

## HR Excellence in Research

# Action Plan

## Action Plan

**Case number**

2023SK83640

**Name Organisation under review**

KInIT

**Organisation's contact details**

Mlynske Nivy 5, Bratislava, Slovakia, 81109, Slovakia

### 1. Organisational Information

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

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	36
Of whom are international (i.e. foreign nationality) *	4
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	1
Of whom are women *	8
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	11
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	15
Of whom are stage R1 = in most organisations corresponding with doctoral level *	10
Total number of students (if relevant) *	9
Total number of staff (including management, administrative, teaching and research staff) *	68
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	2416620
Annual organisational direct government funding (designated for research)	0
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	934674
Annual funding from private, non-government sources, designated for research	1027947

**ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)**

KInIT is an independent, non-profit institute dedicated to AI research. We bring together experts in AI and other areas of computer science, with connections to other disciplines: web and user data processing including false information, processing and comprehension of natural language, data analysis for green energy and ethics in intelligent technologies. KInIT combines the excellent competencies of academic researchers and educators with innovative companies, their needs and experience. By involving the private sector, we seek to create a healthy research ecosystem that is connected to existing universities, the Slovak Academy of Sciences and above all to the international community.

**2. Strengths and weaknesses of the current practice**

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

**Note:** Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

## Ethical and professional aspects\*

**Strengths and Weaknesses (max. 800 words)**

**Strengths:** KInIT consistently aligns its practices with ethical guidelines and professional standards. Researchers have complete freedom in their research, this freedom is limited only by the resources and overall mission of the Institute. Researchers adhere to the ethical principles, they are familiar with strategic goals and overall mission of the Institute and they have a clear understanding of their contractual and legal responsibilities to both KInIT and project partners. This is also ensured by bi-weekly all-institute meetings. The results of their research is regularly published in scientific journals and presented to both the professional and lay community. Public engagement and raising awareness about AI research is one of the key elements of the Institute's mission. KInIT fully respects the principles of non-discrimination and inclusiveness in the workplace. Researchers undergo an annual performance evaluation, wherein their professional achievements and contributions are systematically assessed.

**Weaknesses:** Even though the Institute adheres to the ethical principles, these principles are not yet formalized in an official, internal Code of Conduct and Code of Research Ethics. There is insufficient knowledge about intellectual property rights and national legal requirements regarding data protection among researchers. KInIT lacks necessary precautions in case of IT disasters and formalized back-up plans. While KInIT's researchers actively engage in public outreach and regularly disseminate their work, there is a considerable room for improvement in terms of the visibility of the institute's activities. KInIT needs to further increase its impact and amplify its reach. Most of the documents relevant for the researchers are only in the Slovak language which decreases the attractiveness and inclusiveness of the Institute for foreign researchers.

## Recruitment and selection\*

**Strengths and Weaknesses (max. 800 words)**

**Strengths:** All candidates undergo a transparent and complex selection process where their education, experience and abilities are evaluated holistically. This selection process usually consists of several interviews and occasionally a test. There is no discrimination on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition. Job offers are advertised publicly on the Institute's website and on several job portals and they are published in English. Candidates are informed about all the stages of the selection process during the 1st interview. The selection committee comprises individuals with diverse backgrounds and experiences - HR, team leaders and the CEO of KInIT. Academic or work mobility is highly valued within the institute and seniority is an asset, not an obstacle. Gaps in the candidate's resume are not punished. All new employees undergo a complex onboarding process during which they are provided with all necessary information regarding their work.

**Weaknesses:** The recruitment and selection process is not formalized according to the OTM-R principles and sufficient control systems are not implemented. KInIT uses several job portals for advertisement, but Euraxess is utilized mostly for more senior positions. Career progression is not sufficiently formalized and presented during the recruitment process. The individual feedback for unsuccessful candidates is not automatically provided, it is provided only in the case of an explicit request. Mobility experience, seniority and non-academic qualifications are highly valued in the institute, but their benefit in terms of remuneration and career progression is not formalized. KInIT currently lacks a formalized complaint system and dedicated committee to address such concerns. There are no clear rules for the recruitment and appointment of postdoctoral researchers.

