



**Institute
of Experimental
Medicine, CAS**

RECRUITMENT AND TRAINING STRATEGY IEM CAS

HR AWARD

**Activity No. 2 – Definition of Strategic Management Conforming to "HR Award"
Bestowal Requirements**



EVROPSKÁ UNIE
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**MINISTERSTVO ŠKOLSTVÍ,
MLÁDEŽE A TĚLOVÝCHOVY**



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Introduction

Despite being a non-commercial institution in view of its mission, the Institute of Experimental Medicine has been subjected to growing competition in the domain of science in recent years, both in the Czech and global context. To respond to the developments and to prevail in the domain of research, the IEM intends to improve its competitiveness through the implementation of specific strategies for individual areas of management. That includes a strategy for managing human resources, where the IEM's management is fully aware that for an organization of the IEM's type, the quality of the workforce is a determining factor for success, productivity, prestige, competitiveness, and overall perception.

The human resources management strategy, as well as its individual components, stems from an analysis of the IEM's current situation, targets identified to be achieved within the relevant period, and specific actions intended to accomplish the set targets. The individual components of the strategy will be implemented as part of a gradual process, where the goal is to achieve ongoing control and adjustment with a view to ensuring the selection of effective methods that will lead to the fulfillment of the set targets. The strategy embodies an ensemble of activities the correct definition whereof will allow using human capital to its full potential in a way ensuring return on investment in the form of increased productivity, quality, and effectiveness of work done by individuals, thereby improving the performance of the IEM as a whole.

The strategy for recruitment and training is subordinate to higher-level strategies, including the overall strategy for human resources management and, at the top level, the strategy of the IEM as a whole.

The objective is to implement the concept of a learning organization, where changes are predicted, responded to in a fast and flexible manner, and adapted to, which ultimately means that the organization learns and develops faster than other organizations of a similar type.

A learning organization trains all of its workers and, at the same time, uses knowledge on the structure of its workforce, their job roles, specialization, potential, and needs, and identifies factors that are of key importance because they have the greatest effect on productivity.

Strategic Areas

Training

Training at the IEM is structured into the following areas:

Mandatory (Legal) Training

Mandatory training is required under the law and is conditional for the legitimacy of a worker's presence in the workplace or for specific tasks for which completing training of a given type is a prerequisite. This type of training therefore includes the initial and regular OHS and fire-safety training, training for work with chemical and hazardous substances, driver training, etc.

Specialized Training

This type of training forms and develops workers' qualifications in relation to their position or nature of work they perform. Thus developed qualifications do not concern the relevant scientific field, but involve related skills, which are required for a worker to properly perform work in a given position. Such skills include the ability to use a certain type of devices, understanding specific technologies used by researchers, etc. In the case of workers other than researchers, this type of training allows improving knowledge of accounting, taxation, remuneration, human resources, and the like, insofar as required for their work in consideration of ongoing changes and developments in the relevant areas.

Specialized training includes the following sub-categories:

- **Language Training** – Considering the international nature of scientific research, the growing number of foreign nationals employed by the IEM, and efforts to take part in mobility projects, language training for workers who are expected to benefit from foreign language proficiency is a high priority.
- **Management Training** – Management training is provided to managerial staff or to employees expected to assume a managerial role in the future, where it is beneficial to improve their skills and abilities in the relevant areas, such as management and leadership, work performance assessment, effective communication, task delegation and oversight, definition of targets, strategies, concepts, etc.
- **Soft Skills Training** – The acquisition of soft skills is conducive to the comprehensive development of workers, particularly in respect to personal growth and interpersonal skills. Soft skills training encompasses management, communication, presentation, assertiveness, stress management, and other areas.
- **IT Training** – Computer literacy is an integral part of work performed by all workers performing intellectual work. The need to provide training for information technologies stems from the ongoing software development and issue of upgrades as well as pressures to use software effectively.

Development of Qualifications

The IEM's goal is to have a workforce consisting of top-level experts in the relevant fields. For this purpose, the IEM intends to motivate staff for the continuing engagement in scientific, publication, and teaching activity and development. To that end, the IEM intends to create optimal conditions and to make career



advance conditional on the improvement of professional qualifications. In the medium term, we plan to set up international research teams, to pursue closer cooperation with top-level experts, science and research centers, and universities, to take part in grant programs, international mobility projects, to grant sabbaticals for study purposes, and to provide other forms of support for the professional growth of the IEM's staff.

All types of optional training will focus on workers who benefit from the applicable training content in their professional work, where the principle of equal opportunity will be observed.

Staff Evaluation and Training Plan

A new Staff Evaluation process will be implemented, and individual training activities will stem from a bilateral agreement between employees and their line managers. Subsequently, training requirements will be summarized in the Training Plan. Training will be financed using a combination of the IEM's own resources, grants, and other external sources, such as operational programs.

Recruitment

Recruitment Strategy

The Recruitment Strategy is based on the current situation on the labor market and the IEM's status as an employer of choice. Even though the COVID-19 crisis has created turbulences on the labor market, there is discrepancy between the qualifications of candidates and employers' requirements. As of now, the IEM's domain of science and research has not been affected by the pandemic, as there are no sufficiently qualified human resources available on the labor market. Another important factor for recruitment is the IEM's perception as an employer of choice by job seekers in terms of professional prestige, which is excellent, and working conditions it offers. For that reason, the IEM will continue to endeavor to obtain the HR Award and to implement all internationally required human resources standards to improve its attractiveness on the labor market and to attract a broader spectrum of job candidates.

In addition to pursuing conceptual work in human resources management and implementing new processes, including innovating the recruitment process, new employees will be attracted using the following methods:

- advertisements on job portals, in social media, EURAXES, etc.
- advertisements within the IEM or at CAS facilities
- networks of contacts of the IEM's employees
- domestic and international partnerships (universities, other research facilities, laboratories, etc.)
- job offers on the IEM's innovated website
- staffing agencies

Innovation of the Recruitment Process

The recruitment process will be redefined under a new internal policy entitled Human Resources Processes. The recruitment process itself will rely on the following tasks and principles:

- 1) creating standardized advertising templates
- 2) appointing a selection board
- 3) defining the number of rounds for the selection procedure, defining evaluation criteria
- 4) defining unified non-discriminatory candidate assessment procedures
- 5) defining rules for communicating with successful and unsuccessful candidates
- 6) hiring successful candidates

The methodology of the recruitment process needs to be incorporated into the IEM's internal policies to ensure that it is carried out in a standardized, uniform manner in accordance with approved procedures, principles of the OTM-R strategy, and the Charter and the Code.

Adaptation Process

The recruitment process will be followed by the adaptation process, where the objective is to appoint a tutor who will assist a new employee during adaptation to a new working environment and culture, shorten the adaptation process to a minimum, and eliminate the risk of employee departures during the trial period and the ensuing necessity to repeat the recruitment process. The process will be further enhanced by the creation of a bilingual brochure that will introduce new employees to the specifics of working at the IEM.