

CeMM HRS4R Action Plan & HR Strategy

CeMM

SCIENCE IS OUR MEDICINE



HR EXCELLENCE IN RESEARCH

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1. Organisational information

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

Staff & students	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	164,75
Of whom are international (i.e. foreign nationality)	112,25
Of whom are externally funded (i.e. for whom the organisation is host organisation)	54,5
Of whom are women	67,25
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	27
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	77
Of whom are stage R1 = in most organisations corresponding with doctoral level	60,75
Total number of students (if relevant)	81
Total number of staff (including management, administrative, teaching and research staff)	305

Research funding (figures for most recent fiscal year)	€
Total annual organisational budget	19,797,519
Annual organisational direct government funding (designated for research)	9,897,980
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	4,557,135
Annual funding from private, non-government sources, designated for research	5,342,403

Organisational profile (a very brief description of your organisation, max. 100 words)

The mission of CeMM is to achieve maximum scientific innovation in molecular medicine to improve healthcare. CeMM's research is based on post-genomic technologies and focuses on societally important diseases, such as immune disorders and infections, cancer, metabolic disorders and aging research. CeMM operates in a unique mode of supercooperation, connecting biology with medicine, experiments with computation, discovery with translation, and science with society and the arts. CeMM trains a modern blend of biomedical scientists to make great contributions. The goal of CeMM is to pioneer the science that nurtures the precise, personalized, predictive, and preventive medicine of the future.

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.

Thematic heading of the Charter and Code	Strengths and weaknesses
Ethical and professional aspects	<p>With 19 successful research groups, CeMM benefits from the experience and expertise of a diverse range of research scientists. CeMM offers a collaborative culture, according to which CeMM’s scientists contribute their expertise generously while accessing the expertise of all others in a modular fashion to lead multi-disciplinary projects efficiently and professionally. Scientists with different backgrounds such as computer scientists, medical doctors, life scientists, mathematicians, chemists or physicists work together at CeMM to solve complex scientific problems.</p> <p>CeMM is supported by a Scientific Advisory Board, a group of international top scientists who are visiting CeMM every 18 month to provide feedback on ongoing projects and discuss future research plans with faculty, postdoctoral fellow and predoctoral fellows. An excerpt of the written SAB reports can be found in the annual Research Reports of CeMM.</p> <p>CeMM is also member of EU-LIFE, an alliance of top European life science institutes. The EU-LIFE members operate with similar principles of excellence, external reviews, independence, competitiveness, and internationality. EU-LIFE contributes to European science policies and is sharing best practices in the organization and management of research institutes. Monica Bettencourt-Dias (IGC Portugal) and Giulio Superti-Furga and Anita Ender (CeMM Vienna) currently serve as the chair and co-chairs of EU-LIFE.</p> <p>CeMM is committed to public engagement and positioning science in society. This can be seen in CeMM’s annual Landsteiner Lecture which is given annually since 2007. The speakers, carefully selected by the faculty at CeMM, are prominent scientists whose molecular research are deemed to have had a significant impact on medicine. And the S.M.A.R.T. lecture series addresses contemporary challenges of science in an interdisciplinary manner. The lectures target the scientific community and the broader public. CeMM also regularly participates in initiatives such as the long night of research, daughter’s day, children’s university or the Vienna cancer run.</p> <p>CeMM’s administrative departments ensure compliance with many of the principles that are stated under ethical and professional aspects. The Intellectual Property and Tech Transfer Manager assists our scientists in the topics of patenting,</p>

licensing as well as the establishment of spin-off companies, of which six exist today. In 2022 and 2023, CeMM has received the "Innovation Management Award" and achieved a top-5 ranking of patents in organic fine chemistry and pharmaceuticals, as well as a top-10 ranking in the biotechnology field by ÖGVs, the Austrian Society of Consumer Studies. The Public Relations & Communication department ensures the timely communication and dissemination of all relevant CeMM projects and activities and is also responsible for internal communication. In 2023 CeMM won the German Brand Award in the category Corporate Identity. This recognition is a testament to our approach to build a strong brand and corporate culture that reflects our commitment to excellent research and collaboration. The Finance and Grants team supports researchers with grant and fellowship applications and ensures accountability towards fiscal authorities, tax advisors and funding organizations. When it comes to data management, each research group at CeMM has an assigned data manager. Additionally, the Data Privacy Officer at CeMM provides training on the topics of data privacy and protection as a part of the onboarding process at CeMM. CeMM has dedicated employees who are trained as safety officers, first aiders and fire protection officers. Furthermore, CeMM is supported on the topics of occupational health and safety, occupational psychology, lab safety, fire safety, waste management, technical alert systems and building security by external experts and companies.

