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CREDIT Vibes

Deliverable D3.1 - HR strategy

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Abstract of deliverable:	According to the Program and Plan for Operation of the Institute for the Period 2022-2026 (future Business Strategy) and in line with development needs of the Institute, a Human Resource Management Strategy is defined and aimed at long-term planning of human resource management activities. Long-term and integrative approach to the human resources is focused on potentials and environment, strengths and weaknesses, as well as opportunities and risks.
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Contents

1. Introduction	3
2. Strategic goals	5
3. Strategy elements	6
3.1 Job systematisation	7
3.2 Performance management system	8
3.3 Talent management system (career development)	9
3.4 Succession system	12
3.5 Reward system	14
3.6 Monitoring and development of interpersonal relations	15
4. Plan for strategic goal achievement	15
5. Summary	16



1. Introduction

Strategic Human Resource Management is a comprehensive and coherent approach to the process of employment of candidates and development of employees of the Maize Research Institute Zemun Polje (hereinafter: the Institute). Strategic human resource management is linked to the Institute's Business Strategy and is focused on programs of human potentials, with having long-term goals. Therefore, the main goal of the strategic human resources is increase of effectiveness and efficiency of employees of the Institute.

According to the Program and Plan for Operation of the Institute for the Period 2022-2026 (future Business Strategy) and in line with development needs of the Institute, a human resource management strategy is defined and aimed at long-term planning of human resource management activities. Long-term and integrative approach to the human resources is focused on potentials and environment, strengths and weaknesses, as well as opportunities and risks.

Generally, the human resource (HR) management covers a variety of activities, such as:

- definition and establishment of the HR management process at strategic level,
 - HR management at operational level,
 - job analysis, systematisation of positions,
 - planning and obtaining human resources,
 - management of employee knowledge, trainings and development programs,
 - talent management,
 - establishment of a succession system,
 - establishment of a performance management, measurement and monitoring system,
 - establishment of a reward system,
 - enhancing health, safety and protection at work,
 - labour-legal relations,
 - monitoring and development of interpersonal relations managing effectively conflicts and employee relationships
 - enhancing social dialogue,
- and a number of other activities.

In order to establish modern HR management at the Institute, a system must be created and established which would set forth rules and a methodology for managing all of the aforesaid activities related to and affecting all employees.

The modern concept of HR management highlights the role of the human potential as crucial for an organisation, and its management should be the direct responsibility of the top management; and it should be based on principles envisaged by the strategy and strategic business plan of the Institute (Chart 1).

