



Krajowy Naukowy
Ośrodek Wiodący

Konsorcjum Naukowe "Zdrowe Zwierzę - Bezpieczna Żywność"
Leading National Research Centre
Scientific Consortium "Healthy Animal - Safe Food"

Human Resources Excellence in Research

Internal Gap Analysis and Action Plan

2017

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1. IGAB PAS description

The Institute of Genetics and Animal Breeding of the Polish Academy of Sciences (IGAB PAS) was established in 1955. IGAB PAS is one of the leading scientific institutions in the field of animal genetics, breeding and biotechnology. Contribution to the development of animal sciences, as well as innovation and biological progress aimed at improvement of quality of life of the society, by conducting novel research in the field of genetics, animal breeding, experimental embryology and animal behaviour is the mission of the Institute. The principal fields of the basic research include: molecular genetics, experimental embryology, animal biotechnology, biodiversity, as well as animal behaviour and welfare. Moreover, applied research is conducted in the fields of population genetics, animal breeding, and improvement of food of animal origin. The principal purpose of applied research is the elaboration of such methods of animal improvement and sustainable production systems, which aim at obtaining safe and functional food, ensuring a high level of animal welfare and limiting the unfavourable effect of agriculture on the natural environment.

The Institute has the right to confer the degree of doctor (PhD) and habilitated doctor (DSc) of agricultural sciences and, since 1994, it has run postgraduate studies. The Institute employs 150 people, including 45 scientific staff and 26 PhD students and it consists of five departments: Department of Molecular Biology, Department of Genomics and Biodiversity, Department of Experimental Embryology, Department of Animal Improvement, and Department of Animal Behaviour. In addition, the Institute owns an experimental farm keeping various farm and laboratory animals (cattle, horses, sheep, goats, rabbits, quails, rats and mice) necessary for the experiments.

The Institute publishes *Animal Science Papers and Reports* – an English language quarterly indexed in the Journal Citation Reports/Science Edition of Thomson Reuters.

The Institute has coordinated 9 complementary projects financed or co-financed by the EU, including interdisciplinary research project “BIOFOOD – innovative, functional products of animal origin” realized under the Research and Development Strategic Programme of the Polish Ministry of Science and Higher Education, within scientific-industrial consortium. The patent applications prepared within the BIOFOOD project were awarded with prestigious prizes including gold and silver medals at the World Exhibition of Inventions, Research and New Technology “BRUSSELS INNOVA” in 2013, 2014 and 2015. Moreover, during the International Exhibition of Invention, INPEX 2016, USA, Institute has received the prestigious prize – Best Invention of Europe.

Since January 2016 Institute of Genetics and Animal Breeding PAS is the coordinator of the project “Epigenetic Risk Assessment of Assisted Reproductive Technologies – ERAofART”, within the TWINNING call in HORIZON 2020. In the ERAofART project IGAB PAS cooperates with two prominent institutions in the reproductive technology field: the University of Würzburg, Germany; and the University of Teramo, Italy.

Since April 2015 scientific consortium „Healthy Animal – Safe Food”, of which the Institute of Genetics and Animal Breeding of the Polish Academy of Sciences is a member, has received from the Minister of Science and Higher Education prestigious status of the Leading National Research Centre (LNRC) in the field of agricultural, forest and veterinary sciences, for the period from 1st January 2015 to 31st December 2019.

The Institute employs ambitious scientists from Poland and abroad. IGAB PAS makes an effort to create a friendly work environment and the transparent processes of recruitment of researchers. The Institute is well aware that the logo of “Human Resources Excellence in Research” is a very important element of the Human Resources Strategy for Researchers. Thus, the Institute would like to fully implement European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers to its internal regulations. By implementing them the Institute wants to become an internationally attractive employer and encourage the best scientists from all over the world to work in the Institute.

2. Internal Gap Analysis

2.1. Methodology

The internal gap analysis consisted of the following steps: creation of the HR Working Group, desk research, electronic evaluation survey, open meeting with researchers.

2.1.1. HR Working Group

In October 2016, IGAB PAS signed the Declaration of Commitment to adopt the European Charter and Code of Conduct for the Recruitment of Researchers. The HR Working Group was established in order to define a high quality Action Plan on the basis of the current level of implementation of the Charter and Code principles in the Institute. The HR Working Group consisted of the IGAB PAS staff members representing management, researchers, PhD students and administration. The working group included: 2 Deputy Directors, 1 full

professor, 1 habilitated doctor, 1 doctor, 3 PhD students, 1 HR specialist, 2 members of research support office, 1 member of administration.

2.1.2. Desk research

During several meetings, the Working Group compared the principles of the European Charter for Researchers, the Code of Conduct for Recruitment of Researchers with existing rules and practices in IGAB PAS. Below, a table (1) pointing to the national legislation, as well as to the internal rules and practices at the Institute (listed in the following tables 2 and 3), relevant to the respective principles of European Charter for Researchers and the Code of Conduct for Recruitment of Researchers is inserted.

Table 1. The list of internal regulations and national law documents concerning Charter and Code principles

No.	Principle of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers	Internal regulations (Arabic numbers), National law documents (Roman numbers)
1	Research freedom	2, 14, 15, II, IV, V
2	Ethical principles	3, 11, 14, I
3	Professional responsibility	14, 21, II
4	Professional attitude	2, 8, 12, 14, 15, V, VI
5	Contractual and legal obligations	2, 3, 6, 7, 9, 16, 20, IV, I, IX
6	Accountability	2, 3, 12, 13, 14, 15, 22, 23, V, XIII, XV, XIV
7	Good practice in research	14, 24, 25, 26, 27, I, X, XI, XII, XVI
8	Dissemination, exploitation of results	7, 16, IX
9	Public engagement	7, 8, 9, 14
10	Non-discrimination	3, I
11	Evaluation/appraisal systems	3, 7, 11, 15, 27, I, II, III, IV
12	Recruitment	3, 9, 11, 13, 27, II, IV, VI, VII
13	Recruitment - Code	3, 9, 11, 13, 27, II, IV, VI, VII
14	Selection	3, 9, 11, 13, 27, II, IV, VI, VII
15	Transparency	3, 9, 11, 13, 27, II, IV, VI, VII
16	Judging merit	3, 6, 7, 9, 10, 11, 13, 20, 27, II
17	Variations in the chronological order of CVs	7, 9, 20, 27, I, II, IV
18	Recognition of mobility experience	3, 7, 9, 20, I, II
19	Recognition of qualifications	3, 7, 9, 20, I, II
20	Seniority	3, 7, 9, 20, 21, I, II
21	Postdoctoral appointments	3, 7, 9, 11, 20, 27, II, IV, VI, VII
22	Recognition of the profession	3, 7, 14, 21
23	Research environment	3, 12, 21, I, V, X, XVI
24	Work conditions	3, 13, 17, 21, I
25	Stability and permanence of employment	3, 6, 7, 13, 20, VI