CeMM highly values diversity and understands that having employees from different international backgrounds leads to a clear advantage in research. CeMM has zero tolerance towards discriminatory behavior and demonstrates this by taking part in various initiatives. Chief among these is the LIBRA project, which aims to tackle the issue of gender imbalance in research, as well as "positivarbeiten" an initiative against the discrimination of people living with HIV at the workplace. CeMM aims to achieve gender balance in recruitment by monitoring gender metrics amongst candidates in all recruitment stages and make sure to have a balanced hiring team or selection committee. CeMM is making efforts to have equal representation of female and male on all levels, including Principal Investigators. The last Principal Investigator searches at CeMM happened in 2021 and 2022, and we hired 1 male and 3 female PIs.

While CeMM presents a strong commitment to its employees in the area of ethical and professional aspects, there exists the potential for further improvement. A key area of improvement would be a companywide code of ethics and conduct. Researcher expressed the desire to easily view information on the areas of data management, grants and legal requirements, for instance on the intranet. Also, the annual feedback talks can be improved by adapting its structure and by enhancing the follow-up to the talks and having more involvement of the HR department in the process. N

Recruitment and selection	<p>CeMM prides itself on its strong recruitment culture. Human Resources aims to actively contribute to the strategic goals of CeMM, by attracting, recruiting and retaining the best candidates in science and administration in order to achieve the objectives of the institute and its training purpose. CeMM has clear internal standard operating procedures outlining the recruitment process that includes information on advertising positions as well as information on the selection and evaluation stage of recruitment. Furthermore, CeMM as part of the EU-Life alliance created the LIBRA recruitment guideline handbook, which includes recommendations on recruitment strategy, application, job advertisements, application management, selection and evaluation of candidates and job offers. The LIBRA guidelines form the basis of all recruitment processes. The LIBRA recruitment guidelines further include recommendations on how to improve the gender balance in the recruitment process and to create a fair and transparent recruitment process for underrepresented groups.</p> <p>CeMM aims to have an open, transparent, and merit-based recruitment process for all positions. All researcher positions at CeMM are published in English on the CeMM website as well as on multiple international job advertisement platforms to ensure that it reaches a wide global audience. This is further supported by the relocation package and visa support it provides to all international applicants relocating to Vienna. All CeMM job advertisements are standardized and include information on the job description, required qualification, the benefits package that CeMM provides, information about CeMM and the lab as well as information on the application process and deadline.</p> <p>For the selection process, selection committees are usually composed of the hiring Manager (Principal Investigator or Facility Head), an HR representative, members from the lab who will be working together with the candidate and a senior member from a different lab. Care is also taken that the panels are gender balanced and represent the diversity present at CeMM. This ensures that different perspectives are considered when a hire is made and that all voices are heard. The gender diversity for shortlisted candidates as well as the gender diversity in the selection committee is monitored by the HR department. Candidates are informed in advance about the schedule of the interview day and the members of the selection committee. CeMM's training programs such as the PhD Program and the Pre-ERC Postdoc Program have their own dedicated recruitment and selection process that is outlined in internal operating procedures. Candidate evaluation is based on their competencies and fit for the advertised position.</p> <p>A major area of improvement for the recruitment area is training. While all members involved in recruitment processes receive written guidelines on interviewing candidates, no further training takes place. In future, members of the selection committee needs to be trained on proper interviewing techniques and competence assessment as well as recognizing various biases of different dimensions. Furthermore, specific feedback provided to rejected candidates can be improved as well.</p>
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Working conditions	<p>Austrian labor law provides many benefits and rights to employees and governs most aspects of social security. This includes access to health insurance, parental leave, holiday allowance, sick leave, care leave, pension, access to unemployment services and severance pay. This is further enhanced by a collective bargaining agreement which sets standards on working time, flexible hours and minimum remuneration based on job level and years of experience. CeMM exceeds the minimum requirement set by law and also follows the recommendations set by the Austrian Science Fund (FWF) for personnel costs. There is no difference to access to benefits or social services between employees with permanent or fixed term contracts.</p> <p>CeMM places a high value on its community and work culture. Employees are referred to as “CeMMies” and many events take place across the year to strengthen the community spirit, which fosters an environment that enables scientific collaborations and a strong Alumni network. The participation of the scientific community in decision making is further enhanced by the Technical Assistants, PhD Students and Postdoc representatives, who are elected on a yearly basis. The representatives provide a voice to their cohorts to management and administration and provide support for internal projects. CeMM has a strong culture of collaboration which reflects in co-authorships and all contributions are recognized when publishing a paper or filing a patent.