

Strategy for the development of Human Resources at NIMH for the period 2021 - 2024

Approved:

The strategy for the development of human resources at NIMH was approved by the director of NIMH on 30.11.2010

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List of abbreviations

FTE	Full time equivalent
NIMH	National Institute of mental health
HR	Human resources
OTM-R	Open, Transparent and Merit-based Recruitment
CU	Charles University
RDI	Research, development and Innovation system
RP	Research program
OP	Operational program

1. GENERAL INFORMATION

1.1 Introductory provisions

- (1) At the beginning of 2021, NIMH faces a new challenge. As of 31 December 2020, the period of sustainability of the OP RDI project ends, and the NIMH will no longer be bound by the project documentations and rules, which to some extent had determined the directions of its development. This corresponds to the Strategy for the Development of Human Resources, which creates a framework for the proper functioning of employees and maintaining an optimal working environment at NIMH.
- (2) The strategy for the development of Human Resources at NIMH is based on the following documents:
 - Strategy for sustainable development of NIMH for the period 2021–2024 and associated analysis related to the strategic direction of NIMH;
 - The European Charter of Researches, the Code of Conduct for the Recruitment of Researches and the NIMH Code of Ethics;
 - External analysis of human resources in R&D at NIMH, prepared by E&Y in 2018.
- (3) The general framework for the management of human resources in the Czech Republic is the Labour Code No. 262/2006 Sb. and The Employee Act No. 435/2004 Sb., as amended, which regulate labour relations.

1.2 NIMH's mission and core activity

- (1) NIMH was established as a state-subsidized organisation by the Deed of Incorporation, which was issued by the Ministry of Health on 29 May 2012 under ref. MZDR 17267-XV/2012 in terms of changes according to the measure of Ministry of Health of 1 November 2014 under ref. MZDR 20341/2014-4/FIN and as amended by the measure of Ministry of Health issued under ref. MZDR 39663/2016-1/OPŘ dated on 6 September 2016.
- (2) The main mission of the organisation is scientific and research activity focused on the research of neurobiological mechanisms leading to the development of the most serious mental disorders (schizophrenia, mood disorders, anxiety, sleep and cognitive disorders). The activity also includes the development and testing of new diagnostic and treatment methods, research in the field of social psychiatry and demography, and technology transfer. The approach to problem solving is based on the interconnectedness of the methods of molecular biology, animal modeling, clinical research and testing, epidemiology, sociology and psychology.
- (3) NIMH also provides standard and highly specialized institutional and outpatient care, is the clinical base of the 3rd Faculty of Medicine of Charles University and as the Department of Psychiatry and Medical Psychology of the 3rd Faculty of Medicine of Charles University provides undergraduate, postgraduate and lifelong education in clinical fields (psychiatry, psychology) and in the field of neuroscience.

1.3 Human Resources at NIMH

NIMH is a major employer in the field of mental health research:

- The total number of employees at the end of 2019 was 511, which represents 371 FTEs. Almost half of employees work part-time, which allows them to combine private and professional life, or gain experience from multiple organizations;
- At the end of 2019, there was a total of 209 researches, that is 136 FTEs, with women accounted for approximately 60 % of these researches;

- The research base at NIMH is relatively young, with up to 2/3 of researches being under the age of 35;
- In 2019 10 NIMH employees received the Ph.D.;
- NIMH is aware of the benefits of foreign researches, 15 % of researches in 2019 came from abroad.

2. MAIN OBJECTIVES AND RECOMMENDATIONS

The main goals for human resources include:

- Attract and acquire quality and erudite employees;
- Set up a suitable concept for the adaptation of new employees with an emphasis on their support at the beginning of their employment;
- Create a suitable environment for retaining key employees;
- Set career and professional growth of employees:
 - Support the mentoring program and work with young researchers, graduate students, junior and senior researchers;
 - Support programs for the development and education of researchers at NIMH;
- To support the acquisition or completion of doctoral studies;
- Support professional internships and practice;
- Acquire and further support university graduates for scientific and research activities;
- Create a regular system of employee evaluation;
- Maintain the HR Award certificate awarded by the European Commission to research institutions that implement the HRS4R strategy (The Human Resources Strategy for Researchers).