26	Funding and salaries	4, 5, 6, 7, 10, 13, 16, 17, 20, I, V
27	Gender balance	3, 9, 11, 27, I
28	Career development	3, 7, 8, 13, 14, 20, II, IV
29	Value of mobility	3, 7, 9, 21, V, VI, VII
30	Access to career advice	3, I
31	Intellectual Property Rights	14, 16, II, VI, VII, VIII, IX
32	Co-authorship	7, 14, 16, VIII, IX
33	Teaching	3, 4, 7, 9, 13, 14, II, III, IV
34	Complaints/appeals	3, 7, 8, 11, 13, 14, 15, 21, I, II
35	Participation in decision-making bodies	3, 8, 11, 13, 17, 21, I, II
36	Relation with supervisors	3, 7, 13, IV
37	Supervision and managerial duties	14, 21, III
38	Continuing Professional Development	3, 7, 9, IV
39	Access to research training and continuous development	3, 7, 8, 20, I, IV
40	Supervision	7, 13, 14, 15, I, III, IV

The above analysis was conducted based on tables 2 and 3:

Table 2. The list of internal regulations at IGAB PAS

No.	Internal regulation at IGAB PAS	Date
1	Utworzenie Studiów Doktoranckich – Launching of Postgraduate Studies	12.08.1997
2	Regulamin planowania, prowadzenia i sprawozdania prac naukowo-badawczych- Regulations on planning, realisation and reporting of scientific research	27.12.2006
3	Regulamin Pracy IGHZ – Work regulations of IGAB PAS	06.05.2009
4	Wprowadzenie stawek za prace na podstawie umów o dzieło i umów zlecenie oraz wykłady i recenzje wydawnicze – Introduction of wage rates for specific-task contracts, civil contracts, lectures and peer reviews	12.04.2017
5	Regulamin Zakładowego Funduszu Świadczeń Socjalnych – Regulations of the Social Benefits Fund	30.12.2010
6	Zasady wynagradzania pracowników Instytutu uczestniczących w realizacji indywidualnych projektów badawczych i realizatorów prac za usługi naukowe wykonywane przez Instytut- Remuneration policy of the Institute for researchers involved in the realisation of individual research projects and employers involved in scientific services realised at the Institute	01.12.2011
7	Regulamin oceny pracowników naukowych – Regulations of evaluation of scientific staff	15.01.2013

8	Statut IGiHZ – Statute of IGAB PAS	19.07.2016
9	Regulamin postępowania konkursowego przy zatrudnianiu na stanowiska naukowe – Regulations of recruitment competitions for scientific positions	18.12.2013
10	Regulamin nagród Dyrektora i Piotra Chomczyńskiego – Regulations of Director's awards and Piotr Chomczynski award	05.02.2014
11	Regulamin Rady Naukowej – Regulations of the Scientific Council	05.03.2014
12	Regulamin funkcjonowania zwierzętarni – Regulations of the animal facility functioning	29.05.2015
13	Regulamin Studiów Doktoranckich – Regulations of Postgraduate Studies	30.05.2014
14	Kodeks etyki pracownika IGiHZ PAN- Code of Ethics of IGAB PAS employees	29.08.2014
15	Kontrola zarządcza w IGiHZ – Managerial Control at IGAB PAS	29.08.2014
16	Regulamin zarządzania prawami autorskimi – Regulations of IPR management	25.03.2015
17	Regulamin przyznawania świadczeń pomocy materialnej dla doktorantów – Regulations of granting material help for postgraduate students	15.05.2015
18	Utworzenie środowiskowych studiów doktoranckich KNOW – Creation of environmental postgraduate studies within Leading National Research Centre	10.03.2016
19	Powołanie Zespołu ds. Dobrostanu Zwierząt – Appointment of the Team for Animal Welfare	10.03.2016
20	Regulamin wynagradzania pracowników – Regulations of employees' remuneration	16.05.2016
21	Regulamin Organizacyjny Instytutu – Organizational Regulations of the Institute	30.09.2016
22	Regulamin Kontroli Finansowej – Regulations of the Financial Control	30.12.2013
23	Regulamin Zamówień Publicznych – Regulations of the Public Procurement	14.12.2015
24	Plany Ciągłości Działań Systemu – Plans for the continuity of action of the system	01.01.2016
25	Plany Odtwarzania po katastrofie – Plans for disaster recovery	01.01.2016
26	Polityka bezpieczeństwa przetwarzania danych osobowych oraz bezpieczeństwa informacji – Policy of security of processing personal data and information security	01.01.2016
27	Regulamin Komisji ds. Rozwoju Kadry Naukowej – Regulations of Committee for Scientific Staff Development	20.04.2011

Table 3. List of national law documents

No.	National law document	Date
I	Kodeks Pracy – The Labour Code	22.09.2016
II	Ustawa o Polskiej Akademii Nauk – Act on the Polish Academy of Sciences	30.04.2010
III	Prawo o Szkolnictwie Wyższym – Law on Higher Education	23.06.2016
IV	Ustawa o stopniach naukowych i tytule naukowym oraz o stopniach I tytule w zakresie sztuki - Law on Academic Degrees and Title and Degrees and Title in the Arts	14.03.2003
V	Ustawa o zasadach finansowania nauki – Act on the Principles of Financing Science	30.04.2010
VI	Ustawa o Narodowym Centrum Nauki – Act on the National Science Centre	30.04.2010
VII	Ustawa o Narodowym Centrum Badań i Rozwoju – Act on the National Center for Research and Development	30.04.2010
VIII	Prawo Autorskie i Prawo Pokrewne – Copyright Law and Related Law	04.02.1994
IX	Ustawa o Prawie Własności Przemysłowej – Industrial Property Law	30.06.2000
X	Rozporządzenie Ministra Pracy i Polityki Socjalnej w sprawie ogólnych przepisów bezpieczeństwa i higieny pracy – Occupational Health & Safety (BHP) and Health Assessments	26.09.1997
XI	Ustawa o rehabilitacji zawodowej i społecznej oraz zatrudnianiu osób pełnosprawnych – The Law on Occupational and Social Rehabilitation and Employment of People with Disabilities	27.08.1997
XII	Ustawa o Ochronie Danych Osobowych – The Personal Data Protection Act	29.08.1997
XIII	Ustawa o finansach publicznych – Law on Public Finance	27.08.2009
XIV	Ustawa o Prawie Zamówień Publicznych – Public Procurement Law	29.01.2004
XV	Ustawa o Ochronie Zwierząt – Animal Protection Law	15.01.2015
XVI	Ustawa o Ochronie Przeciwpożarowej – Fire Protection Act	24.08.1991

2.1.3. Electronic evaluation survey

After the desk research, the electronic evaluation survey in Polish and English was prepared for the Institute employees, by using Google Forms tool, to elaborate the "Human Resources Strategy for Researchers" for IGAB PAS.