</p> <p>Intellectual property rights are of high importance at CeMM. From the beginning of their employment as these are clearly stated as a part of their employment contract. The IP and Technology Transfer Manager supports scientists in the identification and protection of their inventions to further develop ideas, protect confidentiality, develop patenting strategies and publication strategies with the goal to create robust IP packages that support the transfer of CeMM inventions to society.</p> <p>CeMM offers a range of cutting-edge technological platforms for modern post-genomic methods that are accessible to all its employees via CeMM’s facilities: The Molecular Discovery Platform, specializing in Proteomics, Metabolomics and Chemical Screening as well the Biomedical Sequencing Facility. Furthermore, CeMM administration further supports in equipment and infrastructure needs. Facility Management is providing in the services required by the institute in terms of the management of spaces and access, infrastructure and maintenance of building and equipment. CeMM IT team provides sustainable IT solutions to meet the needs of the institute and ensures the security and integrity of all managed information and data. Purchasing manages CeMM’s material resources and special orders. The Cafeteria of CeMM is an important place for interactions and communication of CeMM employees and neighboring laboratories.</p> <p>In terms of areas of improvement, one issue CeMM faces is inconsistency in job titles. Some employees have had the same title for many years, despite taking on additional tasks and duties which can have a severe impact on their employability.</p>
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	<p>Furthermore, employees on the postdoctoral level can have different titles (Postdoc, Project Scientist, Bioinformatician, etc.).</p> <p>Another area of improvement concerns providing more flexible working conditions. While home office was allowed during the pandemic at CeMM, no clear regulations and rules have been set. CeMM should also consider how it can enable more part-time positions in research, as this flexibility can support researchers and technical personnel who want to start a family or have a better work-life-balance.</p> <p>Improvements can be made to improve the accessibility of the infrastructure for people living with disabilities. However, such restructuring requires an additional budget and the approval of the building owner, which needs to be addressed first. Similarly, rest rooms could be made more inclusive by adding gender neutral options.</p> <p>For common equipment used, there needs to be a more standardized and written process for maintenance to avoid the knowledge getting lost in case of turnover. Another area of improvement is to provide alternative options (when feasible) for basic equipment and infrastructure in case they are defective and need to be repaired.</p> <p>CeMM could also improve support in terms of further career development. While Principal Investigators provide support for the next career step via their network, there is still a difference of support in the institute. The first step was made to improve upon this via the CeMM Alumni Network. In February 2023, the Mentoring Program was launched, which connected 50 CeMM Alumni with employees who registered for the program to provide support for their professional development.</p> <p>Lastly, representatives have expressed their need to be more involved in topics that affect their cohort. Technical assistants, who are the pillar of running the research labs and enabling research at CeMM, lacked representation at the time of the gap analysis. TA representatives were then elected in November 2022.</p> <p>There also needs to be a system to recognize exceptional efforts that might go unnoticed by management, as well as professional complaints/whistleblowing system to report abusive behavior or receive any sorts of recommendations by CeMM employees.</p>
<p>Training and development</p>	<p>CeMM considers itself first and foremost as a training institute. As such, there is clear support from management and faculty for the development of researchers on all levels by special training programs for PhD Students and postdocs, by attending conferences to expand their knowledge, by inviting international speakers and experts. Researchers are able to</p>

receive feedback from their supervisors in the yearly feedback talk where future learning and development plans are also discussed.

The CeMM PhD Program is a unique blend of practical training, lectures, and mentoring that builds on the guidelines of the Medical University of Vienna (Doctoral Program UN94). At CeMM, the PhD studies begin with a 3-month Introductory Program to prime the students for their research work, to develop the mindset of a critical and responsible researcher, and to form a peer network. The program includes basic seminars and propaedeutics in molecular medicine, cell biology, and ethics, dissertation seminars and regular Journal Clubs.

In 2020, CeMM launched the Pre-ERC Postdoc program which is designed to prepare postdoctoral researchers for a successful ERC Starting Grant or comparable grant application and for an independent research career in top research organizations in Europe and around the world. As postdocs progress through the program, they receive more opportunities for teaching and providing supervision as well as special training for writing successful ERC Starting Grants to prepare them in the best possible way for an outstanding academic career in Europe.