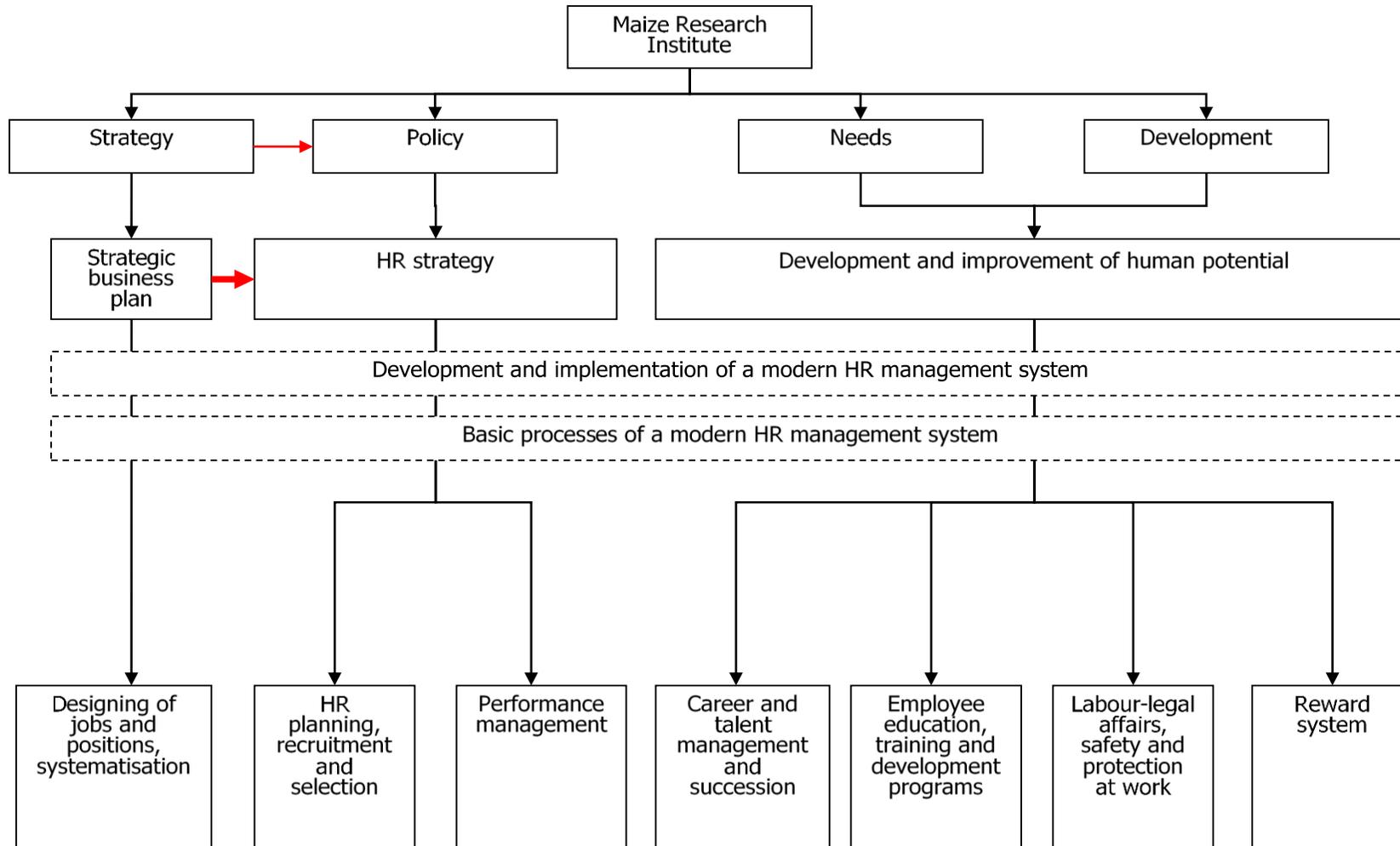


Chart 1. Strategic HR management



2. Strategic goals

The HR strategy sets forth goals, milestones and measures to be implemented in the area of HR management with the aim of directly establishing strategic planning of HR needs, an efficient system of performance appraisal comprising of target setting and behaviours, modern system of ongoing professional education and training, as well as a robust HR management function at the Institute whose task would be to take care of fulfilling the aforesaid objectives.

Strategic goals are defined by strategic guidelines of the Institute.

The goals imply the following:

- definition – clearly and concisely presenting a goal
- goal components – which need to be fulfilled (lead measures) in order to accomplish a goal
- success indicators – used for measuring accomplishment of a goal

The strategic goal in the HR management segment refers to the human potential of the Institute as an important element of successful operation. Quality and knowledge of the Institute employees will be decisive in terms of successfulness and competitiveness of the Institute in the future, with considering the situation and changes in the local and international market.

Goal: Develop human potential by attracting and retaining top experts and continually investing in their development and education.

Goal components:

1. Creation and implementation of a new job systematisation
2. Detailed analysis of knowledge and skills necessary for positions which are crucial for the development of the Institute,
3. Implementation of a modern and effective HR management system which encompasses a fair and transparent assessment of employee success
4. Establishment of an employee career development program by defining clear development steps, especially for strategically important positions
5. Internal and external training of employees at leading local and international institutions
6. Adoption of a succession planning program for strategically important positions



Table 1: Success indicators

Success indicators	Targets
Ratio of number of assigned and needed employees	>85%
Number of positions being analytically assessed in line with the business strategy	>75%
Percentage of employees assessed as satisfactory	>94%
Percentage of employees assessed as not satisfactory	< 1%
Percentage of employees assessed as exceeding expectations	>5%
Percentage of employee retaining in first 5 years	>95%
Level of training success (average grade above 4.2)	>90%

3. Strategy elements

The strategy must support business processes, in line with the legislation and positive legal regulations, as regulated by general enactments of the Maize Research Institute Zemun Polje.