The questionnaire consisted of 3 general questions to define the profile of the participants and then 40 issues covering the principles of Charter and Code. 40 issues in the survey were divided into four dimensions, in line with the Charter and Code:

- I. Ethical and professional aspects
- II. Recruitment
- III. Working conditions and social security
- IV. Training.

The respondents were asked to indicate the level of importance and the level of implementation for each of the 40 issues.

The possible scores for each item were 1-4 points as follows:

Level of importance:

4. very high level of importance
3. high level of importance
2. medium level of importance
1. low level of importance

Level of implementation:

4. fully implemented
3. almost, but not fully implemented
2. partially implemented
1. insufficiently implemented

The respondents were also asked to express their opinions and propositions of any actions to improve the implementation of the Charter and Code principles at IGAB PAS.

The participants were grouped into seven professional positions (Professor, Associate professor, Assistant professor, Assistant, PhD student, Specialist and Others) and five employee groups (Management Board and supervision staff, Member of research staff, Member of administrative staff, PhD students, and Others). It should be noted that beside the

researchers and the Phd students the members of administration were also invited to fill in the survey (Deputy Director for Fundamentals, HR officer, Science Service and Administration Department, Financial Department, General Office).

2.1.4. Open meeting

In October, 17, 2016 an open meeting on Human Resources Excellence in Research was organized. Researchers (including Professors, Associate Professors, Assistant Professors, Assistants, Specialists (Research Technicians), PhD Students and administrative staff from IGAB PAS were invited to the meeting. First, the information about the European Charter, Code of Conduct for the Recruitment of Researchers and European Human Resources Strategy for Researchers was presented. Then, the participants were informed about the supporting by the Institute of the principles of the European Charter for Researchers and Code of Conduct for Recruitment of Researchers. IGAB PAS is going to develop the Human Resources Strategy for Researchers according to HRS4R developed by the European Commission. The Institute having the HR Excellence in Research logo would become a more attractive employer, of friendly work environment and the transparent processes of researchers' recruitment, for scientists from all over the world.

The participants were asked to complete the anonymous survey, described above, containing 40 questions based on the Charter and Code principles and to evaluate the importance of the principles for themselves and express the opinions on the level of their implementation in IGAB PAS. With special emphasis, they were also asked for suggestions on how to improve the level of implementation of the principles.

After the open meeting the key information was sent to all people invited to the meeting. The text of the survey was also sent via e-mail. Polish and English versions of Charter and Code were also attached.

2.2. Survey results

The on-line survey was carried out between 18 and 24 of October, 2016. Altogether 82 employees were invited to participate in the survey and 55 employees filled in the questionnaire (i.e. 67 % participation rate).

Characteristics of the respondents are presented below:

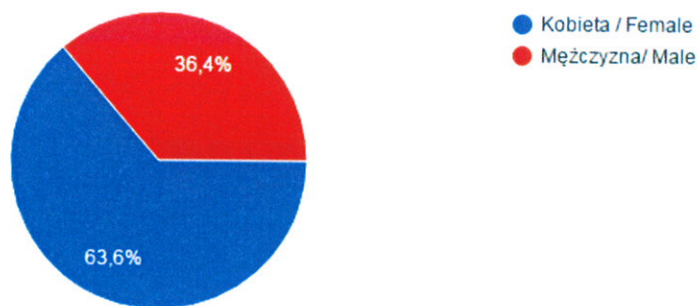


Fig. 1 Gender of the respondents

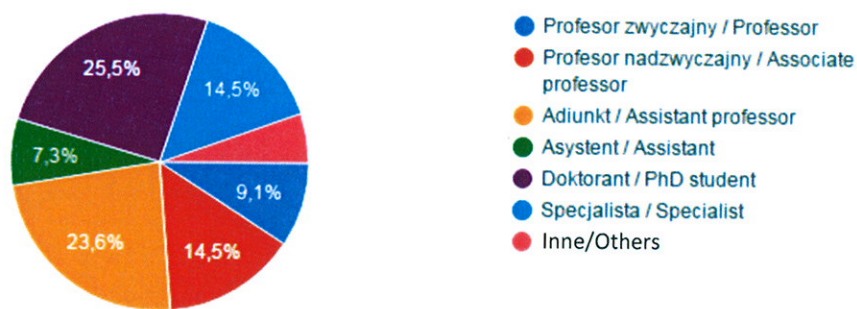


Fig. 2 Respondents division among their professional profile

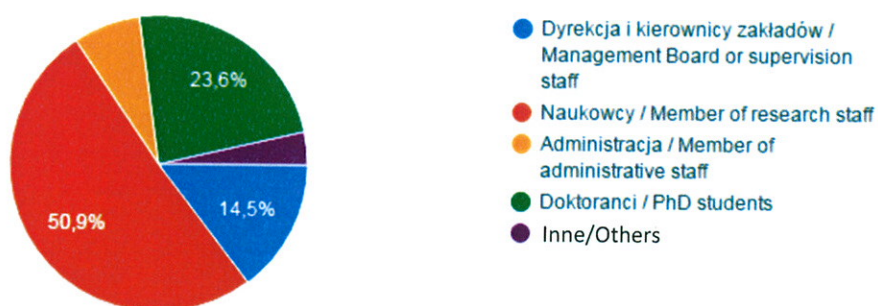


Fig. 3 Respondents division among their formal status at IGAB PAS

The results of the survey were analysed by the HR Working Group. The group identified two categories of results:

1. strengths of the IGAB PAS' rules and practices with regard to the Charter and Code principles;
2. challenges that require corrective actions.

The overall analysis of the survey outcomes is presented below.

