



Poland

 (/ukraine)

Internal Review

Case number

2019PL401350

Name Organisation under review

Institute of Genetics and Animal Biotechnology of the Polish Academy of Sciences (formerly Institute of Genetics and Animal Biotechnology PAS)

Organisation's contact details

Postępu 36A , Jastrzebiec , 05-552, Poland

1. Organisational Information

*Please provide an update of the key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS

FTE

Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *

60

STAFF & STUDENTS	FTE
Of whom are international (i.e. foreign nationality) *	10
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	1
Of whom are women *	27
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	20
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	23
Of whom are stage R1 = in most organisations corresponding with doctoral level *	14
Total number of students (if relevant) *	0
Total number of staff (including management, administrative, teaching and research staff) *	93
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	3 689000
Annual organisational direct government funding (designated for research)	2 517000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	957000
Annual funding from private, non-government sources, designated for research	215000

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The Institute of Genetics and Animal Biotechnology of the Polish Academy of Sciences (IGAB PAS, formerly Institute of Genetics and Animal Breeding of the Polish Academy of Sciences) is one of the leading scientific institutions in the field of animal genetics, breeding, biotechnology and health sciences.

The Institute has the right to confer the degree of doctor (PhD) and habilitated doctor (DSc) of agricultural sciences, since 1994 it has run postgraduate studies, additionally 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 has coordinated 10 complementary projects financed and co-financed by the EU. At present IGAB PAS carries out 3 EU projects financed in the frame of Horizon 2020 and Horizon Europe and two more project were already accepted for funding in Horizon Europe.

The Institute employs ambitious scientists from Poland and abroad. Moreover, IGAB PAS makes an effort to create a friendly work environment and the transparent processes of recruitment of researchers

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Note: Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

Ethical and professional aspects* **Strengths and Weaknesses (Initial Phase)****Strengths and Weaknesses (Interim Assessment)**

The analyses were based on electronic surveys made among all research and support staff. The answer scale both for level of implementation and level of importance was from 1 to 4. In the initial 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 the first thematic area “Ethical and professional aspects” average level of implementation was higher than 3.00. Only in one case *9. Public engagement* the level of implementation was below 3.0 (2.91), the level of importance was 3.24. Items identified as strengths included following: *4. Professional attitude* (3.47), *5. Contractual and legal obligations* (3.47), *6. Accountability* (3.47). The level of importance for those issues was higher than 3.65. According to request of respondents other activities of the planned area were evaluated in order to improve the rules of Charter and Code: *5. Contractual and legal obligations* (Level of implementation: 3.47, level of importance: 3.65), *6. Accountability* (Level of implementation: 3.42, level of importance: 3.65) and *7. Good practice in research* (Level of implementation: 3.05, level of importance: 3.71).

It shows that ethical and professional aspects are well respected in IGAB PAS rules. However, some of respondents were not aware about existing in the Institute rules and practices in *9. Public engagement*. IGAB PAS is engaged in various educational activities aimed at improving public understanding of science. For making employees conscious all public engagement events have been added on the IGAB PAS website. Since January 2017 public engagements events are continuously updated on the website. In the middle of 2017 IGAB PAS has created Public Engagements Coordination Team which coordinates all public activities of the institute. Coordination Team consists of 5 members. In the end of every year all public engagement events are shown in the Annual report of the Institute. In 2017 Institute had 11 public engagement events, while in 2018 scientists participated in 12 engagement events.

IGAB PAS improved access of employees to current rules and regulations in the Institute. In the last years (2018, 2019) institute has created on-line (intranet) library of all major internal regulations. Institute made also translation of basic internal regulations (including all employment regulations) into English to provide easy access to information for foreign employees. Moreover, in agreement with requirements of respondents additional IT help desk service for employees was ensured.

Results of new electronic evaluation survey, prepared after two years of obtaining by IGAB PAS logo HR Excellence, showed that several actions implemented by Institute brought fruitful effects. All items have been successfully improved. Defined in the initial assessment phase as challenging items (below 3.0) do not appear in the present Internal Review. All implementation items are above 3.0. Almost for all cases level of implementation was above 3.50, the same situation was for level of importance. Only for two cases *8. Dissemination, exploitation of results*, *9. Public engagement* level of implementation was lower than 3.50, namely, 3.36 and 3.14, whereas level of importance was 3.73

and 3.41. *9. Public engagement* (defined in initial assessment as challenging item) has increased up to 3.14, level of importance for this item was 3.41. According to request of respondents other activities of the planned area were evaluated in order to improve the rules of Charter and Code: *5. Contractual and legal obligations*, *6. Accountability* and *7. Good practice in research*. For *5. Contractual and legal obligations* level of implementation has increased up to 3.70, level of importance was 3.68. In the case of *6. Accountability* level of implementation has increased up to 3.61, level of importance was 3.68. In the last case, *7. Good practice in research* level of implementation has significantly increased up to 3.53, level of importance was 3.79. Although implemented improvements after initial assessment have influenced significantly on the present results, further actions need to be done (for details see Section 3 Actions).

The Institute observed increasing number of international scientists. It has significantly increased after international recruitment within restructurization project until 2017, as well as opening in the Institute PhD studies in English in 2018. The ratio of research staff recruited from abroad reached 30% (including returning Poles), and the ratio of staff with foreign nationality reached 15%. Therefore, further actions improving availability of internal documents in English, as well as full support in English need to be continued and improved. Moreover, further improvements for *9. Public engagement* are recommended.

It should be taken into account that in agreement with the national reform of science and higher education system in Poland some internal rules will need to be changed. There was a new Law on Science and Higher Education established (called also Law 2.0 or "Constitution for Science") that has been entering into force in stages since 2018 and the process will continue in 2019 and the following years.

