



**INSTITUTE OF GENETICS
AND ANIMAL BIOTECHNOLOGY**
of the Polish Academy of Sciences



HR EXCELLENCE IN RESEARCH

Human Resources Excellence in Research

UPDATED HUMAN RESOURCES STRATEGY AND ACTION PLAN

September 2022 (revised: December 2023)



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1. IGAB PAS description

The Institute of Genetics and Animal Biotechnology 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, biotechnology and health sciences. The mission of the Institute is to conduct scientific research and disseminate knowledge in the field of genetics and biotechnology of animals for innovation, biological progress and food security for the development of the economy and improvement of the quality of life of the society. The Institute conducts research in the field of functional genomics, including: transcriptomics, proteomics, nutrigenomics and bioinformatics, as well as research in the field of: molecular biology, experimental embryology in the field of both animal sciences and health sciences. The Institute also conducts research on animal behavior and biodiversity of domestic and wild animals. Research in the field of health sciences is also carried out with the use of animal models. Applied research focuses mainly on improving the nutritional and health-promoting properties of raw materials and animal products produced in various production systems, taking into account animal welfare and reducing the adverse impact of agricultural production on the environment and human health.

The Institute is a member of: the Polish Technology Platform for Food cooperating with the European Technology Platform “Food for Life”; the European Technology Platform for Farm Animal Breeding and Reproduction (FABRE) and the European Association of Research Managers and Administrators (EARMA). The representatives of the Institute are also members of the Polish National Council of EU Research Projects’ Coordinators (KRAB) and COST programme.

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. Moreover, since 2018 it has run PhD studies in English and since 2020 Doctoral School of Animal Sciences and Food Safety has been opened. The Institute employs 93 people, including 60 scientific staff and 14 PhD students and it consists of six departments: Department of Biotechnology and Nutrigenomics, Department of Molecular Biology, Department of Genomics and Biodiversity, Department of Experimental Embryology, Department of Experimental Genomics and Department of Animal Behaviour and Welfare. 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 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 Scientific Council as well as Board of Directors create scientific policy, supervise and stimulate performance of the Institute.

Research Support Office, as well as Financial Department intensively support scientists in obtaining and implementing projects.

The Institute has coordinated 10 complementary projects financed and 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 as well as “Epigenetic Risk Assessment of Assisted Reproductive Technologies - ERAofART”, within TWINNING call in HORIZON 2020. Additionally the Institute owns many patents. 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 International Exhibition of Invention, INPEX 2016, USA, Institute has received prestigious prize - Best Invention of Europe. IGAB PAS carries out also several EU projects financed in the frame of Horizon 2020 and Horizon Europe, like “Linking extensive husbandry practices to the intrinsic quality of pork and broiler meat – mEATquality within Food and Natural Resources call, „Identification of functionally active genomic features relevant to phenotypic diversity and plasticity in cattle – BovReg” within Sustainable Food Security call.

Since 1st of November 2022 IGAB PAS will start realisation of new HORIZON EUROPE project “aWISH - Animal Welfare Indicators at the Slaughter House”, within Fair, healthy and environmentally-friendly food systems from primary production to consumption call. Moreover, in the end of 2022 IGAB PAS will start realization of Horizon EUROPE project “EUNetHorse - EUropean Network for knowledge exchange and peer-to-peer learning between actors and stakeholders of the Horse sector to improve the resilience of equine farm”, within Innovative governance, environmental observations and digital solutions in support of the Green Deal call.

The Institute employs ambitious scientists from Poland and abroad. In the last 5 years, after international recruitment within restructurization project until 2017, as well as after opening in the Institute PhD studies in English in 2018, the number of international scientists has significantly increased. The ratio of research staff recruited from abroad reached 27%



(including returning Poles), and the ratio of staff with foreign nationality reached 20%. Moreover, IGAB PAS makes an effort to create a friendly work environment and the transparent processes of recruitment of researchers. The Institute is aware that logo of “Human Resources Excellence in Research” is 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. HRS4R is one of the main goals of strategic plan of IGAB PAS (see [Strategic Plan of IGAB PAS](#)).

It should be pointed out that in August 2022 IGAB PAS has received for the first time the highest scientific category (A+) in Poland conferred by Ministry of Science and Education being a result of the evaluation process of 5-year scientific activity, which additionally shows the importance and impact of the internationalization of the Institute staff.

2. Internal Review

2.1. Methodology

2.1.1. HR Working Group and Implementation Committee

The HR Working Group was established in the Initial Assessment Phase in order to define a high quality Action Plan on the current level of implementation of the Charter and Code principles in the Institute. It should be reminded that HR Working Group consists of the IGAB PAS staff members representing management, researchers, PhD students and administration. Additionally in 2016 open meeting on Human Resources Excellence in Research with researchers, PhD Students and administrative staff was organised. HR Working Group organises meetings periodically.

Moreover, established by the Director, in the Initial Assessment phase (1st July 2017), the Implementation Committee played crucial role in the last five years. The Implementation Committee was coordinated by the Scientific Secretary and consisting of representatives of researchers (R2-R4), PhD students (R1), HR Department, Research Support Office, Administration has regularly monitored progress in handling the challenges listed in Gap Analysis, as well as realisation of activities and indicators listed in Action plan. After five years of receiving logo HR Excellence in Research and three years after Interim Assessment phase

awareness of C&C principles has significantly increased in the working environment. The Implementation Committee worked under the direct supervision of the Director's Board.