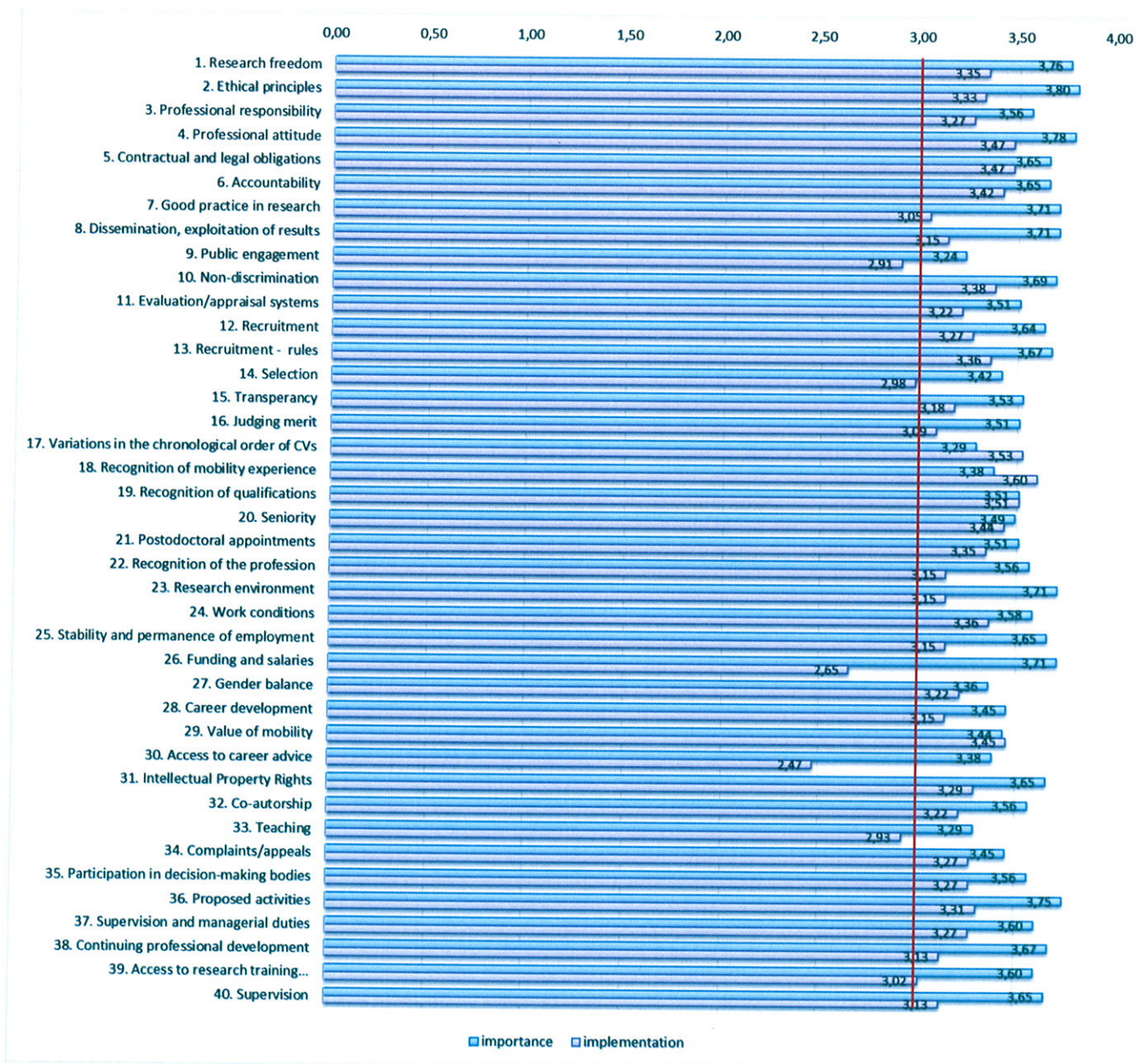


Fig. 4 Summary of the survey outcome, average values of level of importance and implementation

2.2.1. Strengths

The most highlighted items for which the average level of implementation at IGAB PAS was higher than 3.4 and that were identified as strengths included the following: 4. Professional attitude (3.47), 5. Contractual and legal obligations (3.47), 6. Accountability (3.42), 17. Variations in the chronological order of CVs (3.53), 18. Recognition of mobility experience (3.60), 19. Recognition of qualifications (3.51), 20. Seniority (3.44), 29. Value of mobility (3.45). The level of importance of these items was evaluated by the respondents as high (≥ 3.29).

2.2.2. Challenges

The most challenging items for which the average level of implementation at IGAB PAS was lower than 3 included the following:

- “Ethical and professional aspects” area:

9. Public engagement (2.91),

- “Recruitment” area:

14. Selection (2.98),

- “Working conditions and social security” area:

26. Funding and salaries (2.65),

30. Access to career advice (2.47),

33. Teaching (2.93).

- “Training” area:

No items with level of implementation lower than 3.

The level of importance of the items listed above was evaluated by the respondents as high (≥ 3.24). The challenges are further described in the Action plan section.

3. Action plan

As described in the Internal Gap Analysis part, IGAB PAS was analysed in terms of the strengths and weaknesses of the current policy and practice under four thematic headings of the Charter and Code.

I. Ethical and professional aspects

In the first dimension – the “Ethical and professional aspects” – the average level of implementation was predominantly higher than 3.00. Only in one case – *9. Public engagement* – the level of implementation was below 3.00 (2.91). The level of importance of this item was evaluated at 3.24. The most highlighted rules for which the average level of implementation at IGAB PAS was higher than 3.4 included the following: *4. Professional attitude* (3.47), *5. Contractual and legal obligations* (3.47), *6. Accountability* (3.42). The level of importance of these issues was higher than 3.65. The remaining issues of the “Ethical and professional aspects” dimension reached the implementation level of between 3.05 and 3.38, whereas level of their importance ranged between 3.51-3.80.

II. Recruitment

For the second dimension – “Recruitment” – the average level of implementation was again higher than 3.00. Only in one case, *14. Selection*, the level of implementation reached 2.98. The average level of importance equaled to 3.42. The most highlighted rules for which the average level of implementation at IGAB PAS was higher than 3.4 included the following: *17. Variations in the chronological order of CVs* (3.53), *18. Recognition of qualifications* (3.51), *19. Recognition of qualifications* (3.51), *20. Seniority* (3.44). For the above items the level of importance was higher than 3.29. For the rest of issues the level of implementation was estimated at between 3.09 and 3.53, while the level of importance ranged between 2.29 and 3.67.

III. Working conditions and social security

For the third thematic heading – “Working conditions and social security” – the average level of implementation reached predominantly a score higher than 3.00. However, for three rules, *26. Funding and salaries* (2.65), *30. Access to career advice* (2.47), *33. Teaching* (2.93) the level of implementation was lower than 3.00. For the above cases the level of importance ranged between 3.29 and 3.71. Only for one case, *29. Value of mobility*, the average level of implementation was higher than 3.4 at 3.45, whereas the level of importance was 3.44. For the

rest of rules, the level of implementation was in the range of 3.15-3.36, while the level of importance was in the range of 3.36 and 3.71.