Strengths and Weaknesses (Award Renewal, max 500 words) *

Ethical and professional aspects are well respected in IGAB PAS rules. Institute has made big effort to implement European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers to its internal regulations. Institute wants to become an internationally attractive employer and encourage the best scientist from all over the world. The analyses in the present phase, similar as in the previous phases, were based on electronic surveys made among all research and support staff. 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. Results of new electronic evaluation survey, prepared after five years of obtaining by IGAB PAS logo HR Excellence in Research, show that almost for all cases level of implementation was above 3.50, the same situation was for level of importance. Defined in the initial and interim phase as challenging items (below 3.0) do not appear in the present renewal phase. All implementation items are above 3.0. As mentioned above, almost for all cases level of implementation was above 3.50. 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 in the present renewal phase, level of importance for this item was 3.40 (level of implementation in the initial phase was 2.91, level of importance 3.24, interim assessment phase level of implementation was 3.14, level of importance 3.41). 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.

Additionally, taking into account comments of EU Commission as well as employees after site visit additional actions to case 8. *Dissemination, exploitation of results will be given.* 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.


It should be also pointed out that Institute observes increasing number of international scientists. As mentioned in the previous phases it has significantly increased after international recruitment within restructurization project until 2017, as well as opening in the Institute PhD studies in English in 2018. The ratio of research staff recruited from abroad reached 27% (including returning Poles), and the ratio of staff with foreign nationality reached 20%. Therefore, further actions improving availability of internal documents in English, as well as full support in English need to be continued.

IGAB PAS, in agreement with implemented in 2022 Gender Equality Plan (<https://www.igbzpan.pl/en/plan-rownosci-plci-dla-instytutu-genetyki-i-biotechnologii-zwierzat-polskiej-akademii-nauk-1>), makes a big effort to become 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. Although level of implementation 3.65 as well as level of importance 3.77 for case 10. *Non-discrimination* is high, Institute, taking into account remarks of individual employees, will organise trainings/workshops on how to prevent discrimination by proactively responding to inappropriate behaviour.

Remarks (max 500 words)

It should be pointed out that new Law on Science and Higher Education (called also Law 2.0) has influenced significantly on internal system of evaluation of research activity, as well as on PHD studies at IGAB PAS. New evaluation system of scientific activities was based on Law 2.0. Additionally, 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. Institute respects new regulations in evaluation system. Annual internal evaluation of scientists, as well as periodic 4/5-years evaluation of Ministry of Education and Science of scientific activities of IGAB PAS is carried out in agreement with new regulations. Moreover, the national reform of science has forced a change in the doctoral education system by creating new doctoral school which gradually replaces the previous system of PhD studies. In agreement with new Law 2.0, Institute of Genetics and

Animal Biotechnology of Polish Academy of Science together with National Veterinary Institute - National Research Institute in Puławy has opened in 2020 new Doctoral School of Animal Sciences and Food Safety which works under Regulations of the Doctoral School of Animal Sciences and Food Safety.

Recruitment and selection* **Strengths and Weaknesses (Initial Phase)****Strengths and Weaknesses (Interim Assessment)**

In the initial 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 the initial assessment phase the average level of implementation for “Recruitment and selection area” was higher than 3.0. Only in one case *14. Selection* level was lower, it reached 2.98. The average level of importance was 3.42. The most highlighted items 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 mobility experience (3.60)*, *19. Recognition of qualifications (3.51)*, *20. Seniority (3.44)*. For above items level of importance was higher than 3.29. According to request of respondents additional activity of the planned area was evaluated in order to improve the rules of Charter and Code, some actions have been planned for *13. Recruitment rules* for which level of implementation was 3.36, level of importance was 3.67.

It shows that “Recruitment and selection” area is well respected with IGAB PAS rules. Recruitment and selection process is transparent and merit based. Relevant Scientific Council committee is involved in the recruitment procedures. 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, new Law on Science and Higher Education, Act on the National Science Centre, Act on the National Center 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.

Only for *14. Selection* item respondents made some remarks to gender balance and participation of members from different countries/sectors in the recruitment committee. To solve this problem IGAB PAS modified the Regulation of the Scientific Council by enabling participation in the selection team of members from different sectors/countries and by promoting gender balance. Moreover, basing on additional request of respondents, for improving recruitment process Selection Committee of the Scientific Council was obliged to give feedback to the candidates including weakness and strengths. Since receiving HR Excellence logo every candidate has received information about her/his weakness and strengths. Moreover, after every selection process, report on recruitment procedure was prepared.

Results of new electronic evaluation survey, prepared two years after obtaining by IGAB PAS HR Excellence logo, showed that several actions implemented by the Institute in the second thematic heading “Recruitment and selection” brought effective results. All items have been successfully improved. Defined in the initial assessment phase as challenging items (below 3.0) do not appear in the present Internal Review. All implementation items are above 3.0. In almost all cases level of implementation was above 3.50, the same situation was for level of importance. Only for *14. Selection* and *16. Judging merit* level of implementation was slightly lower, namely 3.38 and 3.44, whereas level

of importance was 3.53 and 3.61. However, it should be pointed out that the highest improvement (in comparison to initial assessment phase) has been done for *14. Selection* item, level of implementation has increased up to 3.38, whereas the level of importance was 3.53. It shows that actions implemented in the Institute gave significant effects.

Strengths and Weaknesses (Award Renewal, max 500 words) *

Institute of Genetics and Animal Biotechnology of the Polish Academy of Sciences has implemented open, transparent and merit based policy in recruitment procedure for many years. Obtained in 2017 HR Excellence in Research award has significantly improved the practices implemented at the Institute. Recruitment criteria for candidates are based on content-related evaluation, taking into account scientific achievements and experience. The employment of a researcher is preceded by a competition announced on the website of the minister competent for higher education and science in the Public Information Bulletin, EURAXESS portal, as well as on the Institute website. The recruitment process at the Institute of Genetics and Animal Biotechnology of the Polish Academy of Sciences involves Committee for Scientific Staff Development (RKN) and is supported by HR experts. Details concerning recruitment procedure are given in **OTM-R policy of IGAB PAS**

(<https://www.igbzpan.pl/uploaded/FSiBundleContentBlockBundleModelTranslatableBlockTranslatableFilesElement/filePath/2211/otm-r-policy-igab-pas-eng-pl.pdf>) (available on IGAB PAS website).