The Implementation Committee has organised meetings continuously. During meetings level of realisation of activities and indicators in the 4 thematic areas of the Charter and Code was analysed. Any doubts, problems were solved directly. Moreover, during meetings there was presented progress in implementation and discussed further activities improving implementation process. The Directors' Board supervised the implementation process. The Implementation Committee has reported to the Director progress of the implementation in every 6 months.

Additionally it should be pointed out that research community is included in the implementation process at various level. Representatives of researchers (R2-R3) and PhD students (R1) actively participate in the Implementation Committee. Research community is invited to participate in the devoted events listed in the Action Plan. Scientists are asked to express their views on the implementation process in annual questionnaires within managerial control system of the Institute.

From the organizational point of view several units responsible for proper implementation of HRS4R have been identified: Scientific Secretary, HR Department, Research Support Office, Administration. Representatives of the mentioned units are included in the HR Working Group and work as managing body (Implementation Committee) for the whole implementation process. New members, especially young researchers (R1-R2) will be elected on a rotational basis.

2.1.2. Electronic Evaluation Survey

Five years after obtaining HR Excellence in Research logo IGAB PAS prepared one more time anonymous, electronic evaluation survey in Polish and English, using Google Forms tool (the same as in previous two phases). Based on the effective results from previous electronic evaluation surveys, the participants were group into the six professional positions (Professor (R4), Associate professor (R3), Assistant professor (R3), Assistant (R2), PhD student (R1), Specialist) and five employee group (Management Board and supervision staff, Member of research staff (R2-R4), Member of administrative staff, PhD students (R1) and Others). It should be pointed out that, in agreement with implemented by IGAB PAS in 2022

[Gender Equality Plan](#), additional group “other” has been added to the question concerning gender (except “female” and “male”).

The questionnaire consisted of 3 general questions to define profile of the participants and then 40 issues covering 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 and selection
- III. Working conditions and social security
- IV. Training.

The respondents were asked to indicate level of importance and level of implementation for each of 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, the same as three and five years ago, were also asked to express their opinions and propositions of any actions to improve the implementation of Charter and Code principles at IGAB PAS.

HR Implementation Committee consisted of IGAB PAS staff members representing management, researchers (R2-R4), PhD students (R1) and administration. The online survey was carried out between 22nd of August 2022 and 9th of September 2022. Altogether 93 employees were invited to participate in the survey. After several reminding, 60 employees and PhD students (i.e. 65% participation rate) filled electronic evaluation survey.

The results of the survey were analysed by HR Working Group and the Implementation Committee and were basis for preparation of the revised Action Plan.

2.2. Survey results

Characteristics of the respondents are presented below:

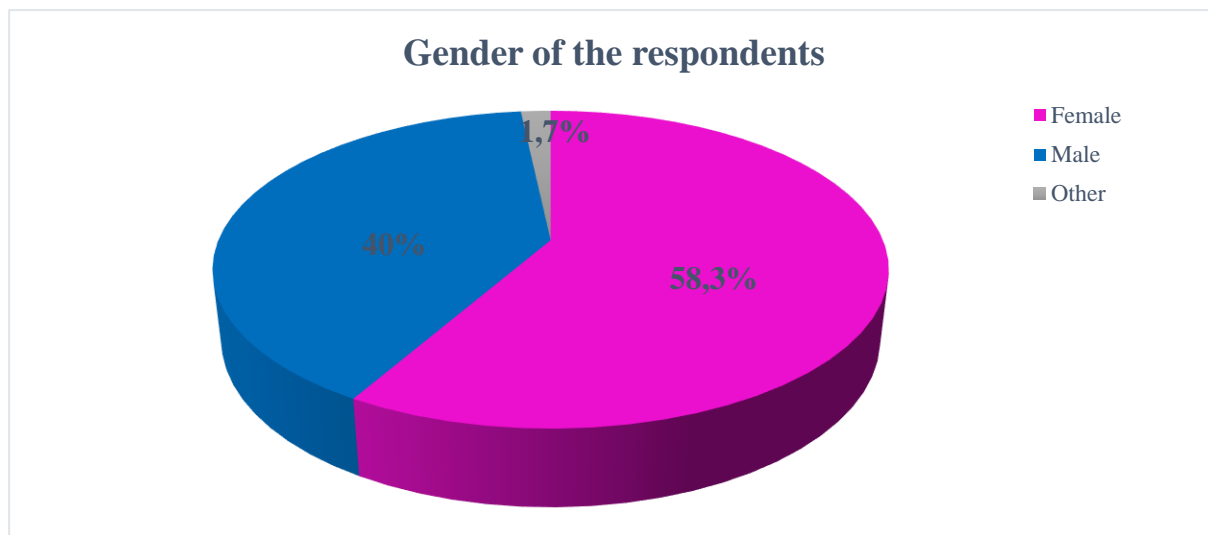


Fig. 1 Gender of respondents

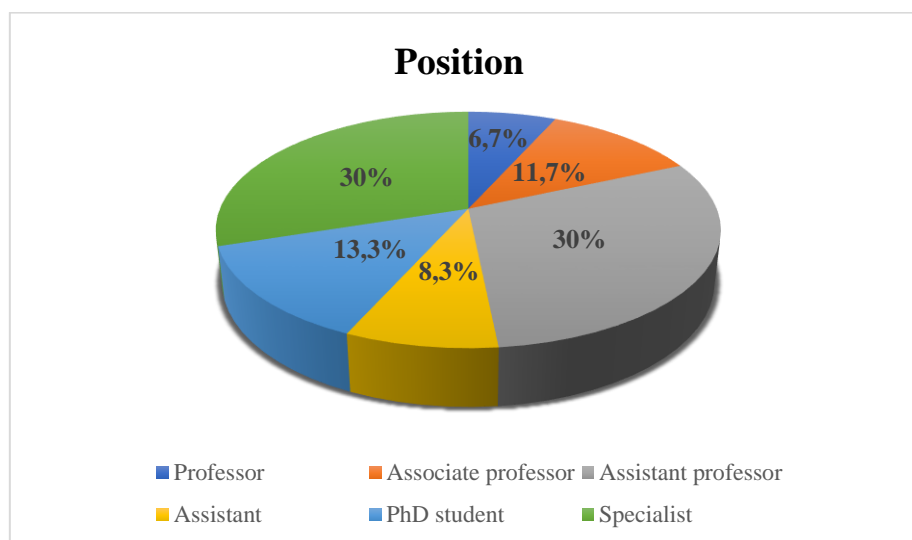


Fig. 2 Respondents division among their professional profile

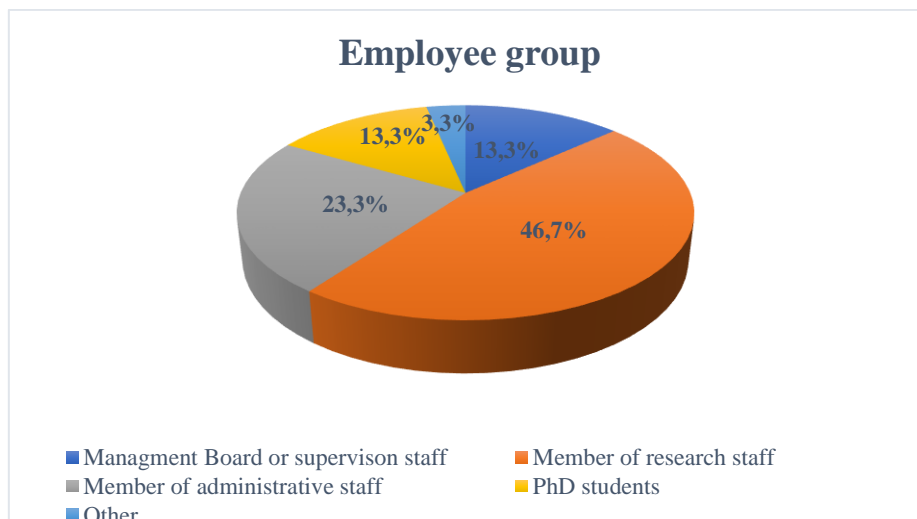


Fig. 3 Respondents division among formal status at IGAB PAS

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

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

The answer scale both for level of implementation and level of importance was from 1 to 4. In the initial assessment phase as well as in the interim assessment phase the most highlighted items for which the average level of implementation was higher than 3.4 were identified as strengths. The most challenging items were below 3.00. In order to maintain continuity in the analysed results the same definition for strengths and challenges was kept for renewal phase. The overall analysis of the survey outcomes, for three: initial (2017), interim assessment phase (2019) and renewal phase (2022), is presented below.