IV. Training

In the last thematic heading – “Training” – the average level of implementation was higher than 3.00, it fell between 3.02 and 3.31, whereas the average level of importance ranged between 3.60 and 3.75.

The HR Working Group concentrated on each challenge, analysed them, and planned relevant actions. Below is a detailed description of each challenge. The activities planned are also shown in a concise version in Table 4.

Principle 9. Public engagement

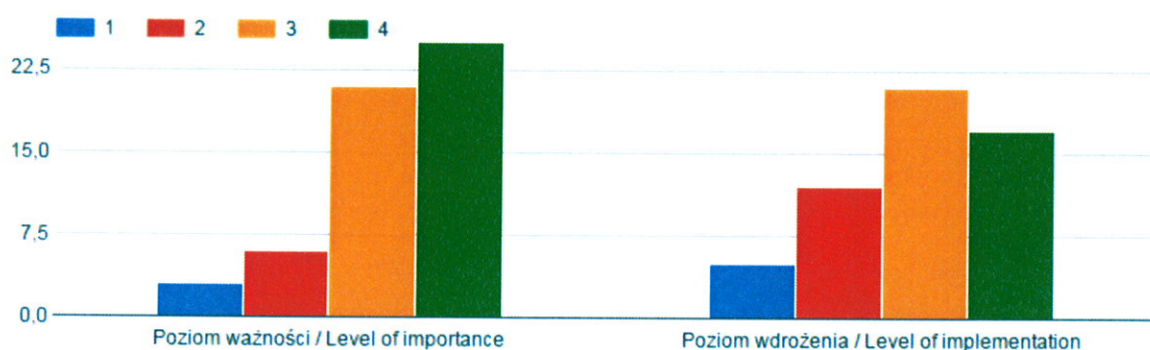


Fig. 5 Survey outcome (no. of responses) – Public engagement

Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.

Several respondents expressed need for stronger appreciation and support in public engagement activities including a devoted internal committee.

Existing rules and practises:

IGAB PAS acts on internal acts, such as: Regulations of evaluation of scientific staff, Statute of IGAB PAS, Regulations of recruitment competitions for scientific positions, Code of Ethics of IGAB PAS employees.

IGAB PAS is engaged in various educational activities aimed at improving public's understanding of science. Below the existing practises are presented:

- The Institute actively participates in various public events, like Science Festival, Scientific Picnics etc.
- IGAB PAS participates in various Trade Fairs, like: POLAGRA FOOD – International Trade Fair For Food, BRUSSLES INNOVA Trade Fairs; International Invention & New Products Exposition INPEX, USA; etc., where scientific results are shown to general public,
- The Institute hosts visits to its labs and experimental farm, and organizes lectures for pupils from kindergartens, primary and secondary schools,
- Lectures for farmers are given by the Institute staff, on different occasions,
- Scientists, beside scientific papers, publish popular articles which are available for the general society and are included in the evaluation system of the scientific staff,
- Scientists give the popularising lectures, interviews in different TV Stations (like: CBS Television, TVN, TVP2); agency materials (like Thomson Reuters, PAP), radio etc.

Actions planned:

- Some respondents are not aware about existing “Public engagement” rules and practises in the Institute. Wider informations will be given to all the IGAB PAS employees and general public by placing all public engagement events of the Institute on its website: <http://www.ighz.edu.pl/>.

When: Ongoing activity, starting January 2017

Who: Scientific Secretary

Indicator: Number of public engagment events

- Establishing the Public Engagement Coordination Team which will coordinate all activities in the public's understanding of science.

When: Second quarter of 2017

Who: Director of the Institute / Coordination team

Indicator: Number of public engagment events (*Report of the coordination team*)

Principle 14. Selection

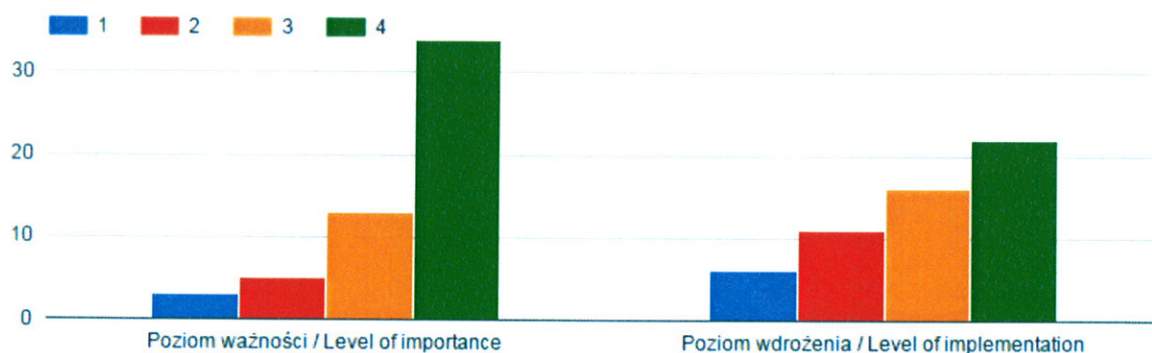


Fig. 6 Survey outcome (no. of responses) – Selection

Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.

The respondents' comments addressed mostly the alignment of the recruitment committee.

Existing rules and practises:

IGAB PAS acts on the basis of national regulations, such as: Act on the Polish Academy of Sciences; Law on Academic Degrees and Title and Degrees and Title in the Arts; Act on the National Science Centre; Act on the National Centre for Research and Development; and internal acts: Work regulations of IGAB PAS; Regulations of recruitment competitions for scientific positions; Regulations of the Scientific Council; Regulations of Postgraduate Studies; Regulations of Committee for Scientific Staff Development.

- According to the internal regulations, selection is done by the Committee for Development of Scientific Staff selected by the Scientific Council, which is responsible for recruitment procedures in IGAB PAS. At present the Committee consists only of the members of the Scientific Council.

Actions planned:

- Modification of the Regulation of the Scientific Council of IGAB PAS enabling the participation in the selection team of members from different sectors/countries, as needed.

When: Second quarter of 2017

Who: Scientific Council Secretary

Indicator: Modification of the Regulation approved by the Scientific Council

- Modification of the Regulation of the Scientific Council of IGAB PAS promoting gender balance in its bodies.