## Working conditions\*

**Strengths and Weaknesses (max. 800 words)**

**Strengths:** Working conditions at KInIT are in accordance with national legislation requirements and KInIT strives to create an inspiring work environment. The quality of the environment is ensured by the Health and Safety Plan. KInIT has offices in barrier free building with access for disabled researchers. Working conditions and working environment are flexible. Researchers have the flexibility to work remotely for three days a week and there is an on-site kindergarten located within the same building as KInIT. This arrangement provides a supportive environment for balancing professional commitments with family needs. Researchers are provided with hardware and software equipment necessary to carry out their duties effectively. The principles of gender equality are formalized in the Gender Plan 2021-2025 and regular awareness trainings regarding gender equality are organized. Researchers enjoy fair and attractive conditions of funding and salaries with adequate and equitable social security provisions in accordance with national legislation. According to the survey, the vast majority of researchers agree that there is a representative gender balance at all levels within KInIT. All researchers are provided with the opportunity of career counselling. Co-authorship is viewed very positively.

**Weaknesses:** Several benefits that the researchers enjoy are not yet formalised. Gender Plan 2021-2025 clearly outlines the initiatives to be undertaken, but there is considerable room for improvement. KInIT does not have a gender equality committee that would evaluate the progress within the Institute. KInIT lacks position-specific career development plans. Researchers are not provided with a sufficient number of mobility options. Career counselling is carried out on an informal basis, without proper formalization. The absence of established rules and regulations for managing complaints, appeals, and conflicts is notable within the current framework. Additionally, there is a lack of a designated committee or ombudsperson position to facilitate resolution processes.

## Training and development\*

**Strengths and Weaknesses (max. 800 words)**

**Strengths:** Early-career researchers, including PhD students, benefit from regular and structured interactions with their supervisors. This intentional approach ensures a supportive and mentorship-driven relationship, promoting the professional development and success of researchers in the early stages of their careers. Researchers are provided with possibilities to participate at conferences, professional seminars/workshops and other career development and learning activities. Researchers are encouraged to pursue continuous education.

**Weaknesses:** Career development plans and continuous education are not formalised. There is a need for managerial and soft skill education for team leaders.

### 3. Actions

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

**Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s):**

<https://kinit.sk/careers/hrs4r/> (<https://kinit.sk/careers/hrs4r/>)

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

**Note:** Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

## Proposed ACTIONS

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### Action 1

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Establish an official, internal Code of Conduct

#### GAP Principle(s)

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(+/-) 2. Ethical principles

**Timing (at least by year's quarter/semester)**

Q3/2025

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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HR  
department

I1: a published internal document I2: The Code of Conduct will be explained and discussed during an all-institute meeting after its publication I3: the progress will be measured by a questionnaire once per year (two weeks after the publication of the Code and after the discussion at the all-institute meeting) T1: to establish clear guidelines and standards of behavior for all KInIT employees T2: to raise awareness about appropriate behavior in terms of workplace relations, conflicts of interest, whistleblowing ect.



## Proposed ACTIONS

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### Action 2

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Establish an official, internal Code of Research Ethics

#### GAP Principle(s)

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(+/-) 2. Ethical principles

**Timing (at least by year's quarter/semester)**

Q3/2024

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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Ethics team

I1: a published internal document "KInIT Code of Ethics"  
 I2: The KInIT Code of Ethics will be explained and discussed during an all-institute meeting after its publication  
 I3: the progress will be measured by a questionnaire once per year (two weeks after the publication of the Code and after the discussion at the all-institute meeting)  
 T1: to conceptualize and articulate KInIT's stance on responsible research and development (R&D) of intelligent technologies  
 T2: to raise awareness about ethical aspects of the KInIT's research

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## Proposed ACTIONS

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### Action 3

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Formalization of a complaints system in relation to ethical violations

#### GAP Principle(s)

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(+/-) 2. Ethical principles

**Timing (at least by year's quarter/semester)**

Q2/2025

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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HR department

I1: Formation of an Ethical Committee. The Ethical Committee will convene regularly twice a year and additionally as needed, in response to specific situations requiring its attention. I2: The work of the Committee will be evaluated by a questionnaire once per year I3: Approved guidelines setting out the anonymous complaints mechanism and procedure T: to establish clear and universally understood standards for addressing ethical dilemmas and resolving ethical problems effectively

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## Proposed ACTIONS

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### Action 4

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Raise awareness in the field of research ethics via workshops, trainings