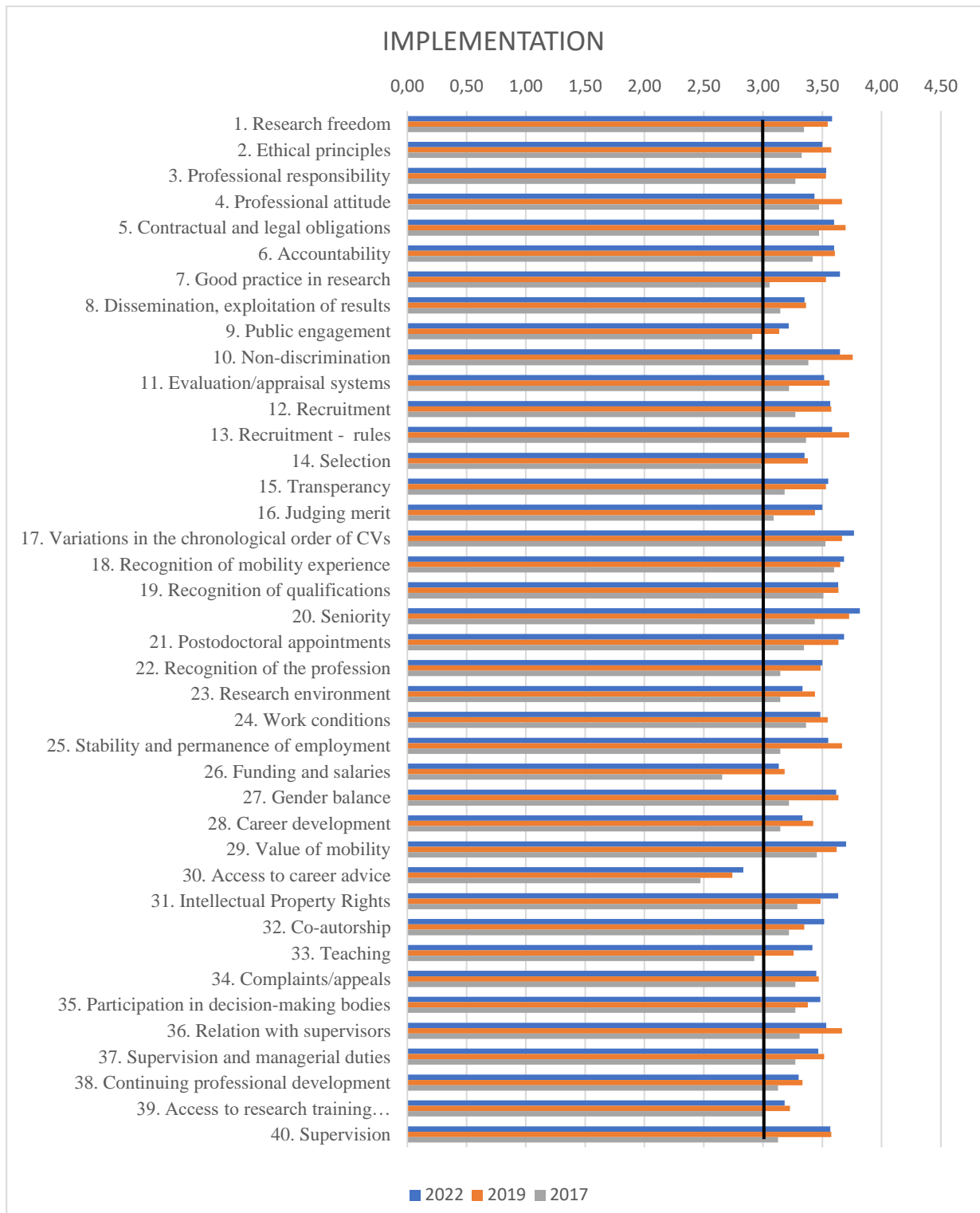


Fig. 4 Summary of survey outcome, average values of level of importance and implementation

Results of new electronic evaluation survey, prepared after five years of obtaining by IGAB PAS logo HR Excellence, showed that several actions implemented by Institute, in the last years, brought fruitful effects. All items have been successfully improved.

Defined in the initial assessment phase as challenging items (below 3.0) almost do not appear in the present Internal Review. Almost all implementation items are above 3.0. Only for one case *30. Access to career advice*, in the “Working conditions and social security” area, level of implementation is below 3.0, it is 2.83. However, it should be pointed out that in comparison to previous phases it has slightly increased from 2.47 (initial phase) and 2.74 (interim assessment phase) to 2.83 (renewal phase).

Similar as in the initial and interim assessment phase, strengths were defined as the most highlighted items for which the average level of implementation at IGAB PAS was higher than 3.4. Present results show that in most cases, average level of implementation was higher than 3.4.

Below more detailed analysis for strengths and challenges is given.

2.2.1. Strengths

Ethical and professional aspects

Results of new electronic evaluation survey, prepared after five years of obtaining by IGAB PAS logo HR Excellence, show that almost for all cases level of implementation was above 3.50, the same situation was for level of importance. Only for three cases *4. Professional attitude* 8. *Dissemination, exploitation of results*, 9. *Public engagement* level of implementation was lower than 3.50, namely, 3.43, 3.35 and 3.22, whereas level of importance was 3.60, 3.75 and 3.40. 9. *Public engagement* (defined in initial assessment as challenging item) has increased up to 3.22, level of importance for this item was 3.40. Once again it has been shown that adding and updating all public engagement events on the Institute website, makes employees conscious of all events. Moreover, preparation of annual reports of all public engagement events, by created new Public Engagement Coordination Team, has influenced significantly on awareness of employees.

Recruitment and selection

Results of new electronic evaluation survey, prepared after five years of obtaining by IGAB PAS logo HR Excellence, show that almost for all cases level of implementation was above 3.50, the same situation was for level of importance. Only for 14. *Selection* level of implementation was slightly lower, it was 3.35, whereas level of importance was 3.57. However, it should be pointed out that similar as in previous phase actions implemented in the Institute, like: modification of Regulation of the Scientific Council by enabling participation in the selection team of members from different countries and by promoting gender balance, improvement of recruitment process by giving feedback to candidates by Selection Committee of the Scientific Council) gave significant effects. Moreover, added by IGAB PAS additional email: application@igbzpan.pl, dedicated only to recruitment procedure, has improved selection process.

