

HR Strategy for Researchers

Action Plan 2022-2023

Bay Zoltán Nonprofit Ltd. for Applied Research

Version: December 2021



Number	ACTION	GAP principles	Timing (year/quarter)	Responsible unit	Indicators	Targets
1	Mission statement to be updated	1	2022/01	Communication	Updated mission statement	The mission statement of the company includes a clear reference to research freedom
2	Improve employees' awareness of internal regulations, raise awareness	2,3,5,7	2022/04	HR / Communication	Regular publishing of news Online survey + test regarding policies	Better measurable knowledge of internal regulations among all employees
3	Internal communication: introducing the institutional research strategy, continuing the "Undercover" (internal online information sessions) series	4, 8, 9	2022/02	Communication	"Undercover" presentation on the institutional research strategy: number of audience; recording is available internally	Better knowledge of the institutional strategy, including area-specific objectives and horizontal objectives as well
4	Updating and translating key documents (employment contract, job positions and salary bands matrix) to English + giving access to these through intranet.	10, 26	2022/04	HR	English language documents available amongst files.	To pave the way for internationalisation: attracting incoming researchers from abroad and better facilitating both short-term and long-term mobility
5	Introducing the employee life cycle model	11,12,20,22 25,28,29,34	2023/01	HR	Matrix developed and implemented; access granted to the matrix; it is applied by HR and management.	An integrated matrix containing related elements of the employer pathway in a systemic way serving as a blueprint, from entering the company (onboarding), through the probation period, to long-term retention and motivation of employees.
6	Updating the recruitment and selection internal regulation (documents) and introducing them to colleagues participating in recruitment (managers, heads of department)	12, 13, 14, 15, 16, 17, 18	2023/04	HR	Three updated guidance documents for recruiting and selecting employees Number of staff receiving consultation about the guidance documents	To have guidance documents covering the process and incorporating the OTM-R principles. The documents should serve as an accessible basis for the training and briefing for staff (both HR and research) involved in the recruitment and selection process.
7	START package to be compiled and provided to new employees	5, 7, 12, 24	2022/01	HR	Initial date of package distribution; number of employees receiving the package until 2023/04	START package collecting all relevant information and pathway with steps for the onboarding/induction process of a new employee.



Number	ACTION	GAP principles	Timing (year/quarter)	Responsible unit	Indicators	Targets
8	Formal orientation programme to be introduced to new employees from stage R2 upwards, and in leadership positions (team leader, head of department or division)	3, 4, 7, 12, 20, 24	2023/01	HR	Number of employees participating in the orientation programme.	The orientation programme will help the employee settling in the position. Also, her/his colleagues and superior can assess in real-life situations the suitability of the employee for the position.
9	Update incentive compensation plan, update cash – and fringe benefits	11, 24, 26	2023/01	HR	Updated systems introduced.	Making the system more attractive and better to retain employees; incorporate amendments most requested by employees in the annual satisfaction survey; also, incorporate amendments suggested by external audit.
10	Revamping long-term employee benefits, founding company awards in three categories	22, 23, 24, 25	2022/02	HR	Number of awardees.	Widening of the programme to better reward long-term employees and internal achievements of employees.
11	Partnership established with ENIC-NARIC for an online presentation	19	2022/03	Knowledge Management Centre	One online presentation and recording of presentation available.	More detailed information and point of contact available for queries regarding qualifications.
12	Annual internal satisfaction survey to include question(s) on gender balance	27	2022/4 2023/4	HR / Knowledge Management Centre	Questions integrated in the annual survey; answers made available.	Assessment of employees' perception of gender balance issues in the company; if structural issues are detected, possibility of mitigation.
13	Updating the Equal Employer Opportunity Statement, and the ethics and conflicting interests internal regulation with gender balance issues	10,27	2023/01	HR	Policies regarding Equal Employer Opportunities, ethics and conflict of interest are updated and published.	The updated charter and regulations are communicated to all employees.



Number	ACTION	GAP principles	Timing (year/quarter)	Responsible unit	Indicators	Targets
14	Gender data collection and survey (in preparation for the institutional gender equality plan)	10,27	2022/02	Knowledge Management Centre	Collected data and survey results available.	Collected data and survey results informing related regulations as well as the future Gender Equality Plan of the institution (to be prepared in 2022).
15	Communicate recently introduced regulations: complaint handling, integrity officer	34	2022/4	Communication	One online presentation and recording of presentation available.	All employees are aware of the scope and function of the complaints procedure as well as the mandate of the integrity officer.
16	Continue the "Undercover" (internal online information sessions) series with relevant topics; multiple expanded management meetings held from 2022 (alternating by divisions, locations)	35	2022/01	Communication, Management	Number of "Undercover" presentations; number of management meetings.	Better involvement of employees in the decision making processes; more direct feedback to the management.
17	Organise structured opportunities for trainings and professional development. Apart from language courses, the possibility for online learning should be ensured.	38, 39	2022/04	Knowledge Management Centre	Access provided to 10 learning modules prepared by partner Budapest Institute of Banking (horizontal topics). Also, access provided to a list of recommendation of further training topics. Number of participants at trainings.	To have a year-on-year increase in the number of trainees participating in the trainings in the recommendation list.
18	Select and adapt a method of competence mapping fitting the company	38, 39	2022/04	HR (coordination), Knowledge Management Centre, research divisions	Competence map systematised, accepted by management and ready for piloting.	To have a system in place comprehensively showing the competences of the staff as well as signalling possible gaps for future education/training.
19	Launch mentoring programme for early career stage staff	30, 36, 37, 40	2023/03	HR, research divisions	Number of researchers participating in the mentoring programme; number of units (departments) involved.	Provide ongoing, informal support by experienced mentors to key employees (mentees) to proceed in their career pathway.