Principal Investigators at CeMM receive training upon their start at CeMM that covers the topics of leadership, managing labs and different supervisory skills. Furthermore, starting principal investigators receive a mentor from faculty or CeMM Alumni who is able to provide support on topics related to starting a new lab.

The scientific exchange and development at CeMM is facilitated via different ways. The weekly Friday Seminars enable scientists to present their work and get feedback from faculty and the wider CeMM scientific community. The Strategic Collaborative Programs (SCPs) are informal meetings that researchers are able to be part in to learn, discuss and get feedback and prepare the ground for collaborations on the topics environmental and multi system molecular medicine, mechanisms of aging, therapeutic design, and computational biomedicine. These regular events are further bolstered by many impromptu seminars and lectures given by guest speakers.

In terms of improvement, the access to training and attendance to conferences outside of CeMM can sometimes be limited due to the budget and third-party funds situation of the laboratory. Furthermore, training opportunities are focused on scientific staff, but less training opportunities are provided to technical assistants or administrative personnel. Furthermore, as mentioned previously, the format and follow-up to the feedback talk needs to be improved. In its current form, it is difficult to track the development of employees year to year. In terms of the Pre-ERC Postdoc program, there needs to be further support in training beyond the initial phase of the program. Similarly, Principal Investigators should receive follow-up trainings or coaching based on their developmental needs and the growth of their groups.

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 organisation's HR Strategy dedicated webpage(s):

*URL: <https://cemm.at/career/hrs4r>

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed actions	GAP principle(s)	Timing (at least by year's quarter/semester)	Responsible unit	Indicator(s) / target(s)
Area 1: Career progression, transition & job titles				
Action 1: Creation of job descriptions & standardized job titles for all positions at CeMM	-/+Career Development (28)	Q3 2023-Q4 2023	HR	<ul style="list-style-type: none"> • Job description available for each employee • List of approved job titles and job descriptions provided to Group Leaders for new hires • Contract amendments with new job titles signed by all employees • Update of job titles on CeMM website directory
Action 2: Introduce career development talks led by HR and the Group Leader with the employee	-/+Career Development (28), +/- Recognition of	Q1 2024-ongoing	HR	<ul style="list-style-type: none"> • Career development plan for all employees after being employed for 2 years at CeMM

following 2 years of employment and beyond	the profession (22)			<ul style="list-style-type: none"> • Annual feedback talks include a career development section; files and plans are documented and stored within the HR department
Action 3: Assistance & advice on career progression and transition for all employee via the CeMM Mentorship Program and/or external career advising providers	+/-Access to career advice (30)	Q3/2023- Q4/2024	HR and CeMM Alumni Board	<ul style="list-style-type: none"> • Feedback survey from Mentors/ Mentees from the CeMM Mentorship Program • Each year the CeMM Mentoring Program will be opened to new Mentors/ Mentees at CeMM and within the Alumni Network
Action 4: Introduce a training & development program that enables HR, group leaders and employee to track agreed upon training and career development goals	-/+Career Development (28), Access to research training and continuous development (39)	Q4 2024-Q4-2025	HR	<ul style="list-style-type: none"> • Training & Development system introduced and implemented
Area 2: Training & Development				
Action 5: Establish Working Group & analyse current process for requesting Training activities with a Working Group with representatives of all categories of scientists and admin staff.	+/- Supervision & managerial duties (37), +/- Access to research training and continuous development (39)	Q3 2023-Q2 2024	HR	<ul style="list-style-type: none"> • Updated training guidelines established
Action 6: Publish internal training offer based on feedback talks and EU-Life benchmarking	-/+ Access to research training and continuous development (39)	Q3 2024-Q2 2025	HR and Admin Director as representative of EU-LIFE	<ul style="list-style-type: none"> • Published internal training curriculum • Exchange of ongoing training opportunities on each level with befriended EU-LIFE institutes