Working conditions

Results of new electronic evaluation survey, prepared five years after obtaining by IGAB PAS logo HR Excellence and three years after interim assessment, showed that several actions implemented by Institute in the third thematic heading “Working conditions” brought effective results. All items have been successfully improved. Almost all items have level of implementation above 3.4, only for three cases level of implementation is lower, for 23. *Research environment* (level of implementation is 3.33, level of importance is 3.77) 26. *Funding and salary* (level of implementation is 3.13, level of importance is 3.82) and for 30. *Access to career advice* (level of implementation is 2.84, level of importance is 3.28). It shows that: creation on-line (intranet) library of the most important internal regulations in previous phases and simultaneously updating internal regulations, including funding and salaries, scientific promotion regulations as well as rules of the procedure for competitions for research positions, translation into English the most important regulations, access to several external trainings including professional aspects, simultaneously emails information in Polish and English version to workers about existing Euraxess job possibilities, modification the Work conditions and Regulations of Postgraduate Studies of IGAB PAS by adding new rules enabling tele and remote work significantly influenced on the present results.

In the present renewal phase level of implementation is high, and only for three cases, 37. *Supervision and managerial duties*, 38. *Continuing professional development* and 39. *Access to research training and continuous development*, level of implementation is lower than 3.5, namely 3.47, 3.30 and 3.18, whereas level of importance is 3.67, 3.70 and 3.70.

2.2.2. Challenges

Defined in the initial assessment phase as challenging items (below 3.0), similar as in the previous interim assessment phase, almost do not appear in the present Internal Review. Almost all implementation items are above 3.0. Only for one case, the same as in the previous interim assessment phase, 30. *Access to career advice*, in the “Working conditions and social security” area, level of implementation is below 3.0, it is 2.83. However, in comparison to previous phases (initial and interim assessment phase) it has slightly increased, from 2.47 and 2.74 to 2.83. Level of importance for 30. *Access to career advice* reaches value of 3.28.

3. OTM-R policy

IGAB PAS has started process of preparation of HRS4R in the end of 2016, prior to the publication of the OTM-R toolkit. It should be pointed out that OTM-R checklist has not been required during initial phase. Despite this fact, recruitment procedure has been well developed in the institute. OTM-R Checklist prepared as part of Internal Review in the interim assessment phase has been published as separate document on IGAB PAS website dedicated to HR Excellence in Research. This specific self-assessment checklist is provided for open, transparent and merit-based recruitment.

Recruitment procedure of IGAB PAS fully respects the principles set out in the “European Charter for Researchers” and the “The Code of Conduct for the Recruitment of Researchers”. The Institute makes a big effort to provide scientists an attractive workplace, in a friendly, international environment, using transparent recruitment methods. Whole process is fully supported by professional, well-trained representatives of HR Office. In agreement with OTM-R checklist IGAB PAS has published [OTM-R policy](#) in the form of single document collecting the existing internal regulations.

The document is available in Polish and English on our website. Resolution No.6 / 2020 of the Scientific Council of the Institute of Genetics and Animal Breeding of PAS for Rules of

the procedures for competitions for research positions at the Institute of Genetics and Animal Breeding of the Polish Academy of Sciences presents in detail the rules of recruitment for scientific positions at the Institute. For clarification, the Institute of Genetics and Animal Breeding of PAS is the previous name of the Institute of Genetics and Animal Biotechnology of PAS (until 2020).

Additionally, as written in OTM-R checklist IGAB PAS does not need separate e-recruitment tool. However, our institute has internally available electronic database of the recruitment process in which candidates from abroad have participated (e-mails, electronic files). Since COVID our recruitment procedure has been improved, electronic database of the recruitment process is available for candidates from abroad, as well as from Poland. Moreover, IGAB PAS has implemented additional email: application@igbzpan.pl, dedicated only to recruitment procedure. This solution has significantly helped in our recruitment procedure.

In agreement with OTM-R checklist gender balance is taken into consideration and included in Scientific Council Regulations. The selection committees dedicated to given recruitment process are composed of men and women. Additionally, IGAB PAS has implemented in 2022 [Gender Equality Plan \(GEP\)](#). The main goal of GEP is to make IGAB PAS a place that is safe for everyone, with respect for equality and diversity, free from discrimination, and ensuring the free development of a scientific career for everyone.

4. Updated Action Plan

Implementation Committee together with HR Working Group, analysing results obtained after five-year of received HR Excellence logo prepared Revised Action Plan. Detailed information is given in Internal Review, section 3 Actions.

It should be pointed out that in agreement with recommendations from the European Commission after site visit additional actions or changed current activities will be given below (together with summary of actions for the next three years). Detailed information is given in Internal Review, section 3 Actions.

The summary of actions for the next three years is presented below.

As presented above, in *Section 2. Internal Review*, Implementation Committee and HR Working Group have analysed actions in terms of strengths and weaknesses of the current policy and practice under four thematic headings of Charter and Code. As shown in *Section 2.*

Internal Review, defined in the initial assessment phase as challenging items (below 3.0) almost do not appear in the present *Internal Review* (similar as in the interim assessment phase). Almost all implementation items are above 3.0. Only for one case 30. *Access to career advice*, in the “Working conditions and social security” area, level of implementation is below 3.0, it is 2.83.

However, as shown in document available on IGAB PAS website *Internal Review*, in section 3. *Actions* some of tasks still need to be improved and continued. Below, brief presentations of new, as well as continued actions is given.