When: Second quarter of 2017

Who: Scientific Council Secretary

Indicator: Modification of the Regulation approved by the Scientific Council

Principle 26. Funding and salaries

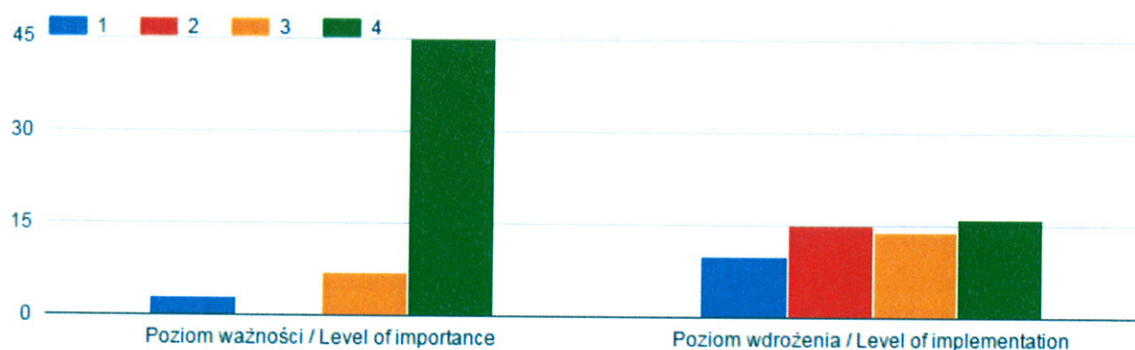


Fig. 7 Survey outcome (no. of responses) – Funding and salaries

Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

In this point many respondents expressed their critical opinion on the level of financial resources spent on research in Poland as proportion of GDP, and on the generally lower level of remuneration in Poland, as compared to other countries. However, such opinions do not adequately address the issue raised in this Charter principle which considers the systematic solutions ensured by employer. Interestingly, the highest level of implementation was indicated by the youngest employees – postgraduate students (average 3.2), while the opinions on implementation among professors was very polarized (5 responses “4”, 5 responses “1 & 2”, 3 responses “3”) that can reflect the influence of the evaluation and motivational systems on remuneration.

Existing rules and practises:

IGAB PAS acts on national regulations, such as: Act on the Principles of Financing Science, The Labour Code and internal acts: Introduction of wage rates for specific-task contracts, lectures and peer reviews, Regulations of the Social Benefits Fund, Remuneration policy of the Institute for researchers involved in the realisation of individual research projects and employees involved in scientific services realised at the Institute, Regulations of evaluation of scientific staff, Regulations of Director’s awards and Piotr Chomczynski award, Regulations of Postgraduate Studies, Regulations of IPR management, Regulations of granting material help for postgraduate students, Regulations of employee’s’ remuneration.

- IGAB PAS ensures for researchers fair and attractive conditions of salaries. All researchers are employed on employment contracts with social security ensured. The salaries are commensurate with legal status, performance, level of qualifications and/or responsibilities.
- A part of new employees and PhD students receive higher salaries than offered several years ago, since their employment is financed by specific sources (Leading National Research Centre funds, funds for creation of new scientific teams) that require higher than standard performance (e.g. outstanding publication track, shorter period for PhD accomplishment).
- A significant part of remuneration is paid in form of premium/bonuses depending on objective individuals’ performance evaluation (according to rules announced to the researchers) – including participation in research grants, publications in good quality journals from the JCR list, citation index, etc.

- Moreover, the Institute has special tools (described in internal regulations) to award outstanding scientists, such as annual Director Prize, Chomezyński Prize, etc.
- All internal acts including funding and salary regulations are available for the employees in the General Office of the Institute.
- The Institute has developed a system of information on open calls for project proposals from domestic and European/international sources (bi-monthly newsletter on all open calls of interest & daily update).

Actions planned:

- Some respondents are not aware about all existing funding and salaries, as well as scientific promotion rules and practises in IGAB PAS, allowing for the increase of remuneration. The Institute will create on-line (intranet) library of internal regulations including funding and salaries, as well as scientific promotion regulations. This solution will improve access to the existing rules and practices in IGAB PAS.

When: Ongoing activity, starting March 2017

Who: General Office

Indicator: Percentage of uploaded regulations (List of regulations uploaded to the intranet system)

- The Institute has employed several researchers from abroad, in last months. For better understanding for foreigners all funding and salary, as well as scientific promotion rules will be translated into English.

When: Ongoing activity, starting January 2017

Who: Research Support Office

Indicator: Percentage of translated regulations (List of translated regulations)

Principle 30. Access to career advice

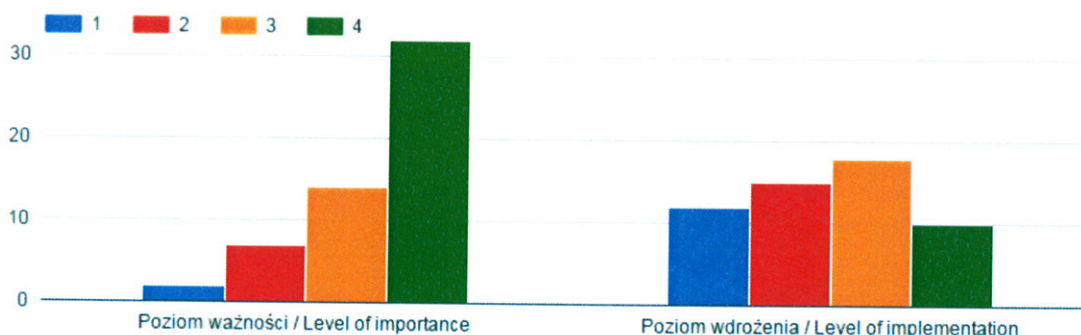


Fig. 8 Survey outcome (no. of responses) – Access to career advice

Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.

Due to the scale of operation (total no. of employees ca. 150 people) the Institute does not have any dedicated career advice service. It was raised in several responses together with a need for a stronger support including workshops for the employees.

Existing rules and practises:

IGAB PAS acts on national regulations, such as: The Labour Code and internal acts: Work regulations of IGAB PAS.