Action 7: Publish Pre-ERC Postdoc Program curriculum	-/+ Access to research training and continuous development (39), +/- Postdoctoral appointments (code) (21)	Q3 2024-Q2-2025	HR	<ul style="list-style-type: none"> • Training schedule further developed and published at CeMM intranet und newsletter
<p>Action 8: Increase the sustainability of the PI Leadership training by introducing follow-up measures</p> <p>Action 8.1: Assess content of current leadership course</p> <p>Action 8.2: Have experienced PI paired with young PI</p> <p>Action 8.3: Offer external coaching</p>	+/- Supervision & managerial duties (37)	Q1 2024-Q4-2024	HR	<ul style="list-style-type: none"> • Establish follow up leadership course and coachings, after initial EMBL Lab Management Course
Action 9: Increase offer for teaching/ supervision and provide training for teaching for predoctoral and postdoctoral fellows	-/+ Teaching (33)	Q3 2023-Q4 2024	HR	<ul style="list-style-type: none"> • Teaching/ Supervision needs integrated as a part of the feedback talk • Annual general training on the topic of teaching/ supervision • Participation in Journal Clubs and Lectures of the Medical University of Vienna, will be supported, but requires the official registration and commitment as qualified teacher
Area 3: Feedback talks				

<p>Action 10: Update current annual feedback talk to include clear guidance on training needs, teaching needs and career development plans</p> <p>Action 10.1: Communicate and position the importance of the new feedback talk to all employees</p>	<p>-/+ Evaluation / appraisal systems (11)</p>	<p>Q3 2023-Q4 2024</p>	<p>HR</p>	<ul style="list-style-type: none"> • New feedback talk form shared with all employees • Communicate new feedback talk in different formats (faculty meeting/ Friday seminar/ newsletter /available all time in CeMM Intranet and as part of onboarding sessions)
<p>Action 11: Introduce a shorter form of the feedback talk that enables either the group leader and/or employee to receive more immediate feedback</p>	<p>-/+ Evaluation / appraisal systems (11) +/- Supervision (40)</p>	<p>Q3 2024-Q4 2024</p>	<p>HR</p>	<ul style="list-style-type: none"> • Form for shorter feedback talks created as an additional discussion forum to the mandatory annual feedback talk, and shared with all employees
<p>Action 12: Train Group leaders on the feedback talk, including recognising biases and rating effects</p>	<p>-/+ Evaluation / appraisal systems (11) +/- Supervision (40)</p>	<p>Q1 2024-Q2 2024</p>	<p>HR</p>	<ul style="list-style-type: none"> • All group leaders, and all supervisors trained • Once a year HR will organize a mandatory feedback training for new employees and new supervisors
<p>Area 4: Recruitment</p>				
<p>Action 13: Translate current HR SOP into English and include updated guidelines for recruitment process of researchers on all levels</p>	<p>OTM, +/- Recruitment (12)</p>	<p>Q4 2023</p>	<p>HR</p>	<ul style="list-style-type: none"> • Update and publish HR SOP in English and distribute it to all staff (CeMM Intranet and newsletter, and document will be part of onboarding process) • Publish a description of recruitment processes on the CeMM website
<p>Action 14: Develop a process for applicants to give feedback related to recruitment process</p>	<p>OTM, +/- Transparency (code) (15)</p>	<p>Q3 2024-Q4 2024</p>	<p>HR</p>	<ul style="list-style-type: none"> • Feedback process established

<p>Action 15: Deliver recruitment training covering the topics of bias, interviewing techniques and data protection</p>	<p>OTM, +/- Recruitment (12)</p>	<p>Q2 2024-Q2 2025</p>	<p>HR</p>	<ul style="list-style-type: none"> • All Staff involved in recruitment are trained (certified), especially group leaders, admin team leaders, postdocs, PhD Student and TA representatives
<p>Area 5: Diversity & inclusion</p>				
<p>Action 16: Provide training on unconscious bias</p> <p>Action 16.1: Deliver diversity/ bias training for all team leaders and faculty to recognise bias in recruitment and when supervising employees</p> <p>Action 16.2: Create unconscious bias resources (example brochure)</p>	<p>+/- Non-discrimination (10)</p>	<p>Q1 2025-Q2 2025</p>	<p>HR</p>	<ul style="list-style-type: none"> • All group leaders trained on recognising bias • Unconscious bias resources and materials available to all staff (see recommendations of EU-LIFE unconscious bias and bystander trainings)
<p>Action 17: Adapt current job ad template to make it more inclusive to underrepresented groups and part-time workers</p>	<p>+/- Non-discrimination (10)</p>	<p>Q2 2024</p>	<p>HR</p>	<ul style="list-style-type: none"> • New job template created
<p>Action 18: Improve resources for employees starting families</p> <p>Action 18.1: Adapt current parental leave booklet to include information on parental leave from father's side</p>	<p>-/+ Working conditions (24)</p>	<p>Q1 2024</p>	<p>HR</p>	<ul style="list-style-type: none"> • Updated parental leave booklet • Parental leave intranet page created • Continue and update family champions section on CeMM website