Ethical and professional aspects

Principle 5. Contractual and legal obligations

Since 2018 regulations of IGAB PAS have been continuously updated on on-line (intranet) library of all internal regulations.

When: Since 2018 continuously updated

Who: General Office

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

Principle 6. Accountability

IGAB PAS has done translation of basic internal regulations (including all employment regulations). In the last phase the additional regulations have been updated. Rules of remuneration of employees of the Institute of Animal Genetics and Biotechnology of the Polish Academy of Sciences from 2020, Rules of the procedure for competitions for research positions at the Institute of Genetics and Animal Breeding of the Polish Academy of Sciences from 2020, Regulations of the Doctoral School of Animal Sciences and Food Safety have been added. Further documents and translations will be continuously uploaded.

When: since 2017 continuously updated

Who: Research Support Office

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

Principle 8. Dissemination and exploitation of results

IGAB PAS requires and supports all researchers in dissemination and exploitation of results. During site visit it has been shown that some of researchers (especially R1 and R2) are not aware about principles of Charter and Code and on its HRS4R. Institute will implement more workshops, info days (including HR Day). Information about events will be published on IGAB PAS website, additionally emails to all employees will be sent.

When: since 2023 continuously updated; HR Day – June 2024

Who: Research Support Office

Indicator: List of published information; report of HR Day

Principle 9. Public engagement

- All public engagement events have been and will be continuously updated on IGAB PAS website. Similar as in the previous phases, in the end of every year numbers of public engagements events will be given, moreover all public engagement events will be shown in the Annual report of the Institute.

When: since 2017 continuously updated

Who: Scientific Secretary

Indicator: Number of public engagement events

- Public Engagements Coordination Team works continuously, in the end of every year Report of the Coordination team will be presented.

When: since 2017 continuously updated

Who: Public Engagements Coordination Team

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

Principle 10. Non-discrimination

Individual respondents have raised issue of discrimination. Although level of implementation 3.65, as well as level of importance 3.77 is high, Institute will organise trainings/workshops on how to prevent discrimination by proactively responding to inappropriate behaviour.

When: by the end of 2025

Who: HR unit



Indicator: 2 trainings/workshops on how to prevent discrimination by proactively responding to inappropriate behaviour

Recruitment and selection

Principle 13. Recruitment – Rules

- Recruitment procedure will be continued in the same way as in the last five years. Selection Committee of the Scientific Council is obliged to give feedback to the candidates including weakness and strengths. Moreover, every candidate will receive information about her/his weakness and strengths. After every selection process, report on recruitment procedure will be prepared. Moreover, in order to improve selection process in the Institute, since May 2020 Institute has created additional email: application@igbzpan.pl, dedicated only to recruitment procedure.

When: Since 2017 ongoing activity, in every recruitment procedure

Who: Committee for Scientific Staff Development

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

- Additionally, taking into account comments of employees in electronic evaluation survey concerning rules in recruitment procedures, the Institute has developed additional internal document with described recruitments procedure concerning employees (esp. post-docs – R2) and students financed from external grants that due to funding institutions regulations are recruited through project committees, not Selection Committee of the Scientific Council.

When: December 2022

Who: HR Unit

Indicator: Internal document with recruitment procedure

Principle 14. Selection

- In order to make gender balance and participation of members from different sectors/countries in the recruitment procedure IGAS PAS has modified in 2017 the Regulation of the Scientific Council by enabling participation in the selection team of



members from different countries /sectors and by promoting gender balance. Additionally, in implemented in 2022 by IGAB PAS Gender Equality Plan as *Aim 3 Gender balance in recruitment procedure for employees and PhD students* is given. Institute will make development of guidelines for selection committees (for situation with the same qualifications, selection of person from an underrepresented gender group is recommended). Additionally selection committees of IGAB PAS will collect statistical gender data from recruitment procedure

When: Since 2022 ongoing activity, in every recruitment procedure

Who: HR unit, GEP Coordination Team

Indicator: Gender report on recruitment procedures

- In order to make gender balance in management and decision-making groups IGAB PAS will collect gender data in management and decision-making groups. Reports will be prepared in the end of every year.

When: Since 2022 ongoing activity, in the end of every year

Who: HR Unit

Indicator: Gender balance report in management and decision-making groups

- In order to make gender balance in management and decision-making groups IGAB PAS will monitor and update, if necessary, Regulation of the Scientific Council of IGAB PAS promoting gender balance and enabling participation in the selection team of members from different countries/sectors

When: March 2023

Who: IGAB PAS Scientific Council

Indicator: Updated Regulation of the Scientific Council of IGAB PAS

- Some of the respondents, especially new employed workers, are not aware about existing rules in the Institute concerning recruitment procedures including selection committees. IGAB PAS has created single document, named OTM-R policy of IGAB PAS, which collects internal regulations. Reminder information about this document will be sent to employees by email

When: 2 times per year



Who: IGAB PAS Scientific Council

Indicator: OTM-R policy

Working conditions

Principle 23. Research environment

IGAB PAS creates stimulating research or research training environment which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and follows the national or sectoral regulations concerning health and safety in research

- Some of scientists during site visit have complained about complicated purchasing system in IGAB PAS. Institute will prepare user manual for purchasing system (Polish and English version) which will improve ordering system for scientists.