The HR strategy provides guidance for solving the biggest challenges of the organisation by people-oriented solutions leading to the achievement of business results.

Its basis is a systematisation with comprehensive job descriptions aimed at further development of all necessary processes.

Establishment of an efficient system of monitoring and measuring employee performance is significant in terms of motivating, measuring achievements and developing performance of employees, supporting goals of the organisation and recognising achievements of employees and teams. Based on performance monitoring and measurement, a system of monetary and nonmonetary rewarding should be introduced.

The performance management (PM) system is comprised of (a) Goals: i.e. WHAT is to be achieved and (b) BEHAVIOURS i.e. HOW the goals will be achieved. The PM measurement and monitoring system is a starting point for identifying potentials and talents of employees who will be successors at predefined positions. The talent management process is related to the performance measurement and monitoring process. The succession system is related to the talent management system and the performance measurement and monitoring system (Chart 2).

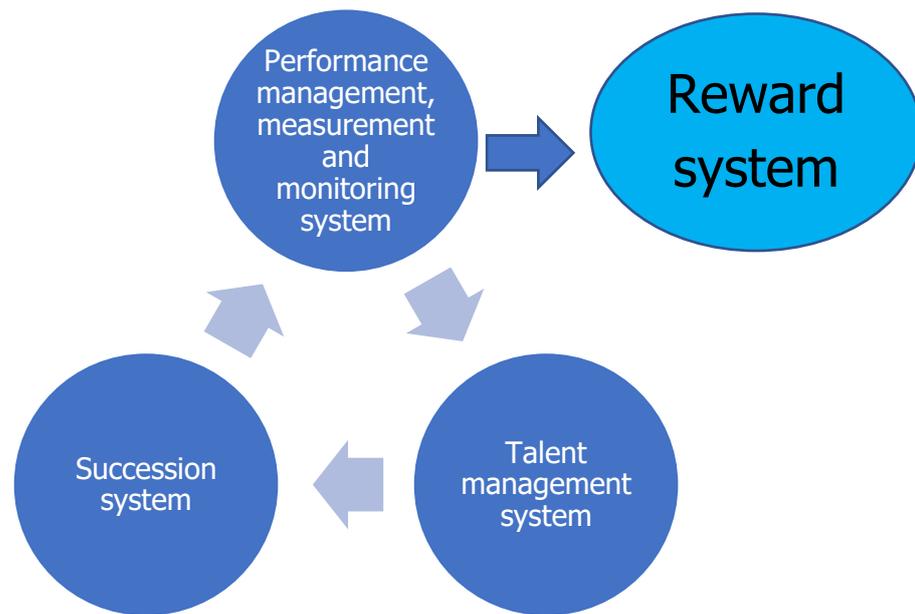


Chart 2. Elements of the HR management strategy

3.1 Job systematisation

In order to be aligned with changes, it is necessary to:

1. Adopt a new organisational chart of the Institute
2. Establish two new departments within the Rulebook on the Organisation and Systematisation of Jobs
 - a. Legal and HR Department
 - b. Project Coordination Department
3. Improve (implying qualitative adjustments) of the current Rulebook on the Organisation and Systematisation of Jobs through the Rulebook on Amendments and Supplements to the Rulebook on the Organisation and Systematisation of Jobs.
4. Make qualitative adjustments to the Rulebook on the Organisation and Systematisation of Jobs covering:
 - a. conditions
 - b. job descriptions
5. Present the organisational chart, including new departments
6. Present the innovated Rulebook on Amendments and Supplements to the Rulebook on the Organisation and Systematisation of Jobs
7. Enhance communication on new organisational chart and importance on job systematisation to all parties involved i.e. Management, employees, unions etc



3.2 Performance management system

Performance management system is a set of processes and systems aiming at employee development, in order for them to do their jobs the best they can. The objective is to help employees form skills enabling them to be better in their jobs, achieve their potential and support their success, while achieving strategic goals of the Institute. Performance appraisal is useful for providing feedback on how the work is done and what are the expected employee behaviour at work.

