Council	December 2012	

22. Recognition of the profession

Actions required	Who	When	Status
22.1. The adoption of the Code of Ethics of the Institute	Personnel, Legal and Administration Department The Ethics Committee The Scientific Council	Autumn 2011	
22.2. Raising awareness among employees about non-discrimination and professional communication with assistants and senior assistants.	Heads of departments, project leaders, person in charge of protecting workers' dignity	2011-2015 continuously	
22.3. Raising awareness about mentorship-related obligations towards PhD candidates.			



23. Research environment

Actions required	Who	When	Status
23.1. Fostering investments in science on the state level (campaigns, lectures and similar) and creating networks with business entities and broader community in order to develop joint projects.	Director The Scientific Council	2011-2015 continuously	
23.2. Encouraging heads of departments/project managers to provide additional financial resources from the income earned on the market from performing one's profession for creating more stimulating environment for research projects.	Heads of departments, project leaders		

24. Working conditions

Actions required	Who	When	Status
24.1. Initiatives for defining and improving the national legislation.	The Scientific Council	2011-2015 continuously	
24.2. Possibility to use flexible working time.	Personnel, Legal and Administration Department		

25. Stability and permanence of employment

Actions required	Who	When	Status
25.1. To support existing initiative for a change of criteria for advancement on the national level, more autonomy to scientific institutions in defining criteria for tenure elections for scientific positions and jobs that will allow for specific features related to scientific fields and interests of the Institute.	The Scientific Council Personnel, Legal and Administration Department	2011-2015 continuously	
25.2. To support initiative for redirecting the present criteria for evaluating scientific excellence on the national level which was marked with centralized elections for scientific positions. To establish financial and other instruments for selecting and encouraging the most successful scientists.			
25.3. To regulate the assistant position (for example, fixed-term contracts are sometimes problematic for getting bank loans) which might attract young scientists and provide the selection of the best candidates.			



26. Funding and salaries

Actions required	Who	When	Status
26.1. To actively support initiatives on the national level in order to provide conditions for adequate salaries for scientists which should be harmonized with salaries in the private sector; to better differentiate and increase personal income for scientific personnel with clearly defined obligations in the field of science.	Director of the Institute, Governing Council of the Institute The Scientific Council	2011-2015. continuously, evaluation on annual and quinquennial basis	
26.2. To additionally define the evaluation criteria that will allow awarding successful project managers and researchers and finding more financial resources in the State Budget for additional science projects.			
26.3. To foster more financial support through EU funds and projects with business entities.			
26.4. To encourage just and attractive conditions and financial means in all career stages regardless of the type of employment contract.			

27. Gender balance

Actions required	Who	When	Status
27.1. The adoption of the Code of Ethics of the Institute	Personnel, Legal and Administration Department The Ethics Committee The Scientific Council	Autumn 2011	
27.2. To raise awareness about gender equality among employees, heads of departments and investors.	The Ethics Committee The Scientific Council Heads of departments, project leaders	2011-2015 continuously	
27.3. Possibility of using flexible working time arrangements and part time contracts in cases where family and work obligations need to be harmonized.	Personnel, Legal and Administration Department		



28. Career development

Actions required	Who	When	Status
28.1. The adoption of the Code of Ethics of the Institute	Personnel, Legal and Administration Department The Ethics Committee The Scientific Council	Autumn 2011	
28.2. The adoption of the Rule Book on the evaluation of PhD and post-doc candidates and mentors.	The Scientific Council	December 2012	
28.3. The adoption of the Strategic Plan of the Institute.	Group for the development of the Strategic Plan of the Institute Management of the Institute The Scientific Council	December 2011	

29. Value of mobility

Actions required	Who	When	Status
29.1. Encouraging post-PhD candidates' mobility.	The Scientific Council	2011-2015 continuously	
29.2. Fostering professional development and other forms of mobility for researchers through more institutional possibilities, especially in relation to their absence which requires an adequate national and institutional legislative framework and financial resources.	Heads of departments, project leaders		
29.3. Simplified employment procedures and increased transparency of administrative competitions for foreign citizens.			
29.4. Introducing the evaluation of active residence for foreign researches in a project group as one of criteria for evaluating projects and project managers.			