The analyses in the present phase, similar as in the previous phases, were based on electronic surveys made among all research and support staff. 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. Results of new electronic evaluation survey, prepared after five years of obtaining by IGAB PAS logo HR Excellence in Research, show that defined in the initial and interim phase as challenging items (below 3.0) do not appear in the present renewal phase, all implementation items are above 3.0. Furthermore, 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, such as: 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, use of additional email address: application@igbzpan.pl (mailto:application@igbzpan.pl), dedicated only to recruitment procedure, has improved selection process.


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) and students financed from external grants that due to funding institutions regulations are recruited through project committees, not Selection Committee of the Scientific Council.

Moreover, 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.

It should be pointed out that 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 collect internal regulations. Reminder information about this document will be sent to employees by email.

Remarks (max 500 words)

One of IGAB PAS most important aims is to become internationally attractive employer and attract ambitious and motivated scientists from Poland and abroad. 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.

Working conditions* **Strengths and Weaknesses (Initial Phase)****Strengths and Weaknesses (Interim Assessment)**

In the initial 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 the initial assessment phase, for the third thematic heading "Working conditions and social security", average level of implementation was mostly higher than 3.00. However, for three cases, 26. *Funding and salaries* (2.65), 30. *Access to career advice* (2.47), 33. *Teaching* (2.93) level of implementation was lower than 3.00. For above items the level of importance was in the range between 3.29 and 3.71. Only for one case average level of implementation was higher than 3.4, for 29. *Value of mobility*, level of implementation was equal to 3.45, whereas level of importance was 3.44. For the rest cases, level of implementation was in the range of 3.15 - 3.36, level of importance was in the range of 3.36 and 3.71. According to request of respondents additional activities of the planned area were evaluated in order to improve the rules of Charter and Code, namely for 24. *Work conditions* (Level of implementation: 3.36, level of importance: 3.58), 27. *Gender balance* (Level of implementation: 3.22, level of importance: 3.36) and 31. *Intellectual Property Rights* (Level of implementation: 3.29, level of importance: 3.65).

Above results show that many items in "Working conditions" were well respected in the Institute. However as shown in the initial assessment phase some improvements were needed. Analysing 26. *Funding and salaries* item it could be seen that some respondents were not conscious about all existing funding and salaries rules, scientific promotion rules and practises in IGAB PAS allowing for increase of remuneration. Therefore, the Institute created on-line (intranet) library of the most important internal regulations, including funding and salaries, as well as scientific promotion regulations. This solution significantly improved access to the existing rules and practices in IGAB PAS for all employees. Institute, employing foreigners, was aware that funding and salary rules need to be translated into English (indicator: percentage of translated regulations). After initial assessment phase the most important regulations have been translated into English. Taking into account 30. *Access to career advice* it could be seen that due to its scale of operation (total no. of employees ca. 105 people) the Institute does not have dedicated career advice service. However, several respondents asked for stronger support including workshops for employees. IGAB PAS in the last two years organised IPR seminar for junior scientists, as well as ensured access to several external trainings including professional aspects (e.g. project application, project management, technical competences). Moreover, Institute simultaneously informs workers by e-mails about existing Euraxess job possibilities. Moreover, many respondents suggested higher appreciation of teaching activities in the evaluation system of researchers (Item 33. *Teaching*). However, entry into force in Poland new Law 2.0, as well as new evaluation system of scientific activities in Poland (final legal requirements are not established) delayed modification of Scientific Council rules in the last period. This item will be solved in the next renewal phase (for details see Section 3 Actions). Taking into account employees' suggestions of flexible working conditions for all employees including disabled employees (24. *Work conditions*) IGAB

PAS modified both the Work conditions and Regulations of Postgraduate Studies of IGAB PAS. As a solution new rules enabling tele work were added. For improving item *27 Gender balance* IGAB PAS has modified Regulation of the Scientific Council of IGAB PAS promoting gender balance. Additionally the Institute organised seminar for young researchers about IPR and commercialisation of research results, during KNOW summer school (solution for Item *31 IPR*).

Results of new electronic evaluation survey, prepared two years after obtaining by IGAB PAS logo HR Excellence, showed that several actions implemented by Institute in the third thematic heading "Working conditions" brought effective results. 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* level of implementation is below 3.0, it is 2.74. Although level of implementation for *30. Access to career advice* is below 3.0, obtained results show that item 30 has increased after initial assessment phase (it has increased from 2.47 to 2.74). However, respondents do not treat this item as very important, level of importance has decreased from 3.38 (initial assessment phase) to 3.15. In the present "Working conditions" thematic area level of implementation varies between 2.74 to 3.67, level of importance is in the range between 3.15 and 3.83. Almost all items have level of implementation above 3.4, only for two cases level of implementation is lower, for *26. Funding and salary* (level of implementation is 3.18, level of importance is 3.79) and for *30. Access to career advice* (level of implementation is 2.74, level of importance is 3.15). It should be pointed out that in the thematic area "Working conditions" the highest improvement for specific item, in comparison to initial assessment phase is observed. The best result is observed for *26. Funding and salary* item, level of implementation increased from 2.65 to 3.18 (difference between initial and interim assessment phase reaches +0.53). Crucial improvement has been done for *25. Stability and permanence of employment*, where the difference is +0.52. Although crucial improvements have been done in the last two years further improvements are needed.

Strengths and Weaknesses (Award Renewal, max 500 words) *

IGAB PAS is aware that good working conditions are very important issues for friendly and positive atmosphere. Institute makes a big effort an ensuring appropriate working conditions. The analyses in the present phase, similar as in the previous phases, were based on electronic surveys made among all research and support staff. 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. Results of new electronic evaluation survey, prepared after five years of obtaining by IGAB PAS logo HR Excellence in Research, show that defined in the initial and interim phase as challenging items (below 3.0) almost do not appear in the present renewal phase. Only for one case *30. Access to career advice* level of implementation is below 3.0, it is 2.84, whereas level of importance is 3.28. It shows 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 of 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.