The key element in the employee assessment is the fact that it is joint responsibility of employees and their managers.

Managers and employees should understand WHY systems for appraisal (performance measurement and monitoring) are important and how they relate to the business strategy of the Institute.

The performance measurement and monitoring process is aimed at:

- identification of superior and high performances
- identification of results below expectations and their improvement
- improvement of overall efficiency

Elements of the performance measurement and monitoring process:

- What is assessed – competences (knowledge, skills, competences)
- Assessment criteria and manner – descriptive / in percent / numerical
- Employees whose achievements are measured (self-assessment)
- Managers evaluating achievements (assessment)
- Assessment schedule – annual (or, when needed, quarterly, monthly)
- Assessment scope – twofold goals set: what and how (business and behavioural)
- Pattern
- Assessment manner – through dialogue (talks) – Continuous feedback on performance to ensure continuous improvement
- Monitoring and support – weekly, monthly, quarterly and semi-annually

The HR Department creates the performance measurement and monitoring process for the employees of the Institute. The direction of the process is from managers to employees and it is comprised of the aforesaid elements.



3.3 Talent management system (career development)

A talent is a developed field-specific aptitude. Talent management is a process which will provide the Institute with employees having right skills and being at right place and time.

Talent management is a comprehensive system encompassing various HR initiatives – employment, learning management, leadership development, succession planning and retaining. Talent management adequately set results in selection and appointment of right people at right positions who further develop to work the best they can. In order for the system to be successful, support is needed from all organisational parts, managers and leaders.

The ongoing process implies:

- attracting talents (talent acquisition)
- recognising potentials
- maximum potential developing
- talent retaining
- promoting

The goal of the talent management system is to:

- encourage employees to achieve their optimum abilities
- early identify deficiencies in skills and other resources necessary for work
- actively educate employees in developing new skills or improve existing ones
- engage employees and create career opportunities for further advancement
- retain employees for better and sustainable productivity