3. AREAS FOR MEETING STRATEGIC OBJECTIVES

3.1 Working conditions

NIMH sets decent and fair working conditions for employees. These are enshrined in the Labor Code and other related internal standards, which describe the working conditions of employees, while respecting applicable national legislation and the collective agreement. Working conditions are set so as to make it possible to combine the work and personal lives of employees and contribute to job stability.

The position of Ombudsman will be established by the NIMH management. The reason for creating such a position is to ensure an impartial assessment of compliance with work procedures, moral and ethical principles and the resolution of specific complaints or suggestions of employees and job seekers at NIMH.

The organisation is gradually setting up areas and rules of benefits that are provided to employees and which will enable them to attract and retain quality employees. The list of benefits offered by NIMH is listed on the organization's website, while the related internal standards can be found on the organization's intranet.

3.2 Recruitment and selection of employees according to OTM-R policy

The process of recruiting and selecting employees is mostly provided by the relevant RP, which fills the vacancy - in cooperation with HR. This process is gradually standardizing by the guidelines, which contain selection and

recruitment rules at the NIMH according to the OTM-R policy (Open, transparent and merit based recruitment and selection procedures). OTM-R policy supports the recruitment of the most suitable employee for a given job position, guarantees equal opportunities and access for all, facilitates the development of an international portfolio (cooperation, competition, mobility). The guideline is regularly updated and the rules are gradually implemented.

As part of recruitment, the relevant guideline regulates where and how to publish vacancies so as to increase the proportion of appropriate applications submitted by suitable applicants. New vacancy templates have been created, containing all the necessary information for applicants. The guideline also lays down rules for informing applicants of the progress and outcome during the recruitment and selection process.

The selection process emphasizes selection committees, their competencies and responsibilities, rules for the appointment of members, stages of selection process and responsible persons, a commitment to transparency, merit assessment, non-discrimination, gender balance, recognition of qualifications and mobility experience. To simplify the administrative burden of the selection, an evaluation form for the selection of employees has been created.

Implementing and monitoring compliance with these rules will increase the transparency of the entire recruitment and selection process and improve communication with applicants, which will significantly contribute to attracting and recruiting knowledgeable employees to NIMH and to a good support of NIMH as an employer.

3.3 Adaptation of new employees

The adaptation process at NIMH includes the conclusion of a contractual relationship and related actions, while the adaptation process of newly arrived employees is the responsibility of individual RP superiors, who have their own rules for adaptation. New common rules related to the setting of a new concept of adaptation of new employees at NIMH are described in the relevant guideline - Adaptation of new employees. This guideline unifies the conclusion of the contractual relationship, the completion of introductory training and the process of orientation and recruitment of new employees. The rules are being gradually implemented.

A sophisticated system for the support of new employees will help to better orientation and incorporation of new colleagues and subsequently contribute to increasing the quality of work of new employees, their easier involvement in the work team and especially reduce the risk of employees leaving during the probationary period.

3.4 Talent management

NIMH focuses on supporting talented researchers. The process begins with the search for and addressing talented students, which is being done continuously in cooperation with faculties where employees of NIMH work as teachers and trainers – e.g. Third Faculty of Medicine (CU), Faculty of Arts (CU), Faculty of Humanities, (CU), Faculty of Medicine (University of Ostrava), Faculty of Health and Social Studies (University of South Bohemia).

Students are enabled to be involved in excursions to the clinic, laboratories, research facilities, testing of instrumentation and in case of interest of both parties, cooperation is offered. The selection of students is based on an assessment of their expertise and research potential for the research and program. Students with whom NIMH wants to further cooperate are then allowed further professional growth.

3.5 Career and professional development, up-skilling

NIMH recognizes the importance of career development for researchers at all stages of their careers. Created career grades are based on the European classification of researchers and serve as a unified approach to the classification used by research institutions in the Czech Republic and the EU.

The rules for career grades inclusion, advancement and development at NIMH will be enshrined in the Career Code.

The Career Code will also include the basic conditions for professional development in the form of individual educational plans. These are currently provided at the level of individual RPs on an ad hoc basis according to the needs of individual employees. For a more effective setting of professional growth, we plan to introduce individual training plans for employees, which will draw information from a specialized database of training activities. This will contain recommended development activities according to the job position and research facility.

NIMH supports the introduction of English as a second working language at NIMH.

Career development and individual training plans for employees will be part of regular appraisal interviews between the employee and the superior.