However, it should be pointed out that some of respondents still do not know the internal regulations being in force at the institute. Therefore, additional reminding email to employees with information about existing rules will be sent. Additionally, taking into account remarks of PhD students (R1) about payment duration of PhD scholarship, in order to increase awareness about existing regulations of Doctoral School of Animal Science and Food Safety, annual remind email with existing rules will be sent to PhD students.

It should be pointed out that some actions concerning *Access to career advice* could not be fully implemented in the last phase due to COVID restrictions. Therefore, meetings with potential employers and Marie Skłodowska-Curie actions will be postponed for 2023. . It should be pointed out that workshop concerning Marie Skłodowska-Curie actions for PhD students was done in 2023. Additionally, due to COVID restrictions, remote work in Poland also IPR Seminar was postponed for 2023, this workshop was done in October 2023.

Taking into account comments after site visit additional actions for 23. Research environment, 28. Career development and 29. Value of mobility will be done in the Institute.

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

Additionally, 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.

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).

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.

Institute is aware that mobility plays a crucial role in career development of scientists. In order to find talented candidates IGAB PAS will participate 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.

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.

Moreover, in agreement with new Law 2.0 Doctoral School of Animal Sciences and Food Safety has been opened, which works under Regulations of the Doctoral School of Animal Sciences and Food Safety.

Remarks (max 500 words)

It should be pointed out that pandemic restrictions had impact on “Working conditions” area. Some actions concerning *Access to career advice* could not be fully implemented in the last phase due to COVID restrictions. Therefore, meetings with potential employers and Marie Skłodowska-Curie actions, as well as IPR Seminar will be postponed for 2023.

Training and development* ▼**Strengths and Weaknesses (Initial Phase)****Strengths and Weaknesses (Interim Assessment)**

In the initial 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 the initial assessment phase, average level of implementation for the fourth thematic area "Training and development" was higher than 3.00, it was in the range between 3.02 and 3.31, whereas average level of importance was in the range 3.60 and 3.75.

Although none dedicated actions have been planned after initial assessment phase all items have been successfully improved. Due to the additional funding obtained, the Institute ensured access to several external trainings including professional aspects (e.g. project application, project management, technical competences). In the present interim assessment phase level of implementation varies between 3.23 and 3.67, whereas level of importance is in the range between 3.59 and 3.79. The biggest improvement was done for item 40. Supervision, here level of implementation increased from 3.13 to 3.58.

Strengths and Weaknesses (Award Renewal, max 500 words) *

IGAB PAS is aware that trainings activities are very important for scientists as well as for administrative staff. IGAB PAS continuously informs all employees by emails about potential workshop possibilities. Moreover, every worker has possibility to additional attendance in workshops which have not been mentioned in formal emails. Furthermore, participation in research projects, workshops and conferences influence significantly on scientific development of researchers. In the last period, due to COVID restrictions and remote work, employees could not fully and actively participate in the above mentioned events. However, participations of employees in online workshops and conferences have also influence on their development.

The analyses in the present phase, similar as in the previous phases, were based on electronic surveys made among all research and support staff. 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. Results of new electronic evaluation survey, prepared after five years of obtaining by IGAB PAS logo HR Excellence in Research, show that defined in the initial and interim phase as challenging items (below 3.0) do not appear in the present renewal phase. In the present renewal phase level of implementation is high. However, it should be pointed out that that pandemic restrictions had impact on training and development area. 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. We hope that restoring face-to-face conferences, seminars, workshops will impact on scientists' development. It should be pointed out that IGAB PAS has observed that after reducing epidemic restrictions scientists again actively participate in conferences. We know that direct conference participation influences significantly on scientific cooperation with other institutes.

Taking into account comments of PhD students about insufficient relation of supervisor with PhD students (R1), IGAB PAS will refresh periodic seminars with supervisors and PhD students (R1). Unfortunately, due to pandemic restrictions seminars have not taken a place regularly in the last period. We are aware that relation with supervisors and colleagues is very important for scientists' development. We hope that direct face-to-face contact will significantly improve relations with supervisors.

Similar as in previous cases, taking into account comments after site visit also for *37. Supervision and managerial duties*, *38. Continuing professional development* and *39. Access to research training and continuous* additional actions will be done.

To strengthen the commitment of supervisor to the doctoral students (R1) 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.

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 information concerning trainings including scientific writing (online and onsite) for scientists

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.

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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

Remarks (max 500 words)

It should be pointed out that pandemic restrictions and remote work had impact on training and development area. We have observed that online participations in different events like conferences, seminars have smaller influence on scientific development. However, after reducing epidemic restrictions scientists again actively participate in conference, workshops, seminars. We know that direct conference, workshops, seminars participation influences significantly on scientific development.

Have any of the priorities for the short- and medium term changed? (max 500 words)

No, the priorities have not changed and they are still valid.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

New reform of the national system of higher education and science (Law 2.0) as well as COVID-19 pandemic situation has influenced significantly on HR strategy implementation in the Institute.

Pandemic restriction, remote work, online participations in workshops, conferences influenced significantly on relations with supervisors and colleagues. The Institute ensured wide range of solutions for remote work (incl. mobile equipment, tools for team meetings, remote work procedures, templates, reporting system), however it can not fully substitute the onsite work, communication and cooperation.