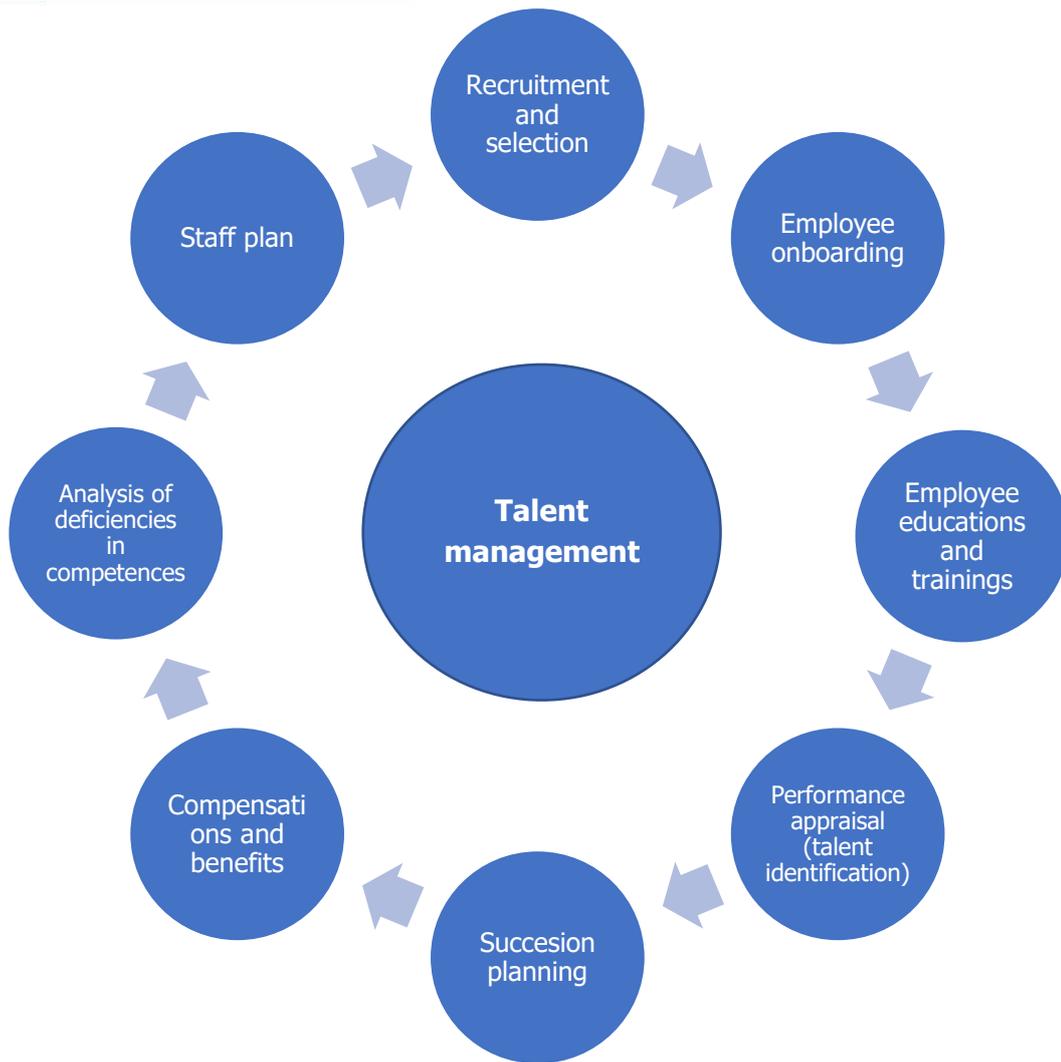


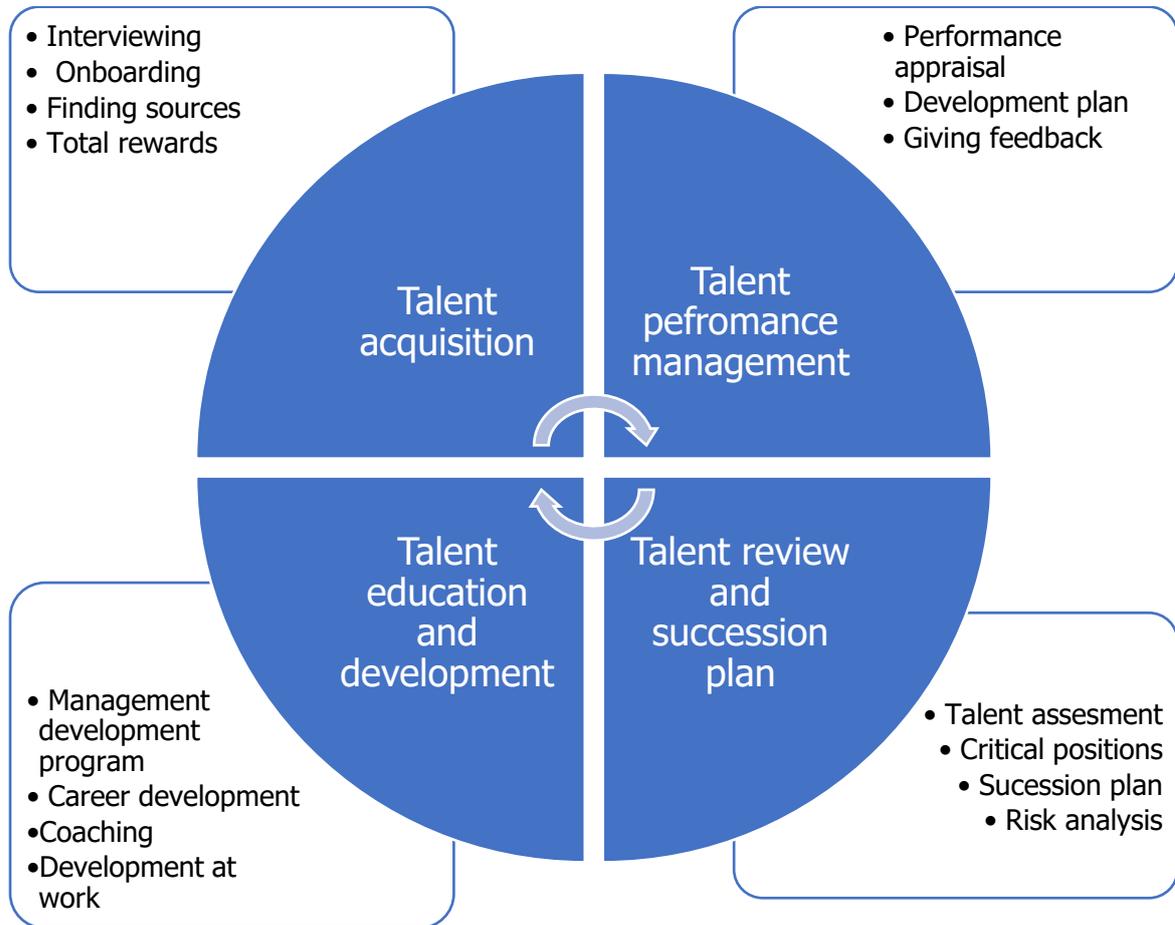
Chart 3. Staff planning

Systematic staff establishment implies:

1. Staff plan (**related to succession planning*):
 - a. Number of employees who will retire in the period from 6 months to 1 year (or 1 to 3 years)
 - b. Number of employees in key positions who potentially may leave the Institute
 - c. Number of stipendists as potentially new staff
 - d. Number of Master students wishing to continue their career at the Institute?
 - e. Number of secondary schools, colleges and faculties for potential cooperation in order to attract young employees, potential successors
2. Recruitment and selection which may be:
 - a. External:
 - Recruitment of stipendists



- Recruitment of staff through business-technical cooperation with certain secondary schools, colleges and faculties. The more business-technical cooperation, the more possibilities for the Institute in terms of creating and implementing the program of professional education of employees (1-year period)
- b. Internal:
 - Recruitment of employees who were identified, based on performance evaluation, as potentials (arranging of talks – to communicate proposal) within a sector / department or cross-sectoral
- 3. Employee on-boarding:
 - a. On-boarding program and introduction to business culture of the Institute (rules of behaviour, dressing, etc.), introduction to team(s), assignment of mentors, etc.) for external candidates
 - b. Assignment of mentors and mentor work within a sector or cross-sectoral for internal candidates
- 4. Training and education:
 - a. In-house
 - b. Participation at conferences / fairs / congresses / panels
 - c. Development of certain skills
- 5. Performance appraisal – What is the goal achievement? Are behavioural goals included? Is the employee assessed as exceeding expectations and having potential? Is the employee actually a talent or there is someone especially prominent? What does such prominence actually imply? What skills need additional development? What is the estimated time period for the development? In the same or another team? What qualifies the employee for transfer to another team / sector?
- 6. Successor planning – Identify and describe critical positions and skills required, identify successors, create individual development plans, introduce to shadow managers (to be succeeded) or a mentors
- 7. Compensations and benefits – Compensations are direct payments for work of an employee at the Institute. Benefits are indirect payments for work of an employee. They may also be nonmonetary (recognitions, development opportunities, position title, etc.)
- 8. Analysis of competence deficiencies – An analysis of a competence gap is a process where the Institute defines its future goals, necessary employee competences, current employee competences and best ways of minimising the gap without impacting the operation.