- According to the Polish law, all scientific positions at Polish scientific units are appointed in open competitions announced on the website of the Polish Ministry for Science and Higher Education, and on the EURAXESS portal
- The Institute informs scientists about places where job offers, from IGAB PAS and other scientific institutions, are placed, including the websites of the Ministry, EURAXESS, Nature Jobs, and Research Gate portals
- The Institute offers to its researchers possibility of short and long term academic trainings at foreign laboratories that is an extraordinary opportunity to gain contacts for future post-doc placements
- Career advice and job placement support is based on mentoring by the Heads of Departments, and by the Director of the Institute

Actions planned:

- Organisation of a workshop with potential employers – representatives of companies (including former employees of the Institute) presenting offer to scientist with specific know-how; such meeting shall help the scientists (esp. PhD students) to find a job in the future

When: Every second year, starting second quarter of 2018

Who: Scientific Secretary

Indicator: Report of the workshop

- Organisation of a workshop for researchers on opportunities offered by the Marie Skłodowska-Curie actions and by the EURAXESS portal

When: Fourth quarter of 2017

Who: Research Support Office

Indicator: Report of the workshop

Principle 33. Teaching

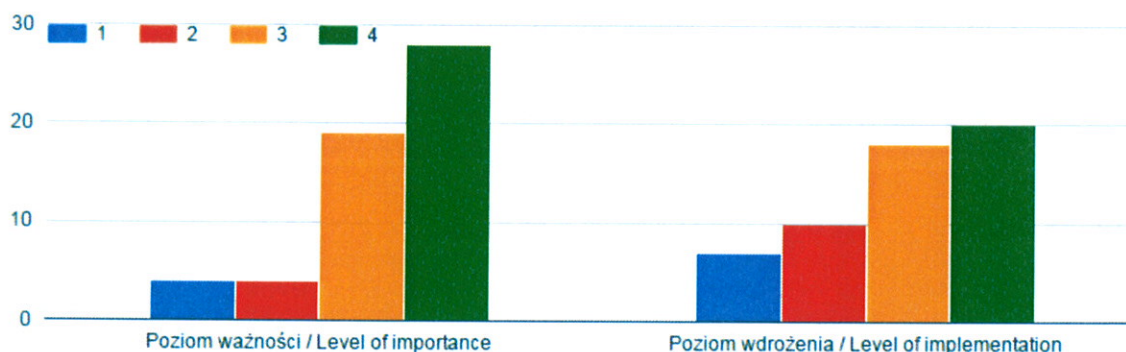


Fig. 9 Survey outcome (no. of responses) – Teaching

Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities.

Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.

Several respondents suggest higher appreciation of teaching activities in the evaluation system of researchers.

Existing rules and practises:

IGAB PAS acts on national regulations, such as: Act on the Polish Academy of Sciences; Law on Higher Education; Law on Academic Degrees and Title and Degrees and Title in the Arts; and internal acts: Work regulations of IGAB PAS; Introduction of wage rates for specific-task contracts, lectures and peer reviews; Regulations of evaluation of scientific staff; Regulations of recruitment competitions for scientific positions; Regulations of Postgraduate Studies; Code of Ethics of IGAB PAS employees.

- Due to the character of the Institute (research unit, limited educational tasks – only postgraduate studies), researchers do not have obligatory teaching commitments
- Voluntary teaching activities are taken into consideration in researchers' evaluation system, as well as in the remuneration system and Director's bonuses

Actions planned:

- The scoring granted for teaching activities within the evaluation system of researchers will be raised by up to 50%, based on the decision of the Scientific Council

When: Fourth quarter of 2017

Who: Scientific Council Secretary

Indicator: Increased scoring in the evaluation system (Decision of the Scientific Council)

Additional actions planned:

According to the suggestions of respondents, there are also several other activities planned in the selected areas that were evaluated at above the threshold (3 points), in order to further improve the implementation of the Charter and Code principles:

Principle 5. Contractual and legal obligations

IGAB PAS will create an on-line (intranet) library of all internal regulations, the action already described in Principle 26.

When: Ongoing activity, starting March 2017

Who: General Office

Indicator: Percentage of uploaded regulations (List of regulations uploaded to the intranet system)

Principle 6. Accountability

Translation of basic internal regulations into English to provide easy access to information for foreign employees, the action already described in Principle 26.

When: Ongoing activity, starting January 2017

Who: Research Support Office

Indicator: Percentage of translated regulations (List of translated regulations)

Principle 7. Good practice in research

Many respondents indicated the need of improving the back-up procedures for the IT data and IT support. Additional help desk service for the employees was already ensured. Standard solution for back-up of the IT data will be introduced.

When: Third quarter of 2017, additional help desk service has already been ensured

Who: IT Specialist

Indicator: Introduction of the standard solution for backing-up the IT data

Principle 13. Recruitment – Code

The Selection Committee of the Scientific Council is allowed to present weakness and strenghts of the candidates. In the coming recruitment processes, the Committee will present to all candidates their weakness and strenghts.

When: Fourth quarter of 2017

Who: Committee for Scientific Staff Development

Indicator: Percentage of candidates with feedback on weaknesses and strenghts (Report on recruitment procedures)

Principle 24. Work conditions

Additional regulation on flexible working conditions for disabled employees will be added to Regulations of Postgraduate Studies of IGAB PAS

When: Fourth quarter of 2017

Who: Head of Postgraduates Studies

Indicator: Ammended Regulations of Postgraduate Studies

Principle 27. Gender balance

Modification of the Regulation of the Scientific Council of IGAB PAS promoting gender balance in its bodies –the action already described in Principle 14.

When: Second quarter of 2017

Who: Scientific Council Secretary

Indicator: Modification of the Regulation approved by the Scientific Council

Principle 31. Intellectual Property Rights

Many respondents indicated the need for an IPR seminar. A seminar for the researchers about IPR and commercialisation of research results will be organised.

When: Every second year, starting third quarter of 2018

Who: Research Support Office

Indicator: Report of the IPR seminar

Table 4. Action Plan summary

Principle	Activity	Period	Responsibility	Indicator	
5.	Contractual and legal obligations	Creation of intranet library of all internal regulations (also P.26)	Ongoing activity, starting Mar 2017	General Office	Percentage of uploaded regulations (List of regulations uploaded to the intranet system)
6.	Accountability	Translation into English of basic internal regulations to provide easy access to information for foreign employees (also P.26)	Ongoing activity, starting Jan 2017	Research Support Office	Percentage of translated regulations (List of translated regulations)
7.	Good practice in research	Improvement of back-up for IT data and IT support	3 Q 2017, additional help desk service already ensured	IT Specialist	Introduction of the standard solution for back up of IT data