Moreover, new Law on Science and Higher Education (called also Law 2.0) has influenced on internal system of evaluation of research activity, as well as on PhD studies at IGAB PAS. New evaluation system of scientific activities was based on Law 2.0. Additionally, 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. Institute respects new regulations in evaluation system. Annual internal evaluation of scientists of IGAB PAS, as well as every four years (last five years due to Covid) Ministry of Education and Science's evaluation of scientific activities of IGAB PAS is carried out in agreement with new regulations. Moreover, the national reform of science has forced a change in the doctoral education system by creating new doctoral school which gradually replaces the previous system of PhD studies. In agreement with new Law 2.0, Institute of Genetics and Animal Biotechnology of Polish Academy of Sciences, together with National Veterinary Institute - National Research Institute in Puławy, has opened in 2020 new Doctoral School of Animal Sciences and Food Safety which works under Regulations of the Doctoral School of Animal Sciences and Food Safety. After last evaluation in 2022, IGAB PAS has gained also right to confer the academic degrees in health sciences discipline, so additional Doctoral School is planned.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

No. In 2020 the Institute's name, as well as statutory scientific areas were changed and updated. There are no further strategic decisions under way concerning the action plan.

3. Actions

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also add new objectives.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS

Action 1

Creation on-line (intranet) library of all internal regulations (also P.26)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
5. Contractual and legal obligations	Ongoing activity, starting March 2017	General Office	Percentage of uploaded regulations (90%) (List of regulations uploaded to the intranet system: 1. Regulamin wynagrodzenia pracowników IGHZ PAN (Pay regulations of IGAB PAS) 2. Regulamin pracy IGHZ PAN (Work regulations of IGAB PAS) 3. Regulamin organizacyjny IGHZ PAN (Organizational Regulations of the Institute) 4. Ramowe kryteria związane z postępowaniami o nadanie stopni

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			naukowych doktora i doktora habilitowanego oraz wszczęcia postępowania o nadanie tytułu profesora w Instytucie Genetyki i Hodowli Zwierząt PAN w Jastrzębcu (Frame Criteria for award of an advanced research qualification of PhD and Postdoctoral degree as well as motion for granting the title of profesor in the IGAB PAS) 5. Regulamin postępowania konkursowego przy zatrudnianiu na stanowiska

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			naukowe (Regulations of recruitment competitions for scientific positions) 6. Regulamin wynagradzania pracowników Instytutu Genetyki i Biotechnologii Zwierząt Polskiej Akademii Nauk z 2020 roku (Remuneration rules of employees of the Institute of Animal Genetics and Biotechnology of the Polish Academy of Sciences from 2020) 7. Regulamin postępowania konkursowego

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			przy zatrudnieniu na stanowiska naukowe w Instytucie Genetyki i Hodowli Zwierząt PAN (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) 8. Regulamin Szkoły Doktorskiej Nauk o Zwierzętach i Bezpieczeństwie Żywności (Regulations of the Doctoral School of Animal

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			Sciences and Food Safety)
Current Status	Remarks		
IN PROGRESS	<p>In 2018 IGAB PAS has created on-line (intranet) library of all major internal regulations. The most important institute regulations have been added. Since 2018, regulations of IGAB PAS have been continuously updated on on-line library of all internal regulations. Regulations of IGAB PAS will be successively uploaded.</p>		

Proposed ACTIONS

Action 2

Translation of basic internal regulations into English to provide easy access to information for foreign employees (also P.26)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
6. Accountability	Ongoing activity, starting January 2017	Research Support Office	Percentage of uploaded regulations (90%) (List of regulations uploaded to the intranet system: 1. Regulamin wynagrodzenia pracowników IGHZ PAN (Pay regulations of IGAB PAS) 2. Regulamin pracy IGHZ PAN (Work regulations of IGAB PAS) 3. Regulamin organizacyjny IGHZ PAN (Organizational Regulations of the Institute) 4. Ramowe kryteria związane z postępowaniami o nadanie stopni

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			naukowych doktora i doktora habilitowanego oraz wszczęcia postępowania o nadanie tytułu profesora w Instytucie Genetyki i Hodowli Zwierząt PAN w Jastrzębcu (Frame Criteria for award of an advanced research qualification of PhD and Postdoctoral degree as well as motion for granting the title of profesor in the IGAB PAS) 5. Regulamin postępowania konkursowego przy zatrudnianiu na stanowiska

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			naukowe (Regulations of recruitment competitions for scientific positions) 6. Regulamin wynagradzania pracowników Instytutu Genetyki i Biotechnologii Zwierząt Polskiej Akademii Nauk z 2020 roku (Remuneration rules of employees of the Institute of Animal Genetics and Biotechnology of the Polish Academy of Sciences from 2020) 7. Regulamin postępowania konkursowego

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			przy zatrudnieniu na stanowiska naukowe w Instytucie Genetyki i Hodowli Zwierząt PAN (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) 8. Regulamin Szkoły Doktorskiej Nauk o Zwierzętach i Bezpieczeństwie Żywności (Regulations of the Doctoral School of Animal

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			Sciences and Food Safety)
Current Status	Remarks		
IN PROGRESS	In the interim assessment phase "Pay regulations of IGAB PAS" and "Internal regulations of IGAB PAS" have been translated. In the renewal phase additional regulations have been translated (positions from 6 to 8).Translations will be continuously updated.		

Proposed ACTIONS**Action 3**

Improvement of back-up for IT data and IT support

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research	Third quarter of 2017, additional help desk service was already ensured	IT Specialist	Introduction of the standard solution for back up of IT data
Current Status	Remarks		
COMPLETED	Since third quarter of 2017 back up for IT data and IT support have been ensured.		

Proposed ACTIONS

Action 4

Wider information about existing “Public engagement” rules and practises in the Institute by placing all public engagement events of the Institutes on the website

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
9. Public engagement	Ongoing activity, starting January 2017	Scientific Secretary	Number of public engagement events 2017 – 11 public engagement events 2018 - 12 public engagement events 2019- 10 public engagement events 2020 – 5 public engagement events 2021 – 11 public engagement events

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	Some of respondents were not aware about existing in the Institute rules and practices in “Public engagement”. IGAB PAS is engaged in various educational activities aimed at improving public understanding of science. For making employees conscious all public engagement events have been added on the IGAB PAS website. Since January 2017 public engagements events are continuously updated on the website. Similar as in the previous phases, in the end of every year numbers of public engagements events are given and all public engagement events are shown in the Annual report of the Institute. All public engagement events will be continuously updated on IGAB PAS website. 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.