Source: Kirkland (2009)

Chart 4. Talent management and development

3.4 Succession system

Successor system planning is a process of identification of critical (key) positions at the Institute and development of action plans for individuals to take such positions. It is a strategic, systematic and targeted activity which will enable the Institute to fill vacant positions in the future. It is an ongoing process of monitoring, development and preparation of certain employees so that there is always someone to replace a person who has left the Institute.

Goals of the succession system are:

- Identification of key positions



- Selection and development of key talents, meaning that the best and most intelligent employees within the Institute – internal candidates are selected and taken care of for such critical positions.
- Ensuring of continuity – implies ensuring of replacements, so that after someone leaves, there is someone else ready and qualified for taking the role and starting to work and be productive fast.



Chart 5. Succession system



The succession system process is aimed at ensuring continuity of operation of the Institute in case of:

1. Retirement of an employee at a key position
2. Resignation of an employee at a key position
3. Early death of an employee at a high / key position
4. Establishment of a new managerial position and structure
5. Reassignment of key employees in various roles

The succession system is beneficial for the Institute due to:

- helping in saving time and costs because time required to find a replacement of an employee may imply lost productivity, time and money,
- encouraging engagement of the Institute employees through career development and making the employees feel appreciated,
- helping the Institute in creating better reputation as a talent destination,
- ensuring easier operation and continual excellence due to the fact that qualified employees may immediately fill necessary high-level roles,
- managers (heads, supervisors) will be mentors to employees, transferring their expertise and experience,
- the management would have better overview and insight in potential valuable and talented employees.

3.5 Reward system

The reward system implies all monetary and nonmonetary rewards provided by the Institute to its employees for exceptional commitment to performing their tasks and other activities. Monetary rewards imply monetary incentives (bonuses) based on performance appraisal. Nonmonetary rewarding may imply personal development, career advancement, professional development, remote work, days off, gift cards, branded materials (USB drives, backpacks, etc.).

The reward system depends on the Institute policy and its objectives, with consistency being very important.

Goals of the reward system should:

- support goals of the Institute by aligning employee goals with them
- ensure recruitment and retaining of a sufficient number of employees with adequate knowledge and skills
- motivate employees
- comply with regulations
- be attractive and accessible



3.6 Monitoring and development of interpersonal relations

It is an ongoing activity defined by the Ethical Code or Code of Business Conduct.

It implies employee educations and is a part of the on-boarding process for new employees (how we behave, how we communicate orally, by email, etc.). The behaviours are monitored and assessed through the performance appraisal. Feedback should be continuous and corrective for employees of all hierarchical levels who do not demonstrate the expected behaviours.

4. Plan for strategic goal achievement

Stage one: Systematisation of jobs

- Organisational chart
- Rulebook on Amendments and Supplements to the Rulebook on the Systematisation of Jobs
- Qualitative modifications of conditions and description of jobs

Stage two: Performance measurement and monitoring system

- Preparation of materials for the performance measurement and monitoring process
- Training of managers and presentation of a comprehensive performance measurement process
- Implementation of the performance measurement and monitoring process
- Performance feedback (interviews with employees)

Stage three: a) Talent management

- Mapping of key positions
- Identification of potentials and talents
- Creation and implementation of development plans
- Monitoring of development and integration of talents

Stage three: b) Succession system management

- Monitoring of work and improvement of skills of employees and talents (successors)
- Assessment of performance and degree of development of talents
- Monitoring of work through the mentor role of employees at key positions who will receive / create successors



Stage four: Reward system

- Creation of a reward system model in line with the business strategy of the Institute and its connection to goals
- Improvement of organisational culture
- Implementation of reward system

5. Summary

The human resource management strategy at the Institute for Maize Research adopted in the course of the implementation of the Credit Vibes project, work package 3, task 1, covers all work units of the Institute and it will be implemented through the following three main steps:

1. Assessment of situation and capacity of human resources at the Institute;
2. Adoption of the Plan for Achievement of Strategic Goals focused on development of interpersonal relations, connecting and social dialogue, education, motivation and measurement of performance;
3. Identification of HR potential – to be used for organising educations and trainings and improvement of employee skills and qualifications.