#### GAP Principle(s)

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(+/-) 2. Ethical principles

#### Timing (at least by year's quarter/semester)

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Q2/2025 onwards

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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HR  
department  
and Ethics  
team

I: workshop or training about research ethics once a year; our goal is to achieve a 90% attendance rate among all research staff for this training T: to raise awareness about ethical aspects of the KInIT's research

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## Proposed ACTIONS

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### Action 5

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Creation of a comprehensive onboarding guide for researchers that will include thorough information about intellectual property rights, legal aspects of the research and data protection

#### GAP Principle(s)

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(-/+ ) 3. Professional responsibility

(+/-) 5. Contractual and legal obligations

(+/-) 7. Good practice in research

(+/-) 31. Intellectual Property Rights

**Timing (at least by year's quarter/semester)**

Q1/2025

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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HR department

I1: A comprehensive onboarding guide for all researchers  
I2: Disseminate the guide to all researchers and incorporate its distribution into the onboarding process  
T1: to raise awareness about intellectual property rights, legal aspects of the research and data protection

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## Proposed ACTIONS

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### Action 6

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Creation of a comprehensive welcome package for all new researchers with all necessary information related to their work

#### GAP Principle(s)

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(-/+ ) 3. Professional responsibility

#### Timing (at least by year's quarter/semester)

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Q1/2025

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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HR department

I1: A comprehensive welcome package for all new researchers  
 I2: The HR department will schedule a meeting with all new employees after their first three months to assess their satisfaction with the onboarding process and evaluate their initial experience  
 T: to provide new researchers with all the information they need in one place

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## Proposed ACTIONS

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### Action 7

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Raise awareness in the field of data protection and intellectual property rights via workshops and trainings

#### GAP Principle(s)

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(-/+ ) 3. Professional responsibility

(+/-) 5. Contractual and legal obligations

(+/-) 31. Intellectual Property Rights

**Timing (at least by year's quarter/semester)**

Q3/2025 onwards

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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HR department

I: workshop or training about intellectual property rights and data protection once a year T: to raise awareness about intellectual property rights and data protection

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## Proposed ACTIONS

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### Action 8

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Elaboration of an internal methodology for project management

#### GAP Principle(s)

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(+/-) 6. Accountability

**Timing (at least by year's quarter/semester)**

Q4/2025

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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Project Office

I: approved internal methodology setting out a clear division of tasks between the project office and researchers in terms of financial management of projects  
T: to formalize the division of tasks between researchers and the Projects Office within projects to streamline workflows, enhance coordination, and clarify responsibilities for optimal project management

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## Proposed ACTIONS

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### Action 9

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Participation in activities aimed at increasing the visibility of the Institute's work in the general public

#### GAP Principle(s)

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(++) 8. Dissemination, exploitation of results

(+/-) 9. Public engagement

**Timing (at least by year's quarter/semester)**

Q2/2024 onwards

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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All Institute

I1: More significant presence in media, external seminars, on social media etc.. Our specific goals, compared to previous years, are: Number of Seminars/Conferences Attended 2023:19 2024: 27 2025: ~ 34-36 2026: ~ 42-45  
 Growth in Social Media Followers 2023: 1272 new followers 2024: ~ 1100 - 1150 new followers 2025: ~ 1500 - 1600 new followers 2026: ~ 1800 - 2000 new followers  
 Content Reach on Social Media 2023: 421900 2024: ~ 530000 - 550000 2025: ~ 700000 - 770000 2026: ~ 900000 - 1000000  
 Number of Blog Posts/Articles Published 2023: 89 2024: 65-70 2025: ~ 80-90 2026: ~ 95-105  
 Number of Videos Produced and Views/Engagement 2023: 6 2024: 4-5 2025: ~ 10-15 2026: ~ 20-25  
 I2: Formulate a comprehensive promotion strategy and plan T: To increase the visibility and awareness of the institute's activities and research among the general public



## Proposed ACTIONS

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### Action 10

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Establish necessary precautions in case of IT disasters and attacks

#### GAP Principle(s)

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(+/-) 7. Good practice in research

**Timing (at least by year's quarter/semester)**

Q1/2026

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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All Institute