Proposed ACTIONS

Action 5

Creation of public engagement advisory/coordination team which will coordinate all activities in the public's understanding of science

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
9. Public engagement	Second quarter of 2017, ongoing activity	Director of the Institute/ Coordination team	Number of public engagement events (Report of the coordination team) 2017 – 11 public engagement events 2018 – 12 public engagement events Reports available in the Institute 2019- 10 public engagement events 2020 – 5 public engagement events 2021 – 11 public engagement events

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	Created by IGAB PAS Public Engagements Coordination Team (in the middle of 2017) coordinates all public activities of the institute. In the end of every year Annual report of the Institute is prepared including all public engagement events.

Proposed ACTIONS

Action 6

Presentation of weakness and strengths of candidates by Selection Committee of the Scientific Council

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
13. Recruitment (Code)	Since 2017 ongoing activity, in every recruitment procedure	Committee for Scientific Staff Development	Percentage of candidates with feedback on weaknesses and strengths (Report on recruitment procedures) – 100%

Current Status

Remarks

IN PROGRESS

In agreement with requests of respondents, for improving recruitment process Selection Committee of the Scientific Council was obliged to give feedback to the candidates including weakness and strengths. Since receiving HR Excellence logo every candidate has received information about her/his weakness and strengths. Moreover, after every selection process, report on recruitment procedure is prepared. This procedure will be simultaneously continued. 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.

Proposed ACTIONS

Action 7

Modification of the Regulation of the Scientific Council of IGAB PAS enabling the participation in the selection team of members from different sectors/countries and promoting gender balance in its body

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
14. Selection (Code)	Second quarter of 2017	Scientific Council Secretary	Modification of the Regulation approved by the Scientific Council

Current Status	Remarks
COMPLETED	Some of respondents made remarks to gender balance and participation of members from different countries/sectors in the recruitment procedure. IGAB PAS modified the Regulation of the scientific Council by enabling participation in the selection team of members from different countries/sectors and by promoting gender balance. However due to underrepresentation of female professors in the Scientific Council, the percentage of females in the Commission is 30%.

Proposed ACTIONS

Action 8

Adding additional regulation on flexible working conditions for disabled employees to Regulations of Postgraduate Studies of IGAB PAS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
24. Working conditions	Fourth quarter of 2017	Head of Postgraduates Studies	Ammended Regulations of Postgraduate Studies

Current Status

Remarks

COMPLETED

Taking into account employees' suggestions of flexible working conditions for all employees including disabled employees IGAB PAS modified both the Work conditions and Regulations of Postgraduate Studies of IGAB PAS. As a solution new rules enabling telework were added.

Proposed ACTIONS

Action 9

Creation on-line (intranet) library of all internal regulations, including funding and salaries as well as scientific promotion regulations.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
26. Funding and salaries	Ongoing activity, starting March 2017, additionally two times per year reminder email	General Office	Percentage of uploaded regulations (90%) (List of regulations uploaded to the intranet system: 1. Regulamin wynagrodzenia pracowników IGHZ PAN (Pay regulations of IGAB PAS) 2. Regulamin pracy IGHZ PAN (Work regulations of IGAB PAS) 3. Regulamin organizacyjny IGHZ PAN (Organizational Regulations of the Institute) 4. Ramowe kryteria związane z postępowaniami o nadanie stopni

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			naukowych doktora i doktora habilitowanego oraz wszczęcia postępowania o nadanie tytułu profesora w Instytucie Genetyki i Hodowli Zwierząt PAN w Jastrzębcu (Frame Criteria for award of an advanced research qualification of PhD and Postdoctoral degree as well as motion for granting the title of profesor in the IGAB PAS) 5. Regulamin postępowania konkursowego przy zatrudnianiu na stanowiska

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			naukowe (Regulations of recruitment competitions for scientific positions) 6. Regulamin wynagradzania pracowników Instytutu Genetyki i Biotechnologii Zwierząt Polskiej Akademii Nauk z 2020 roku (Remuneration rules of employees of the Institute of Animal Genetics and Biotechnology of the Polish Academy of Sciences from 2020) 7. Regulamin postępowania konkursowego

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			przy zatrudnieniu na stanowiska naukowe w Instytucie Genetyki i Hodowli Zwierząt PAN (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) 8. Regulamin Szkoły Doktorskiej Nauk o Zwierzętach i Bezpieczeństwie Żywności (Regulations of the Doctoral School of Animal

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			Sciences and Food Safety)
Current Status	Remarks		
IN PROGRESS	<p>Some respondents were not conscious about all existing funding and salaries rules, scientific promotion rules and practices in IGAB PAS allowing for increase of remuneration. Therefore, the Institute created on-line (intranet) library of the most important internal regulations, including funding and salaries, as well as scientific promotion regulations. This solution significantly improved access to the existing rules and practices in IGAB PAS for all employees. Created by IGAB PAS on-line (intranet) library 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.</p>		

Proposed ACTIONS

Action 10

English translation for foreigners all funding and salaries as well as scientific promotion rules

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
26. Funding and salaries	Ongoing activity, starting January 2017	Research Support Office	Percentage of uploaded regulations (90%) (List of regulations uploaded to the intranet system: 1. Regulamin wynagrodzenia pracowników IGHZ PAN (Pay regulations of IGAB PAS) 2. Regulamin pracy IGHZ PAN (Work regulations of IGAB PAS) 3. Regulamin organizacyjny IGHZ PAN (Organizational Regulations of the Institute) 4. Ramowe kryteria związane z postępowaniami o nadanie stopni

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			naukowych doktora i doktora habilitowanego oraz wszczęcia postępowania o nadanie tytułu profesora w Instytucie Genetyki i Hodowli Zwierząt PAN w Jastrzębcu (Frame Criteria for award of an advanced research qualification of PhD and Postdoctoral degree as well as motion for granting the title of profesor in the IGAB PAS) 5. Regulamin postępowania konkursowego przy zatrudnianiu na stanowiska