Action 18.2: Create an intranet page with information on pregnancy and Mutterschutz & parental leave				
<p>Action 19: Increase flexibility of working conditions</p> <p>Action 19.1: Review current CeMM time models' structure to enable more flexible arrangements</p> <p>Action 19.2: Create home office guidelines</p>	-/+ Working conditions (24)	Q3 2023-Q4- 2023	HR and Admin Director	<ul style="list-style-type: none"> • Introduce new flexible time models • Implementation of home office rules (1 day per week) • Implementation of 4-days-week as alternative flex time option
Area 6: Safety, sustainability & accessibility				
Action 20: Improve awareness on laboratory safety	-/+ good practise in research (7)	Q4 2023	Safety and Facility Officers, Admin Director	<ul style="list-style-type: none"> • All Staff informed on safety and security at CeMM • Mandatory onboarding process, Intranet page updated, every quarter a newsletter information sent to groupall, once a year a Friday seminar lecture on all safety and security topics • Once a year a common meeting of all internal and external safety officers, first aiders and fire protection officers
Action 21: Establish Data Management intranet page	-/+ good practise in research (7)	Q4 2023-Q1 2024	PR & Comm/ Data Management Chair	<ul style="list-style-type: none"> • Data management duties and support actions, as well as names and contact details of data managers established on Intranet page • Data Management part of onboarding process of researchers and technical personnel at CeMM

Action 22: Create list of shared lab equipment between CeMM and partner institutes	+/- Research environment (23)	Q1 2024	Safety and Facility Officers/ TA Reps	<ul style="list-style-type: none"> List created and published on intranet
Action 23: Create an SOP on equipment maintenance for basic infrastructural equipment used by all employees	+/- Research environment (23)	Q1 2024	Safety and Facility Officers/ TA Reps	<ul style="list-style-type: none"> List created and published on intranet
<p>Action 24: Improve accessibility for non-binary employees</p> <p>Action 24.1: Evaluate cost and need for introducing gender neutral toilets compliant with building regulations</p> <p>Action 24.2: Implementation of gender-neutral toilet option based on the results of the feasibility study</p>	-/+ Working Conditions (24)	Q1 2024-Q1 2025	Facility Management	<ul style="list-style-type: none"> Feasibility study conducted Evaluation of costs and legal aspects with building owner Decision on implementation of Gender neutral toilets
Area 7: Communication, transparency & recognition				
Action 26: Review contract prolongation policy for technical and scientific staff to make it more favourable for employees	+/- Stability & permanence of employment (25)	Q1 2024 -Q2 2024	HR, Faculty	<ul style="list-style-type: none"> Updated Contract prolongation policy
Action 27: Establish Concept for recognition of exceptional	-/+ Working Conditions (24)	Q3 2024 - Q4 2024	HR	<ul style="list-style-type: none"> Recognition concept established and first nomination received

performance via nomination of other employees				<ul style="list-style-type: none"> • More transparency on how bonus payments are made and additional ideas on recognition besides bonus payments and financial rewards
<p>Action 28: Strengthen research integrity and ethical and legal aspects of research</p> <p>Action 28.1: introduce a CeMM code of conduct for ethical principles</p> <p>Action 28.2: Set up an intranet page with most common legal, IP and grants related questions (FAQs)</p> <p>Action 28.3: Discuss common legal & grants questions in the newsletter starting from 2024</p>	<p>+/- Ethical principles, +/- Contractual & legal obligations (5)</p>	<p>Q3 2023-ongoing</p>	<p>Admin Director/ Admin Team Leaders/ PR & Comm</p>	<ul style="list-style-type: none"> • Intranet page setup on common research integrity, ethical and legal aspects of research • CeMM internal code of conduct for ethical principles • Segment in newsletter established and published on a regular basis
<p>Action 29: Improve communication channels among cohorts of the same group</p> <p>Action 29.1: Inform the IT department about current researchers on the postdoc level with a different job title to add them to the correct mailing list and include this information when onboarding new postdoc level employees or project scientists moving forward</p>	<p>+/- Recognition of the profession (22)</p>	<p>Q3 2023-Q3 2024</p>	<p>HR, IT, PR & Comm</p>	<ul style="list-style-type: none"> • Updated lists of all postdocs and project scientist level researchers who have different duties and responsibilities and career paths at CeMM • Process for onboarding new postdocs or project scientist level researchers established • Mailing lists updated • Intranet page established