I: Elaboration and formalization of a plan, establishment of necessary precautions  
 T1: To safeguard sensitive data and intellectual property  
 T2: To educate and empower employees to respond effectively to incidents

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## Proposed ACTIONS

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### Action 11

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Elaboration of a new Gender Equality Plan for the period 2025-2030

#### GAP Principle(s)

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(+/-) 10. Non discrimination

(+/-) 27. Gender balance

**Timing (at least by year's quarter/semester)**

Q4/2024

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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HR department

I1: an approved internal document "Gender Equality Plan 2025-2030" I2: the document will be explained and discussed during an all-institute meeting after its publication T: to promote gender equality through comprehensive policies, initiatives, and practices aimed at fostering equal opportunities, representation, and inclusivity across all levels and areas of the Institute

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## Proposed ACTIONS

### Action 12

Translate all relevant documents for researchers to English

#### GAP Principle(s)

(+/-) 10. Non discrimination

**Timing (at least by year's quarter/semester)**

Q1/2026

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

HR department

I: all relevant documents for researchers will be translated to English and published on KInIT's website T: to ensure accessibility and facilitate collaboration

### Action 13

Improve the bilingual environment in the office

#### GAP Principle(s)

(+/-) 10. Non discrimination

**Timing (at least by year's quarter/semester)**

Q4/2024

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

All Institute

I: all institute-wide meetings and events will be held in English T1: to cultivate a more inclusive and cohesive environment in the office T2: to foster greater openness within the Institute to foreign employees

## Proposed ACTIONS

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### Action 14

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Organize non-discrimination (with an emphasis on gender discrimination) trainings

#### GAP Principle(s)

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(+/-) 10. Non discrimination

**Timing (at least by year's quarter/semester)**

Q4/2024

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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HR  
department

I: workshop or training about non discrimination once a year  
T: to raise awareness about non discrimination with an emphasis on gender equality

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## Proposed ACTIONS

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### Action 15

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Revision and formalization of the criteria for performance evaluation and remuneration at KInIT

#### GAP Principle(s)

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(+/-) 11. Evaluation/ appraisal systems

(+/-) 15. Transparency (Code)

(+/-) 17. Variations in the chronological order of CVs (Code)

(+/-) 18. Recognition of mobility experience (Code)

(+/-) 19. Recognition of qualifications (Code)

(+/-) 26. Funding and salaries

**Timing (at least by year's quarter/semester)**

Q3/2025

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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HR department

I1: an official remuneration policy based on the OTM-R principles I2: formalisation of the recognition of mobility experience, seniority and qualifications T1: to ensure fairness and equity within the Institute T2: to ensure consistency in evaluating employee performance and determining compensation levels

## Proposed ACTIONS

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### Action 16

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Revision and formalization of the recruitment and selection process in accordance with the OTM-R principles (OTM-R policy)

### GAP Principle(s)

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(+/-) 12. Recruitment

(+/-) 13. Recruitment (Code)

(++) 14. Selection (Code)

(+/-) 15. Transparency (Code)

(+/-) 17. Variations in the chronological order of CVs (Code)

(+/-) 18. Recognition of mobility experience (Code)

(+/-) 19. Recognition of qualifications (Code)

(+/-) 20. Seniority (Code)

**Timing (at least by year's quarter/semester)**

Q2/2025

**Proposed ACTIONS**

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<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
HR department	I1: an official OTM-R policy (recruitment and selection policy) I2: the policy will be presented during regular all-staff meeting after its establishment and will be published on KInIT's website I3: formalisation of the recognition of mobility experience, seniority and qualifications in the OTM-R policy T1: To enhance the effectiveness of the recruitment and selection process T2: To ensure transparency, fairness, and merit-based practices in hiring procedures T3: To improve candidate experience and satisfaction T4: To enhance the Institute's reputation

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## Proposed ACTIONS

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### Action 17

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Training sessions for HR staff

#### GAP Principle(s)

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(+/-) 12. Recruitment

(+/-) 13. Recruitment (Code)

(++) 14. Selection (Code)

(+/-) 17. Variations in the chronological order of CVs (Code)

**Timing (at least by year's quarter/semester)**

Q3/2024 onwards

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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HR department