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			naukowe (Regulations of recruitment competitions for scientific positions) 6. Regulamin wynagradzania pracowników Instytutu Genetyki i Biotechnologii Zwierząt Polskiej Akademii Nauk z 2020 roku (Remuneration rules of employees of the Institute of Animal Genetics and Biotechnology of the Polish Academy of Sciences from 2020) 7. Regulamin postępowania konkursowego

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			przy zatrudnieniu na stanowiska naukowe w Instytucie Genetyki i Hodowli Zwierząt PAN (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) 8. Regulamin Szkoły Doktorskiej Nauk o Zwierzętach i Bezpieczeństwie Żywności (Regulations of the Doctoral School of Animal

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			Sciences and Food Safety)
Current Status	Remarks		
IN PROGRESS	Institute, employing foreigners, was aware that funding and salary rules need to be translated into English. After initial and interim assessment phase the most important regulations have been translated into English. Other documents still will be translated subsequently.		

Proposed ACTIONS

Action 11

Modification of the regulation of the Scientific Council of IGAB PAS promoting gender balance in its bodies (also P.14)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
27. Gender balance	Second quarter of 2017	Scientific Council Secretary	Modification of the Regulation approved by the Scientific Council
Current Status	Remarks		
COMPLETED	IGAB PAS has modified Regulation of Scientific Council of IGAB PAS promoting gender balance		

Proposed ACTIONS

Action 12

Organisation of workshop with potential employers - representatives of companies (including former employees of the Institute) presenting offer for scientist with specific know-how. Organisation of workshop for researchers on opportunities offered by Marie Skłodowska-Curie actions and EURAXESS portal

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
30. Access to career advice	Every second year, starting second quarter of 2018, periodical information by emails	Scientific Secretary	Report of the workshop

Proposed ACTIONS

Current Status	Remarks
EXTENDED	<p>The Institute does not have dedicated career advice service (due to its scale of operation - total no. of employees ca. 93 people). However, several respondents asked for stronger support including workshops for employees. IGAB PAS in the last years ensured access to several external trainings including professional aspects (e.g. project application, project management, technical competences). Moreover, Institute simultaneously informs workers by e-mails about existing Euraxess job possibilities. Although 30. Access to career advice has significantly increased after initial assessment phase (it has increased from 2.47 (initial phase), 2.74 (interim assessment phase) to 2.83 (renewal phase), it is still below 3.0. Therefore further improvements are needed. Institute will continue organisation of workshops with potential employers - representatives of companies. Moreover, Institute will continue emails information about possible job offers. Due to COVID restrictions and remote work in Poland in the last two years it was very difficult to organize face-to-face workshops. Therefore, organization of workshops with potential employers and on opportunities offered by Marie Skłodowska-Curie have been postponed for 2023. Moreover, the employees were informed in newsletter and during general meetings on the possibilities offered by Marie Skłodowska-Curie actions. Researchers were also offered opportunities to participate in MSCA seminars organized by National Contact Point in Warsaw.</p>

Proposed ACTIONS

Action 13

Organisation of seminar for researchers about IPR and commercialisation of research results

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
31. Intellectual Property Rights	Second quarter of 2023	Research Support Unit	Report of the IPR seminar
Current Status	Remarks		
EXTENDED	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		

Proposed ACTIONS

Action 14

Raising teaching activities (up to 50% based on the decision of the Scientific Council) in the evaluation system of researchers

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
33. Teaching	Fourth quarter of 2017	Scientific Council Secretary	Increased points in evaluation system (Decision of the Scientific Council)
Current Status	Remarks		
COMPLETED	Many respondents suggested higher appreciation of teaching activities in the evaluation system of researchers. However, entry into force in Poland new Law 2.0, as well as new evaluation system of scientific activities in Poland (final legal requirements are not established) delayed modification of Scientific Council rules in the last period		

Proposed ACTIONS

Action 15

Creation additional internal document with recruitment procedure for employees (esp. post-docs) and students financed from external grants

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
13. Recruitment (Code)	December 2022	HR Unit	Internal document with recruitment procedure

Current Status

Remarks

NEW

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

Proposed ACTIONS

Action 16

Development of guidelines for selection committees in the recruitment procedure for employees and PhD students (also P.27)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
14. Selection (Code)	Since 2022 ongoing activity, in every recruitment procedure	HR Unit, GEP Coordination Team	Gender report on recruitment procedures

Current Status	Remarks
NEW	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.

Proposed ACTIONS

Action 17

Development of gender balance in management and decision-making groups IGAB PAS (also P.27)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
14. Selection (Code)	Since 2022 ongoing activity, in the end of every year	HR Unit	Gender balance report in management and decision-making groups
Current Status	Remarks		
NEW	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.		

Proposed ACTIONS

Action 18

Updating Regulation of the Scientific Council of IGAB PAS promoting gender balance and enabling participation in the selection team of members from different countries/sectors (also P.27)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
14. Selection (Code)	March 2023	IGAB PAS Scientific Council	Updated Regulation of the Scientific Council of IGAB PAS
Current Status	Remarks		
NEW	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		

Proposed ACTIONS

Action 19

Increasing awareness of employees about existing rules in the Institute concerning selection in the recruitment procedure (also P.27)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
14. Selection (Code)	since 2022 2 times per year	IGAB PAS Scientific Council IGAB PAS Scientific Council	OTM-R policy
Current Status	Remarks		
NEW	Some of the respondents, especially new employed workers, are not aware about existing rules in the Institute concerning recruitment procedure including selection committees. IGAB PAS has created single document, named OTM-R policy of IGAB PAS, which collect internal regulations. Reminder information about this document will be sent to employees by email		

Proposed ACTIONS

Action 20

Creation additional regulation on flexible working conditions for employees

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
24. Working conditions	Reminder email twice a year	Head of Postgraduates Studies	Regulations on performing remote work at IGAB PAS

Current Status

Remarks

NEW

Taking into account employees' suggestions of flexible working conditions, as well as additional needs for employees due to COVID restrictions the Institute has prepared Regulations on performing remote work at IGAB PAS. Employees will receive reminding email about this issue.