When: June 2024

Who: General Office

Indicator: Manual user for purchasing system

- As suggested by EU Commission during site visit IGAB PAS would like to be attractive work place. Institute's considers long-term investments in campus infrastructure. The institute's buildings are constantly restored and modernized.

When: Annually

Who: Head of Administration Department

Indicator: Annual report of managerial control system

Principle 26. Funding and salaries

- Similar as in previous phases created by IGAB PAS on-line (intranet) library of all internal regulations, including funding and salaries, as well as scientific promotion regulations will be continuously updated. Additionally, two times per year, email to all employees will be sent in order to remind them about existing funding and salaries regulations

When: since 2017 continuously updated, additionally two times per year reminder email

Who: General Office

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



- The Institute has translated and successively translates into English IGAB PAS regulations

When: since 2017 continuously updated

Who: Research Support Office

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

- PhD students (R1) are not always fully aware about payment duration of their PhD scholarship. Doctoral School of Animal Sciences and Food Safety works in agreement with Regulations of the Doctoral School of Animal Sciences and Food Safety where information about payment duration of doctoral scholarship is given. In order to increase awareness about existing regulations of Doctoral School of Animal Sciences and Food Safety -Head of Doctoral School will remind by email PhD students about existing rules and procedures.

When: since December 2022 annual email information

Who: Head of Doctoral School

Indicator: Remind email with information about existing rules of Doctoral School of Animal Sciences and Food Safety

Principle 27. Gender balance

- In order to make gender balance and participation of members from different sectors/countries in the recruitment procedure IGAB PAS has modified in 2017 the Regulation of the Scientific Council by enabling participation in the selection team of members from different countries /sectors and by promoting gender balance. Additionally, in implemented in 2022 by IGAB PAS Gender Equality Plan as *Aim 3 Gender balance in recruitment procedure for employees and PhD students* is given. Institute will make development of guidelines for selection committees (for situation with the same qualifications, selection of person from an underrepresented gender group is recommended). Additionally selection committees of IGAB PAS will collect statistical gender data from recruitment procedure

When: Since 2022 ongoing activity, in every recruitment procedure

Who: HR unit, GEP Coordination Team

Indicator: Gender report on recruitment procedures



- In order to make gender balance in management and decision-making groups IGAB PAS will collect gender data in management and decision-making groups. Reports will be prepared in the end of every year.

When: Since 2022 ongoing activity, in the end of every year

Who: HR Unit

Indicator: Gender balance report in management and decision-making groups

- In order to make gender balance in management and decision-making groups IGAB PAS will monitor and update, if necessary, Regulation of the Scientific Council of IGAB PAS promoting gender balance and enabling participation in the selection team of members from different countries/sectors

When: March 2023

Who: IGAB PAS Scientific Council

Indicator: Updated Regulation of the Scientific Council of IGAB PAS

Principle 28. Career development

- IGAB PAS establishes the policy of the human resources management, including a specific career development strategy for researchers at all stages of their career. Institute will provide systematic access to relevant online trainings to employees (e.g. transversal skills training).

When: periodically emails to workers when new trainings are coming

Who: Research Support Office

Indicator: Annual report of trainings

- Additionally, as suggested during site visit, IGAB PAS will establish alumni group network. Our alumna workers will share with Institute's scientists (especially young researchers R1-R2) their career experiences through talks and presentations. New knowledge, especially information concerning career development will be shared between scientists.

When: periodically online meetings

Who: Scientific Secretary



Indicator: Annual report of online meetings

Principle 29. Value of mobility

- IGAB PAS recognises the value of geographical, inter- sectoral, inter- and trans-disciplinary and virtual mobility in their career progression. Institute is aware that mobility plays a crucial role in career development of scientists. In order to find talented candidates IGAB PAS will promote participation in ERA Chairs and NAWA chairs programme. For this reason close cooperation with NAWA as well as EURAXESS Service Centre is needful. Both institutions will provide custom information and assistance to our researchers.

When: in every opened call; regularly call and emails contact

Who: Scientific Secretary; Research Support Office

Indicator: List of calls

- Additionally, Institute will organise regularly “top scientists meetings” during seminars and their discussions with scientists. We are aware that such scientific meetings can be a great opportunity to establish interesting scientific cooperation.

When: 2 times per year

Who: Scientific Secretary

Indicator: List of participating international scientists

Principle 30. Access to career advice

- Institute will continue organisation of workshops with potential employers - representatives of companies. Moreover, Institute will continue emails information about possible job offers.

When: since 2018 employees receive periodically information by emails

Who: Scientific Secretary

Indicator: Report of the workshop

- Due to extensive international recruitment of PhD students in 2018 (new PhD Studies were opened in English) it was decided to postpone the organization of workshop with potential employers and opportunities offered by Marie Skłodowska-Curie actions to enable full



participation. This action has been planned for 2020. However due to COVID restrictions, remote work in Poland in the last two years it was impossible to organise workshop. Therefore organisation of workshop has been postponed for the next year.