I: training sessions for HR staff focused on recruitment and selection process in line with the OTM-R principles; all HR staff will participate in at least two training sessions over the next two years T1: to ensure effective implementation and continuous improvement of recruitment and selection practices in line with OTM-R principles. T2: to equip HR staff with practical skills and tools for implementing OTM-R principles

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## Proposed ACTIONS

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### Action 18

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Establish an official travel policy

#### GAP Principle(s)

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(+/-) 6. Accountability

(-/+ ) 29. Value of mobility

**Timing (at least by  
year's  
quarter/semester)**

Q1/2025

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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HR  
department

I1: an internal document setting out the travel policy I2: the document will be published on KInIT's website T1: to define eligible travel expenses T2: to specify approval processes and responsibilities for requesting, approving, and managing business travel, ensuring accountability and oversight

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## Proposed ACTIONS

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### Action 19

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Career development opportunities

#### GAP Principle(s)

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(+/-) 15. Transparency (Code)

**Timing (at least by year's quarter/semester)**

Q2/2026

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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HR department

I1: information about career development opportunities will be included in advertisements and during the selection process  
T: to attract and retain top talent by transparently communicating the Institute's commitment to employee growth and development

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## Proposed ACTIONS

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### Action 20

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Create clear rules and guidelines for the recruitment and appointment of postdoctoral researchers including guidelines for their professional development opportunities

#### GAP Principle(s)

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(--) 21. Postdoctoral appointments (Code)

#### Timing (at least by year's quarter/semester)

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Q1/2026

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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HR  
department  
Research  
director

I: an official, internal document setting clear rules and guidelines for the recruitment and appointment of postdoctoral researchers  
T1: to specify the terms and conditions of employment for postdoctoral researchers  
T2: to develop targeted recruitment strategies tailored to attract postdoctoral researchers

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## Proposed ACTIONS

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### Action 21

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Establishment of a control system for the OTM-R policy

#### GAP Principle(s)

---

(+/-) 12. Recruitment

(+/-) 13. Recruitment (Code)

(+/-) 15. Transparency (Code)

**Timing (at least by  
year's  
quarter/semester)**

Q2/2025

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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HR  
department

I1: publication of the OTM-R policy on the website in Slovak and English I2: a clear control system and procedure T: to increase transparency and effectiveness of the OTM-R policy

## Proposed ACTIONS

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### Action 22

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Creation of position-specific career development plans

#### GAP Principle(s)

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(-/+ ) 28. Career development

(+/-) 38. Continuing Professional Development

(+/-) 39. Access to research training and continuous development

**Timing (at least by year's quarter/semester)**

Q1/2026

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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HR  
department

I1: Elaboration of career development plans for every position  
I2: Career development plans will be presented to all researchers during their one-to-one meeting with their teamleaders  
I3: the progress will be evaluated during yearly evaluation sessions with teamleaders  
T1: to foster a culture of continuous learning and improvement  
T2: to establish clear pathways for career progression and advancement within the Institute

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## Proposed ACTIONS

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### Action 23

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Establish a complaints mechanism in the recruitment and selection process

#### GAP Principle(s)

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- (+/-) 12. Recruitment
- (+/-) 13. Recruitment (Code)
- (+/-) 15. Transparency (Code)
- (--) 34. Complains/ appeals

**Timing (at least by year's quarter/semester)**

Q2/2025

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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HR department

I1: a mechanism addressing complaints of candidates during the recruitment and selection process; this complaints mechanism will be transparent and anonymous  
 I2: a complaints mechanism in the form of anonymous feedback questionnaire  
 T1: to enhance transparency and accountability within the recruitment and selection process  
 T2: to provide a channel for candidates to voice concerns or complaints related to unfair treatment, bias, or misconduct during the recruitment process

## Proposed ACTIONS

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### Action 24

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Establish Gender Equality Committee

#### GAP Principle(s)

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(+/-) 10. Non discrimination

(+/-) 27. Gender balance

**Timing (at least by year's quarter/semester)**

Q1/2025

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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HR department

I1: Establishment of the Gender Equality Committee I2: The Committee will convene regularly twice a year and additionally as needed, in response to specific situations requiring its attention. I3: The work of the Committee will be evaluated by a questionnaire once per year T1: to foster a culture of gender equality and inclusion T2: to promote awareness and understanding of gender-related issues and challenges

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## Proposed ACTIONS

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### Action 25

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Increase mobility options for researchers and include them in the career development plans