The organisation will also implement a mentoring system that will provide support and advice for the professional and personal development of researchers. The principal goal is to motivate them and contribute to reducing uncertainty about their professional future.

NIMH supports researchers in up-skilling by offering internships in both domestic and foreign research institutions. The conditions and scope of the internship are given by the announced grant titles of the organizing institutions. In the future, NIMH wants to increase the success of the submitted grants, which will allow researchers to complete these internships, thanks to a more thorough analysis of the reasons for success or failure of the submitted grants and then use this knowledge in the development of other grants. This will also require closer cooperation between the individual RPs and the grant department.

Doctors and psychologists employed at NIMH in specialized training have the opportunity to practice at the clinic, and in the case of concurrent doctoral studies, conditions are created for them to succeed in both educational processes.

Related conditions regulates the Improvement and Upgrading of Qualification of NIMH employees Guideline.

3.6 Doctoral studies

One of the main priorities at NIMH is to provide the best possible conditions for the education of a new generation of researchers, who usually start their careers with a doctoral study, during which they acquire the skills necessary for independent work in the field of research. The aim of supporting the completion of doctoral studies - as the first stage of a scientific career - is to recruit quality researchers, who can lead teams and projects, submit grants and contribute to the overall level of research at NIMH.

The NIMH employs a number of trainers and trainers-consultants, who guarantees high professional level of postgraduate education and its successful completion. NIMH wants to enable doctoral students to get, in addition to a superior, also a mentor, who will guide them in their professional and personal development.

Researchers are motivated to obtain and complete doctoral studies also by new career grades enshrined in the Career Code, where Ph.D. title is required for leadership positions. Support for doctoral students in obtaining the Ph.D. title regulates the Upgrading and Improvement of Qualification of NIMH employees Guideline.

3.7 Employee evaluation system

The evaluation of employees currently takes place informally in the form of a personal interview of the employee with the superior and it is up to the superior to decide in what form and how often it will be carried out.

At present, NIMH implements a structured system of employee evaluation, where an evaluation interview between the evaluated employee and the direct superior takes place once a year.

This evaluation system serves as a tool for objective evaluation of work performance and behavior, as well as a tool for setting goals for the next evaluated period, as an opportunity to talk to a superior about further involvement and opportunities for personal career growth and development. The aim is to support the future development of each employee, to find and use their strengths for their personal development and for the development of the working group, research program and the entire NIMH. This system is expected to contribute to better management of employees.

The evaluation process is regulated by the guideline - System of internal evaluation of NIMH employees, which sets out the basic rules and the course of internal evaluation of NIMH employees.

The evaluation process at NIMH will be supported by an evaluation information system that respects the created rules for evaluating employees at NIMH.

3.8 Adequate salary evaluation

The NIMH sets the salary policy to provide employees with attractive and appropriate salary conditions, in accordance with existing national legislation and the collective agreement. This applies to employees at all levels of the profession, adequately to their employment relationship, performance and level of qualification and / or responsibility.

The rules of financial evaluation of employees will be regulated in the Internal salary regulation, where individual qualification levels of the salary grade, the system of personal evaluation and other bonuses and rewards will be defined.

Remuneration of employees resulting from cooperation with the application sphere and from the solution of science and research projects is regulated by Guideline on Intellectual Property.

3.9 Retaining the HR Award

The HR Excellence in Research Award (HR Award) is a prestigious award given by the European Commission for Excellence in the care of human resources in the scientific environment. NIMH received the HR Award in May 2019, and the organisation recognizes the benefits of this Award for the entire organisation and its employees on a European scale and intends to retain the Award.

As part of the retaining the Award, the NIMH is gradually implementing the points set out in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Intensive cooperation and motivation of employees is key in the implementation, the organisation also uses the experience of domestic and foreign organizations that are holders of the HR Award. The implementation is regularly communicated with the European Commission by NIMH representatives.

4. CONCLUSION

This strategy is not fixed, it may vary depending on the internal and external conditions in which the NIMH operates.

In addition to the above, in the area of human resources development, NIMH will also focus on other aspects that have arisen or will arise in the analyses and are not currently part of this human resources development strategy.

In Klecany (date) 15 -03- 2021

Approved by:



Prof. MUDr. Cyril Höschl, DrSc. FRCPsych.

Director of NIMH