When: postponed to the middle of 2023

Who: Research Support Office

Indicator: Report of the workshop

Principle 31. Intellectual Property Rights

Since IPR seminar has been organised mainly for junior scientists, IPR workshop for all scientists has been planned for 2020. Due to COVID restrictions, remote work in Poland IPR Seminar was postponed for 2023.

When: Second quarter of 2023

Who: Research Support Office

Indicator: Report of the workshop

Principle 33. Teaching

In agreement with new Law 2.0 IGAB PAS has improved Rules of the procedure for competitions for research positions at the Institute of Genetics and Animal Breeding of the Polish Academy of Sciences which are taken into account in employment of scientists. Scientific Council makes annual evaluation of IGAB PAS scientists. If necessary Scientific Council will increase scores for teaching activities based on annual monitoring of evaluation of the system.

When: first quarter of every year

Who: Scientific Council Secretary

Indicator: Increased consideration of teaching experience (Decision of the Scientific Council)

Principle 36. Relation with supervisor

Some of PhD students have complained about insufficient relation of supervisor with PhD students. It should be pointed out that IGAB PAS has organised periodic seminars with supervisors and PhD students. However due to COVID restrictions seminars have not taken

place in the last years. However, seminar meetings will be continued in the next years. Additionally more “face to face” meetings with supervisors will be organised. Direct meetings with supervisors can significantly improve relations with a PhD students.

When: Periodically seminars

Who: Head of Doctoral School

Indicator: Annual report from seminar meetings

Principle 37. Supervision and managerial duties

IGAB PAS requires that senior researchers devote particular attention to their multi-faceted role as supervisors, mentor, career advisors, leaders, project coordinators, managers. To strengthen the commitment of supervisor to the doctoral students Institute will conduct questionnaire and consultations among PhD students to develop good practices in supervision of PhD students. Additionally Institute will introduce specific commitments and obligations to the current guidelines.

When: December 2024

Who: Head of Doctoral School

Indicator: Preparing document concerning good practice in supervision of PhD students

Principle 38. Continuing Professional Development

IGAB PAS supports and organizes the activities that allow researchers at all career stages to continually improve themselves by regularly updating and expanding their skills and competencies.

- Institute would like to strengthen the system of support in developing transversal skills including scientific writing (papers, popular scientific text, project proposal). IGAB PAS will organise and disseminate widely among the scientific staff information concerning trainings including scientific writing (online and onsite) for scientists

When: Twice a year

Who: Scientific Secretary

Indicator: list of scientific writing trainings

- EU Commission suggested, during site visit, to formalize the process about open science training. IGAB PAS will organise workshop concerning open science. Additionally



guideline for publishing open science data will be prepared and send to scientists per email

When: workshop - till July 2024, guideline – till December 2024

Who: Scientific Secretary

Indicator: development of guideline for publishing open science data

Principle 39. Access to research training and continuous development

IGAB PAS ensures that all researchers at any stage of their career are given the opportunity for professional development and for improving their employ-ability through access to measures for the continuing development skills and competencies

- Institute would like to strengthen the system of support in developing transversal skills including scientific writing (papers, popular scientific text, project proposal). IGAB PAS will organise trainings including scientific writing (online and onsite) for scientists

When: Twice a year

Who: Scientific Secretary

Indicator: list of scientific writing trainings

- EU Commission suggested during site visit to formalize the process about open science training. IGAB PAS will organise workshop concerning open science. Additionally guideline for publishing open science data will be prepared and send to scientists per email

When: workshop - till July 2024, guideline – till December 2024

Who: Scientific Secretary

Indicator: development of guideline for publishing open science data

5. Conclusions

Results of new electronic evaluation survey, prepared five years after obtaining by IGAB PAS HR Excellence in Research logo, show that for almost all cases level of implementation was above 3.50, the same situation was for level of importance. Defined in the initial assessment phase as challenging items (below 3.0) almost do not appear in the present Internal Review. Almost all implementation items are above 3.0. Only for one case 30. *Access to career advice*, in the “Working conditions and social security” area, level of implementation

is below 3.0. It shows that prepared, after initial assessment phase and interim assessment phase, action plan brought fruitful results. Therefore, renewal phase has been done in the same way as initial and interim assessment phase. Moreover, in most cases continuation of ongoing actions was proposed. Gender Equality Plan implemented by the Institute in 2022 has motivated IGAB PAS to add additional actions in our new Action Plan.

As written in the introduction, one of IGAB PAS most important aims is to become internationally attractive employer and attract ambitious and motivated scientists from Poland and abroad. The Institute successively employs scientists from abroad. The ratio of research staff recruited from abroad reached 27% (including returning Poles), and the ratio of staff with foreign nationality reached 20%. Employment of high class scientists from abroad has significantly influenced on receiving by the Institute for the first time in 2022 the highest scientific category in Poland (A+), conferred by the Ministry of Science and Education in the result of evaluation process of 5-year scientific activity.

As has been mentioned in the previous phases, the Institute hosts increasingly more researchers from abroad so the decision was made to institutionalize 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. Institute is aware that complex assistance for foreigners is very important issue therefore work of Dr Zima-Kulisiewicz will be continued. Moreover, updating web page of IGAB PAS in Polish and English with current information on the Institute activity concerning implementation of the HR Strategy, will be continued.

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