<p>Action 29.3: Create an overview of CeMM's main mailing lists and their purpose on the intranet</p>				
<p>Action 30: Develop system for reporting abusive or harassing behavior</p> <p>Action 30.1: Develop process to deal with abusive or harassing behavior as part of the risk management process</p> <p>Action 30.2: Decide on trusted advisor, taking into consideration the (gender) diversity at CeMM</p> <p>Action 30.3: Make information on dealing with abusive behavior and the contact information of the trusted advisor available on internal communication channels (intranet, email, newsletter, announcement board)</p>	<p>-/+ Complaints/ appeals (34)</p>	<p>Q3 2023- Q3 2024</p>	<p>Admin Director, Admin Team Leaders, PR & Comm</p>	<ul style="list-style-type: none"> • Process established • Additional trusted advisor elected, and awareness created of existing representative of PostDocs, PhD Students and TA • Reminder of existing complaint boxes at CeMM sent • Regular invitations to EU-LIFE bystander trainings for all staff • Intranet page established • All Staff informed
<p>Action 31: Implement whistleblowing system and inform employees about the system via the intranet and the newsletter</p>	<p>-/+ Complaints/ appeals (34)</p>	<p>Q3 2023</p>	<p>Data Privacy Officer / PR & Comm</p>	<ul style="list-style-type: none"> • Whistleblowing system established • All staff informed

<p>Action 32: Implementation of quarterly Jour-Fix meetings of PostDoc, PhD and TA reps with CeMM Management</p>	<p>-/+ Complaints/ appeals (34), -/+ Participation in decision-making bodies</p>	<p>Q3 2023-ongoing</p>	<p>Admin and Scientific Director, Reps</p>	<ul style="list-style-type: none">• Jour-Fix established and held on a regular basis
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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.

Having open, transparent, and merit-based recruitment processes is important to ensure a fair recruitment process as well as matching the candidate with the best qualifications to the position. CeMM is an equal opportunity employer, and its strong intellectual environment stems from the international nature of its employees. We believe that diversity and different cultural backgrounds are a clear advantage to successful research, collaborations, and the day-to-day business. As part of the gap analysis process, the OTM-R toolkit and checklist were reviewed. While CeMM fulfils most of the recommendations given, some improvements will be applied to the current systems to create a higher quality recruitment process and an improved hiring experience for candidates in the future.

Below is a summary of current OTM processes as well as the main areas of improvements, which are also covered as actions in the previous section:

Recruitment guidelines

CeMM has internal recruitment guidelines as part of the human resources standard operating procedures which are checked by auditors as part of the annual year-end closing and also by funding organizations on a regular basis. Furthermore, CeMM together with the EU-Life network developed the LIBRA recruitment handbook to implement inclusive, transparent and unbiased recruitment processes to support the hiring of the most suitable candidate for the position and increase workplace diversity. These guidelines can be viewed under the career page of CeMM and provide recommendation from recruitment strategy and job advertisements to application management and assessment as well as interviews and contract negotiations. The current internal SOPs are in German and will be translated as part of the HRS4R process into English. Furthermore, the current recruitment process does not make distinctions between researchers on different levels (R1 to R4) so the updated guideline will provide distinct recruitment processes for each researcher level.

Recruitment training

One of the key findings of the gap analysis was the need for recruitment training for all staff who are involved in recruitment, especially group leaders, representatives, and supervisors. CeMM will develop recruitment trainings that covers the topics of unconscious bias, interviewing techniques and data protection rules.

e-Recruitment

CeMM uses an ATS for publishing all openings. Candidates receive an automated message when an application has been submitted and all candidates receive updates on their application (including rejections) via the system. The system also provides important information and statistics as key performance indicators.

Advertising and application phase

CeMM uses standardized job templates for all positions that include information on CeMM, the lab that is hiring, the tasks, job qualifications and benefits package. All CeMM scientific positions are published under the career page in English, and it is advertised on various platforms with a global reach. Most of the applications received for each position are from external candidates and a big share of the applications are international as well. For most positions, the applicant is required to submit a resume, cover letter and contact details of two referees, keeping the administrative burden to a minimum.