#### GAP Principle(s)

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(-/+ ) 28. Career development

(-/+ ) 29. Value of mobility

**Timing (at least by year's quarter/semester)**

Q2/2026

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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Team leaders in collaboration with the Research director

I1: increased number of mobility options; currently, 40 % of PhD students and postdocs have mobility experience; we aim to reach 60 % by 2026 I2: We will also actively encourage all senior researchers to go on mobility experience (newsletters, trainings etc.) T1: to enhance researchers' career prospects T2: to foster a culture of lifelong learning and professional growth

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## Proposed ACTIONS

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### Action 26

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Establish an impartial whistleblowing committee to deal with complaints/appeals of researchers and establish formal procedures in this regard

#### GAP Principle(s)

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(-- ) 34. Complains/ appeals

**Timing (at least by year's quarter/semester)**

Q3/2025

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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HR department

I1: Establishment of whistleblowing committee. The Committee will ensure that the reporting process will be anonymous. I2: The Committee will convene regularly twice a year and additionally as needed, in response to specific situations requiring its attention. I3: The work of the Committee will be evaluated by a questionnaire once per year T: to provide researchers with a confidential and secure channel to report misconduct, unethical behavior, or other concerns without fear of retaliation

## Proposed ACTIONS

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### Action 27

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Managerial education

#### GAP Principle(s)

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(++) 37. Supervision and managerial duties

(+/-) 38. Continuing Professional Development

(+/-) 39. Access to research training and continuous development

**Timing (at least by year's quarter/semester)**

Q3/2024 onwards

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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HR department

I1: Continuous soft-skill trainings for teamleaders in the field of mentoring, career counseling etc. I2: All teamleaders from both the research and operations departments will attend two such training sessions over the next two years. T1: to equip team leaders with the knowledge and skills necessary to effectively mentor and support team members in their professional development T2: to enhance the leadership capabilities of team leaders

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## Proposed ACTIONS

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### Action 28

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Exchange of good practice between organizations

#### GAP Principle(s)

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(+/-) 9. Public engagement

**Timing (at least by year's quarter/semester)**

Q1/2025

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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HR  
department,  
Research  
director,  
CEO

I: Organization of networking activities between like-minded organizations I2: KInIT aims to organize 6 such networking events in the next 2 years. T1: To encourage collaboration and mutual learning between organizations T2: To facilitate the sharing of successful strategies and approaches among organizations

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## Proposed ACTIONS

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### Action 29

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Creation of an Offboarding Process

#### GAP Principle(s)

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(+/-) 5. Contractual and legal obligations

(++) 23. Research environment

**Timing (at least by year's quarter/semester)**

Q4/2024

#### Responsible

**Unit**

**Indicator(s) / Target(s)**

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HR  
department

I: a formalized offboarding process I2: the document will be published on KInIT's website T1: to provide support and guidance to departing employees during their exit T2: to facilitate knowledge transfer and documentation of critical information before employees leave

## Proposed ACTIONS

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### Action 30

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HRS4R/HR Excellence in Research Awareness

#### GAP Principle(s)

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(++) 4. Professional attitude

**Timing (at least by year's quarter/semester)**

Q4/2024 onwards

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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HR  
department

I: organization of informative events (twice per year) to keep researchers updated on HRS4R developments at KInIT  
 T1: to enhance researchers' understanding of HRS4R principles and their relevance to KInIT's practices  
 T2: to offer opportunities for researchers to engage with HRS4R-related topics  
 T3: To keep the evidence of all actions by adding an article to the website or social media, all documents and procedures will be collected in one place and will be available for all researchers.

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## Proposed ACTIONS

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### Action 31

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Increase the number of women in research positions in the Institute

#### GAP Principle(s)

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(+/-) 10. Non discrimination

(+/-) 27. Gender balance

**Timing (at least by year's quarter/semester)**

Q2/2025

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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HR department

I: We will actively engage in events aimed at enhancing the visibility of IT professions for women, such as job fairs and conferences. Our goal is to participate in at least two events annually, collaborating with the Slovak organization Allheads to promote gender diversity and inclusion within the IT sector. T: To promote gender balance and foster an inclusive workplace that actively supports diversity in IT professions.