9.	Public engagement	Wider informations – placing all public engagement events of the Institutes on the website	Ongoing activity, starting Jan 2017	Scientific Secretary	Number of public engagement events
		Creation of public engagement coordination team which will coordinate all activities in the public's understanding of science	2 Q 2017	Director of the Institute / Coordination team	Number of public engagement events (Report of the coordination team)
13.	Recruitment - Code	Communication of weakness and strenghts to all candidates by Selection Committee of the Scientific Council	4 Q 2017	Committee for Scientific Staff Development	Percentage of candidates with feedback on weaknesses and strenghts (Report on recruitment procedures)
14.	Selection	Modification of the Regulation of the Scientific Council of IGAB PAS enabling the participation in the selection team of members from different sectors/countries	2 Q 2017	Scientific Council Secretary	Modification of the Regulation approved by the Scientific Council
		Modification of the Regulation of the Scientific Council of IGAB PAS promoting gender balance in its bodies	2 Q 2017	Scientific Council Secretary	Modification of the Regulation approved by the Scientific Council
24	Work conditions	Adding regulation on flexible working conditions for disabled employees to Regulations of Postgraduate Studies of of IGAB PAS	4 Q 2017	Head of Postgraduates Studies	Ammended Regulations of Postgraduate Studies
26.	Funding and salaries	Creation of intranet library of internal regulations including funding and salaries, as well as scientific promotion regulations.	Ongoing activity, starting Mar 2017	General Office	Percentage of uploaded regulations (List of regulations uploaded to the intranet system)
		Translation into English of all funding and salary regulations as well as scientific promotion rules	Ongoing activity, starting Jan 2017	Research Support Office	Percentage of translated regulations (List of translated regulations)

27.	Gender balance	Modification of the Regulation of the Scientific Council of IGAB PAS promoting gender balance in its bodies (also P.14)	2 Q 2017	Scientific Council Secretary	Modification of the Regulation approved by the Scientific Council
30.	Access to career advice	Organisation of workshop with potential employers - representatives of companies presenting offer for scientist with specific know-how	Every second year, starting 2 Q 2018	Scientific Secretary	Report of the workshop
		Organisation of workshop for researchers on opportunities offered by Marie Skłodowska-Curie Actions and EURAXESS portal	4 Q 2017	Research Support Office	Report of the workshop
31.	Intellectual Property Rights	Organisation of seminar for researchers about IPR and commercialisation of research results	Every second year, starting 3 Q 2018	Research Support Office	Report of the IPR seminar
33.	Teaching	Raising points for teaching activities (in the evaluation system of researchers)	4 Q 2017	Scientific Council Secretary	Increased points in evaluation system (Decision of the Scientific Council)

4. Implementation

The Director has established the Implementation Committee headed by the Scientific Secretary and consisting of representatives of researchers, PhD students, HR Department, Research Support Office, and of Administration that will coordinate and regularly monitor progress in handling the challenges listed in the Gap Analysis, and the realisation of activities and indicators listed in the Action plan. The Implementation Committee will work under the direct supervision of the Director's Board.

The research community will be included in the implementation process at various levels. Representatives of the researchers and PhD students will participate in the Implementation Committee mentioned above. The researchers and PhD students that are members of the Scientific Council of IGAB PAS shall participate in decision making processes concerning recruitment and evaluation of researchers, in accordance with the Action Plan. Members of the Recruitment Committee will be obligated to provide full feedback to candidates. The

research community will be invited to participate in the devoted events listed in the Action Plan (seminars, workshops). Periodic meetings of the Director with all researchers and PhD students during which the progress in implementation is presented and further activities discussed, will be organised. The research community will be asked to express its views on the implementation process in annual questionnaires realised within the managerial control system of the Institute.

From the organizational point of view, several units as jointly responsible for the proper implementation of HRS4R have been identified: Scientific Secretary, HR Department (HR Specialist), Research Support Office, Administration (General Office). Representatives of the mentioned units are included in the HR Working Group and will also be working as managing body (Implementation Committee) for the whole implementation process. Implementing of the action plan according to the planned steps will ensure a non-invasive essential changes in the HR management and awareness of researchers. It is important that the weak points identified can be corrected by the Institute's own means and resources. What is crucial for the researchers, changes that will take place are not very time consuming, which is essential for the research processes. The Implementation Committee will report every 6 months to the Director on the progress of the implementation.

The implementation of HRS4R has been considered a strategic aim of the Institute and has been included in the list of annual aims approved within the managerial control system of the Institute. Part of the corrective actions elaborated by the HR Working Group have already been undertaken.

The evaluation of the implementation process will be conducted based on periodic reports and internal surveys. The HR strategy implementation will also be considered in the annual evaluation survey performed within the managerial control system at the Institute. The progress will be assessed based on the indicators given for each action.

After 2 years, evaluation performed as the formal requirement of HR Excellence in Research will be undertaken. After 4 years, an external evaluation will be performed. The data for evaluation reports will be provided by the Implementation Committee, based on periodic reports to the Director.

5. Conclusions

The creation of the HR Working Group and the development of the process of internal gap analysis at IGAB PAS was highly beneficial for all researchers of the Institute. It allowed researchers to become familiarized with the principles of the Charter and Code. The researchers could also express opinions on the significance and the level of implementation of the Charter and Code principles, at the Institute.

The HR Working Group assessed the outcome of the internal gap analysis as quite positive. Out of 40 Charter and Code principles listed in the questionnaire, 9 were judged by researchers as strengths of IGAB PAS, and 5 were identified as challenges to be improved. This relatively small number of weak points allowed the HR Working Group to concentrate on each challenge, analyse them, and plan relevant actions. The actions proposed by the HR Working Group were accepted by the Institute's Director.

As mentioned in the introduction, one of the IGAB PAS most important aims is to become an internationally attractive employer and attract ambitious and motivated scientists from Poland and abroad. As the Institute hosts increasingly more researchers from abroad, the decision was made to institutionalize the support for foreign newcomers. Since March 2016, one of the Institute's administrative employees, Bogumiła Zima-Kulisiewicz, PhD, assumed additional responsibilities to provide foreigners with complex assistance related to formal, administrative, and social matters regarding their stay in Poland (e.g. visas, social insurance arrangements, accommodation, and practical advice). Dr Zima-Kulisiewicz acts also as a point of contact for all foreign scientists who work at the Institute. She disseminates practical information that might be of interest and help. Moreover, a new web page of IGAB PAS was launched in Polish and English that will include all current information on the Institute activity concerning implementation of the HR Strategy.

More informed and well-oriented staff members allow for a better understanding and acceptance of any actions taken, processes implemented, and changes made at the institution. Therefore, beside the corrective actions, there will also be performed actions ensuring further support of the HR Strategy in the future, including: establishing of the Implementation Committee, promotion of HRS4R, improving the staff awareness of Charter and Code, periodical evaluation of Charter and Code implementation and realisation of HR Strategy, improvement of internal rules and procedures, and development of staff skills.

Acceptance

The Institute of Genetics and Animal Breeding of the Polish Academy of Sciences, represented by the Director Professor Jarosław Horbańczuk, PhD, DSc, fully accepts the Human Resources Excellence in Research Action Plan

Jastrzębiec, 04.07.2017

DIRECTOR OF THE INSTITUTE

Professor Jarosław Horbańczuk, PhD, DSc

Signature