Evaluation and selection phase

The LIBRA recruitment guidelines provide instructions on the composition of the selection committee for the research positions. Selection committees are usually composed of the hiring manager, a member of the HR team, a member of the research team and a second principal investigator from a different lab. At least one member of the selection committee needs to be a woman, but ideally a balance of half of the committee being women is desired. Each member has their own time slot with the candidate to be able to form an unbiased opinion. Candidates are informed ahead of the interview day regarding the preparation needed, the people involved in the recruitment and the schedule of the day. CeMM further supports the candidates with their travel, visa and hotel arrangements if the candidates are traveling from abroad. Candidates are evaluated based on the qualifications of the position. As stated previously, the current guidelines provide a general structure for the selection committee, but it is not tailored for researchers on all levels (R1-R4). However, the selection processes for the international CeMM PhD Program and Pre-ERC PostDoc Program are well established and published on the CeMM website. Candidates are informed about the status of their application following at the end of the recruitment process. Candidates who were not invited receive an automated rejection whereas candidates who came to CeMM receive a personalised message or telephone call following the selection process.

Recruitment quality control

CeMM regularly monitors many several metrics of the recruitment process, including the gender composition of the selection committees and applications, the time from application to rejection, time from application to offer as well as other metrics. Moving forward, recruitment quality control can be improved by creating a process for candidates to give feedback, and monitoring metrics such as share of international applications, career development and duration at CeMM, participation in Alumni network, etc.

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: <https://cemm.at/career/our-recruitment-process>

4. Implementation

General overview of the expected implementation process

Like the initial phase, the implementation phase will be set as a project within CeMM, with a project manager from the HR team who will be responsible to report to the Steering Team and to track the project's progress with all members involved.

The already established Steering Team will continue its function in giving advice and direction on the implementation process, as well as freeing up resources to ensure that the HRS4R meets its objectives. The Steering Team will be composed of CeMM's Directors as well as a member of faculty.

The action plan developed will be the core of the HR strategy moving forward. It has been decided that there will be a core working group composed of the members of the HR team. In addition, there will be an extended working group, which includes key admin staff as well as a member of faculty, predoctoral fellow, postdoctoral fellow and technical assistant representatives. Once the HRS4R award has been granted, a kick-off meeting with the Steering Team and the extended working group members will be held to set expectations for the project moving forward.

While the core working group will meet monthly to review the project and actions, the extended working group will meet on a quarterly basis to review the overall project progress, with the first meeting planned for the first quarter of 2024. The actions developed fall into 7 areas of improvement, and each area of improvement has a main responsible from the HR department, with further members assigned for support. Each main responsible can choose to engage members of the extended working group to work on specific work packages.

The project progress will be monitored via regular project reports that will be delivered to the Steering Team (starting from the first quarter of 2024). The Steering Team will meet with the Head of Human Resources and the HRS4R Project Manager every 6 months or earlier if the need arises. All project documents will be stored on MS Teams and is accessible to the Project Manager, Head of HR and Steering Team.

Besides making information on HRS4R available on the CeMM website, information on the action plan and progress reports will be published internally on the Human Resources intranet page. Regular updates to all employees will be also provided in newsletter updates.

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

Checklist	*Detailed description and duly justification
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<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p>As stated above, the steering team will receive quarterly progress reports (starting from Q1 2024) and will meet with the Head of HR and the HRS4R project manager on a biannual basis. All documents and progress reports are also available on the MS Teams account.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>The representative of technical assistants, predoctoral fellows and postdoctoral fellows as well as a member of faculty will be involved in the extended working group. Furthermore, the wider scientific community will be updated on the progress regularly via the intranet and newsletter updates.</p>
<p>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.</p>	<p>The gap analysis and the resulting action plan are viewed by the management and the HR team as a mandate on the topics that are most important to our scientific community. The HRS4R will form the core of the strategy, focus and activities of the HR department moving forward. Moving forward, the plan can be reevaluated, and new priorities set based on the needs of the scientific community. Since the entire CeMM community was involved in the introduction of the HRS4R project, its workshops and the preparation of the action plan, the implementation and project progress will be reported in the same amount of time and commitment.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>The importance of HRS4R has been communicated by the directors to the entire organisation, positioning it as a priority for CeMM. The working group and extended working group members and people involved in the workshops have a strong interest in implementing the ideas and improvements.</p>
<p>How will you monitor progress (timeline)?</p>	<p>As stated above, the Steering Team will receive quarterly reports on the progress and will meet every 6 months with the Head of Human Resources and the HRS4R Project Manager to discuss the project.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>Each action has key performance indicators and timelines which will be used as the main way to monitor the progress of each action. The activities</p>

conducted for each action will be reviewed on quarterly basis, with a bigger review occurring biannually. Information on the HRS4R will be included in the annual CeMM research report which is also published on the CeMM website.