### Unselected principles:

(++) 1. Research freedom    (++) 16. Judging merit (Code)    (++) 22. Recognition of the profession    (++) 24. Working conditions

(++) 25. Stability and permanence of employment    (++) 30. Access to career advice    (++) 32. Co-authorship    (++) 33. Teaching

(++) 35. Participation in decision-making bodies    (++) 36. Relation with supervisors    (++) 40. Supervision

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 the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) \*

KInIT conducted a comprehensive examination of domestic laws, internal protocols, and existing recruitment procedures regarding the OTM-R. While the principles set out in the Charter and Code are generally adhered to, there remains room for improvement to ensure their full implementation. Furthermore, addressing the lack of formalization of the principles stands out as a key priority. The following steps will be implemented in this regard:

1. Formalize the OTM-R policy both individually and as part of the "Remuneration policy" and "Recruitment and selection policy".
2. The formalized policy will be then published on the Institute's website in English and Slovak
3. Conduct training sessions for HR staff focusing on recruitment and selection practices aligned with OTM-R standards (mentioned in the Action plan in the section "Training sessions for HR staff")
4. Implement a control system ensuring application of OTM-R rules and procedures
5. Ensure that all job advertisements explicitly state the principle of non-discrimination, emphasizing equal opportunity for all applicants regardless of race, gender, age, ethnicity, disability, religion, or any other characteristic.
6. Advertise all research positions on Euraxess
7. Prepare position-specific career development plans (mentioned in the Action plan in the section "Creation of position-specific career development plans")
8. Create an anonymous complaints mechanism for all applicants in the form of feedback questionnaire
9. Establish a formal way of monitoring the quality of applicants

The HR department will oversee the implementation of the OTM-R policy in collaboration with the Working Group, ensuring active involvement of researchers at all levels throughout the process. The Working group will provide quarterly reports to the Steering Committee, detailing the progress made toward achieving target indicators.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

**URL:**

The strategy and policies (when finalized) will be published here: <https://kinit.sk/careers/hrs4r/> in Q2/2025. (unsafe:The strategy and policies (when finalized) will be published here: <https://kinit.sk/careers/hrs4r/> in Q2/2025. )

## 4. Implementation

**General overview of the expected overall implementation process of the action plan: (max. 1000 words)**

The implementation is planned to start in the third quarter of 2024. The primary focus will be on addressing the deficiencies contained in the GAP analysis and the OTM-R policy checklist. The Working Group will ensure the implementation of the Action Plan in close collaboration with all researchers and Operations staff at the Institute and external stakeholders. The Working group will provide quarterly reports to the Steering Committee, detailing the progress made toward achieving target indicators. Both the Working and Steering groups are deliberately diverse, ensuring representation from various backgrounds, perspectives, and expertise. They include R1-R4 researchers, research engineers, teamleaders and Operations staff. This diversity will lead to more inclusive decision-making processes. The initial Action plan spans two years, from Q3 2024 to Q3 2026. After two years, it will undergo a thorough review and new targets will be set. The implementation of the Action plan should ensure the following:

1. Formalization of all the HR procedures and practices within the Institute
2. Continuous training and development for HR staff
3. Streamlined and efficient recruitment, selection, remuneration and onboarding processes
4. Raise awareness in the field of research ethics, intellectual property rights, data protection etc.
5. Alignment with best HR practices

These improvements in HR practices will lead to a more productive, engaged, and satisfied workforce. They will enhance organizational efficiency, foster a positive work culture, and ultimately contribute to the achievement of strategic goals and objectives.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

**Note:** Click on each question of the checklist to open the editor.



How will the implementation committee and/or steering group regularly oversee progress?\*



**Detailed description and duly justification (max. 500 words)**


Every individual activity set out in the Action plan is allocated to a specific department or employee within the Institute. These individuals are tasked with implementation based on their expertise, within designated timeframes, and guided by predetermined measurable indicators. The Working group will be responsible for the overall implementation and coordination of the Action plan. The Working group will comprise diverse members from Research and Operations teams within the Institute, ensuring a wide range of backgrounds, experiences, and perspectives. The implementation will be monitored by the Steering committee. The Working group will deliver quarterly progress reports to the Steering Committee regarding the implementation status. The Steering Committee will meet biannually to evaluate the progress achieved. Furthermore, the Committee will be tasked with preparing a report summarizing their assessments and findings.