30. Access to career advice

Actions required	Who	When	Status
30.1. The adoption of the Strategic Plan of the Institute	Group for the development of the Strategic Plan of the Institute Management of the Institute The Scientific Council of the Institute	December 2011	
30.2. Acquiring experience at similar international institutions through increased mobility of PhD and post-PhD candidates.	The Scientific Council Heads of departments, project leaders	2011-2015 continuously	

31. Intellectual Property Rights

Actions required	Who	When	Status
31.1. Strategic activity of the Institute is not orientated to the realization of patents.	/	/	/

32. Co-authorship

Actions required	Who	When	Status
32.1. To support appreciation and equal evaluation of co-authorship in the national regulations (National science council).	The Scientific Council	2011-2015 continuously	
32.2. To foster clearly defined criteria for stating co-authors by means of institutional rules.	The Scientific Council Heads of departments Mentors		

33. Teaching

Actions required	Who	When	Status
33.1. To foster and develop mechanisms for professional development and education of junior researchers (assistants and scientific novices).	The Scientific Council Heads of departments Project leaders	2011- 2015 continuous reporting and annual evaluations	



34. Complains/appeals			
Actions required	Who	When	Status
34.1. The adoption of the Code of Ethics of the Institute	Personnel, Legal and Administration Department The Ethics Committee The Scientific Council	Autumn 2011	
34.2. Raising awareness about discrimination among employees, employers and investors.	Heads of departments, project leaders, person in charge of protecting workers' dignity	2011-2015 continuously	
34.3. The adoption of Conciliation Act in Individual Labour Disputes	Personnel, Legal and Administration Department	December 2011	

35. Participation in decision-making bodies			
Actions required	Who	When	Status
35.1. To develop a system for other forms of evaluating employees who participate in the work of the relevant bodies of the Institute.	Management of the Institute The Scientific Council	2011 – 2015 continuously	
35.2. To start an initiative for including this principle in the Rule Book on additional conditions for advancement.			



36. Relation with supervisors

Actions required	Who	When	Status
36.1. The adoption of the Code of Ethics of the Institute	Personnel, Legal and Administration Department The Ethics Committee The Scientific Council	Autumn 2011	
36.2. The adoption of the Rule Book on the evaluation of PhD and post-doc candidates and their mentors with clearly defined elements of the report on assistants' activities and the criteria for evaluating mentor's work.	The Scientific Council	December 2012	
36.3. Continuous efforts for improving vertical communication, development of mechanisms for detecting problems in early stages and finding resolutions.	Management of the Institute The Scientific Council	2011-2015 continuously	
36.4. Continuous efforts for raising mentors' and PhD candidates' awareness in order to obtain better quality relations.	Heads of departments		

37. Supervision and managerial duties

Actions required	Who	When	Status
37.1. The adoption of the Code of Ethics of the Institute	Personnel, Legal and Administration Department The Ethics Committee The Scientific Council	Autumn 2011	
37.2. The adoption of the Strategic Plan of the Institute	Group for the development of the Strategic Plan of the Institute Management of the Institute The Scientific Council	December 2011	
37.3. The adoption of the Rule Book on the evaluation of PhD and post-doc candidates and their mentors with clearly defined elements for reporting about assistants' work and the criteria for evaluating successful mentorship.	The Scientific Council	December 2012	



38. Continuing Professional Development

Actions required	Who	When	Status
38.1. The adoption of the Strategic Plan of the Institute	Group for the development of the Strategic Plan of the Institute Management of the Institute The Scientific Council	December 2011	
38.2. Activities related to the establishment of doctoral studies in the field of toxicology.	The Scientific Council Management of the Institute	2011-2015	
38.3. To further promote professional advancement of scientists and associates before the international science institutions.	Governing Council Of the Institute		
38.4. To initiate reimplementation of financial support for young scientists' participation at international courses and workshops.	Affiliation of assistants		

39. Access to research training and continuous development

Actions required	Who	When	Status
39.1. The adoption of the Code of Ethics of the Institute	Personnel, Legal and Administration Department The Ethics Committee The Scientific Council	Autumn 2011	
39.2. The adoption of the Strategic Plan of the Institute	Group for the development of the Strategic Plan of the Institute Management of the Institute The Scientific Council	December 2011	
39.3. To further promote professional advancement of scientists before the international science institutions.	Heads of departments, project leaders	2011-2015 continuously	

**40. Supervision**

Actions required	Who	When	Status
40.1. The adoption of the Code of Ethics of the Institute	Personnel, Legal and Administration Department The Ethics Committee The Scientific Council	Autumn 2011	
40.2. The adoption of the Rule Book on the evaluation of PhD and post-doc candidates and their mentors with clearly defined elements for reporting about assistants' work and the criteria for evaluating successful mentorship.	The Scientific Council	December 2012	
40.3. To intensify discussions during sessions of the SC about the fulfilment of obligations that mentors have.	The Scientific Council President of the Science Council	2011-2015 continuously	