How do you intend to involve the research community, your main stakeholders, in the implementation process?\*



**Detailed description and duly justification (max. 500 words)**

Researchers were engaged in the Gap analysis process through the completion of questionnaires, and their active involvement helped establish the individual activities within the Action plan. 30 R1-R4 researchers participated in the questionnaires (out of the total 36). These researchers were also consulted all along the process. Researchers are integral members of both the Working Group and the Steering Committee. All researchers, beyond those in the Working group and Steering Committee, will be actively encouraged to participate in the implementation process and they will frequently be asked to provide feedback on the implementation of the activities. Researchers will be members on various committees established in accordance with the Action plan, such as the Ethical Committee, Gender Equality committee or Whistleblowing Committee. Biannually, all KInIT employees (including researchers) will receive updates on the progress of the implementation.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the \* organisation's research strategy, as the overarching HR policy. 

**Detailed description and duly justification (max. 500 words)**

KInIT is dedicated to integrating HRS4R principles into its organizational HR practices, as evidenced by our endorsement of the Charter and the Code. The alignment of organisational policies with the HRS4R will be ensured by the cooperation between the Working group, various KInIT departments and the KInIT management. The members of the Steering Committee, who are also mostly part of the KInIT management, will guarantee the incorporation of HRS4R into internal strategies, documents and long-term objectives. Furthermore, given that many of the organizational policies already adhere to HRS4R principles, KInIT will leverage this foundation for further progress. The HRS4R is already an overarching policy, as almost all KInIT departments were involved in the preparation of the Gap analysis, the OTM-R and the Action plan.

How will you ensure that the proposed actions are implemented?\*



**Detailed description and duly justification (max. 500 words)**

The activities outlined in the Action plan directly address suggestions put forth by both researchers and Operations employees of the Institute. 30 out of the total 36 researchers conveyed their suggestions and requirements through a questionnaire. Given this level of involvement, it's reasonable to expect active participation from researchers and all other employees in the implementation process. We have defined clear and measurable indicators, set targets, established timelines, and identified responsible units. This approach aims to foster a sense of ownership among those responsible for each activity. A clear and transparent control system will be established for the implementation process.

How will you monitor progress (timeline)?\*



**Detailed description and duly justification (max. 500 words)**

The timeline of the proposed activities is set out in the Action plan. The Working group will provide quarterly reports to the Steering Committee, detailing the progress made toward achieving target indicators. The Steering Committee will meet biannually to evaluate the progress achieved and to deal with any necessary changes in the timeline of the implementation. The Steering Committee will also oversee the identification of potential risks, recommend solutions to address them, and provide support in resolving any challenges encountered during the implementation phase.

How will you measure progress (indicators) in view of the next assessment?\*



**Detailed description and duly justification (max. 500 words)**

Each individual activity in the Action plan has clear indicators and targets that will be monitored during the whole implementation process. The evaluation of the progress will be part of the quarterly report of the Working group to the Steering Committee. The quarterly report will be then published on the HRS4R subpage of the KInIT's website: <https://kinit.sk/careers/hrs4r/>.

**Additional remarks/comments about the proposed implementation process: (max. 1000 words)**

At KInIT, we are fully committed to embracing and upholding the HRS4R principles. This commitment underscores our dedication to fostering a supportive and inclusive environment for researchers, ensuring their professional growth and well-being. Through the implementation of HRS4R principles, we aim to strengthen our institution's research capabilities, enhance the overall quality of our academic endeavors and attract foreign researchers.

The total number of research staff is 36. In the initial submission, an error occurred due to the inclusion of research engineers in the count of R1-R4 researchers, resulting in a discrepancy.

The HRS4R is featured on the front page of the KInIT's website and there is also a subpage dedicated to the HRS4R: <https://kinit.sk/careers/hrs4r/>. All documents related to each of the planned actions will be published on the HRS4R subpage of KInIT's website in due course: <https://kinit.sk/careers/hrs4r/>. The implementation of the actions will be documented with photos, which will also be published on the dedicated subpage. The GAP analysis, OTM-R checklist and Action plan, along with Organisational chart and results of the questionnaire are published on KInIT's website. They are published in English, but they are being translated and will be published in Slovak in the next 2 months.