Proposed ACTIONS

Action 21

Making PhD students aware about existing rules of Doctoral School of Animal Sciences and Food Safety

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
26. Funding and salaries	Since December 2022 annual email information	Head of Doctoral School	Reminder email with information about existing rules of Doctoral School of Animal Sciences and Food Safety

Current Status	Remarks
NEW	PhD students 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

Proposed ACTIONS

Action 22

Development of guidelines for selection committees in the recruitment procedure for employees and PhD students (also P.14)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
27. Gender balance	Since 2022 ongoing activity, in every recruitment procedure	HR Unit, GEP Coordination Team	Gender report on recruitment procedures

Current Status	Remarks
NEW	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

Proposed ACTIONS

Action 23

Monitoring of gender balance in management and decision-making groups IGAB PAS (also P.14)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
27. Gender balance	Since 2022 ongoing activity, in the end of every year	HR Unit	Gender balance report in management and decision-making groups

Current Status	Remarks
NEW	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

Proposed ACTIONS

Action 24

Updating Regulation of the Scientific Council of IGAB PAS promoting gender balance and enabling participation in the selection team of members from different countries/sectors (also P.14)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
27. Gender balance	March 2023	IGAB PAS Scientific Council	Updated Regulation of the Scientific Council of IGAB PAS
Current Status	Remarks		
NEW	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		

Proposed ACTIONS

Action 25

Taking into account teaching activities in evaluation of scientists of IGAB PAS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
33. Teaching	First quarter of every year	Scientific Council Secretary	Increased consideration of teaching experience (Decision of the Scientific Council)
Current Status	Remarks		
NEW	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.		

Proposed ACTIONS

Action 26

Improving relation of PhD students with supervisors

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
36. Relation with supervisors	Twice a year	Head of Doctoral School	Annual report from seminar meetings

Current Status	Remarks
NEW	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.

Proposed ACTIONS

Action 27

Implementation more workshops, info days concerning HRS4R (including HR Day)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
8. Dissemination, exploitation of results	since 2023 continuously updated; HR Day– June 2024	Research Support Office	List of published information; report of HR Day

Current Status

Remarks

NEW

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.

Proposed ACTIONS

Action 28

Preparation of manual user for purchasing system (Polish and English version) which will improve ordering system for scientists

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
23. Research environment	June 2024	General Office	Manual user for purchasing system
Current Status	Remarks		
NEW	Some of scientists during site visit have complained about complicated purchasing system in IGAB PAS. Institute will prepare manual user for purchasing system (Polish and English version) which will improve ordering system for scientists.		

Proposed ACTIONS

Action 29

Constantly restoring and modernization of Institute's buildings

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
23. Research environment	Annually	Head of Administration Department	Annual report of managerial control system
Current Status	Remarks		
NEW	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.		

Proposed ACTIONS

Action 30

Providing systematic access to relevant online trainings to employees (e.g. transversal skills training).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development	Periodically emails to workers when new trainings are coming	Research Support Office	Annual report of trainings
Current Status	Remarks		
NEW	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)		

Proposed ACTIONS

Action 31

Establishing alumni group network. Alumna workers will share with Institute's scientists (especially young researchers R1-R2) their career experiences through talks and presentations

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development	Periodically online meetings	Scientific Secretary	Annual report of online meetings

Current Status	Remarks
NEW	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.

Proposed ACTIONS

Action 32

Promotion of participation of IGAB PAS in ERA Chairs and NAWA chairs programme in order to find talented candidates

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
29. Value of mobility	In every opened call; regularly call and emails contact	Scientific Secretary; Research Support Office	List of calls

Current Status

Remarks

NEW

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

Proposed ACTIONS

Action 33

Organisation regularly “top scientists meetings” during seminars and their discussions with scientists.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
29. Value of mobility	2 times per year	Scientific Secretary	List of participating international scientists
Current Status	Remarks		
NEW	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		

Proposed ACTIONS

Action 34

Developing good practices in supervision of PhD students

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
37. Supervision and managerial duties	December 2024	Head of Doctoral School	Preparing document concerning good practice in supervision of PhD students
Current Status	Remarks		
NEW	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		

Proposed ACTIONS

Action 35

Strengthen the system of support in developing transversal skills including scientific writing (papers, popular scientific text, project proposal).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
38. Continuing Professional Development			
39. Access to research training and continuous development	Twice a year	Scientific Secretary	List of scientific writing trainings

Current Status	Remarks
NEW	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

Proposed ACTIONS

Action 36

Organising workshop concerning open science. Preparing guideline for publishing open science data

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
38. Continuing Professional Development	Workshop - till July 2024, Guideline – till December 2024	Scientific Secretary	Development of guideline for publishing open science data
39. Access to research training and continuous development			

Current Status

Remarks

NEW

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

Unselected principles:

1. Research freedom 2. Ethical principles 3. Professional responsibility 4. Professional attitude 10. Non discrimination
11. Evaluation/ appraisal systems 12. Recruitment 15. Transparency (Code) 16. Judging merit (Code)
17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 19. Recognition of qualifications (Code)

20. Seniority (Code) 21. Postdoctoral appointments (Code) 22. Recognition of the profession 25. Stability and permanence of employment
32. Co-authorship 34. Complain/ appeals 35. Participation in decision-making bodies 40. Supervision

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site *:

URL *:

<http://www.igbzpan.pl/en/hr-excellence-in-research-1> (<http://www.igbzpan.pl/en/hr-excellence-in-research-1>)

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles (Initial Phase)

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

The Institute has entered the HRS4R process prior to the publication of the OTM-R toolkit. The OTM-R checklist has been filled during review process. The Institute has entered the HRS4R process prior to the publication of the OTM-R toolkit. The OTM-R checklist has been filled during review process.

Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)

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** (<http://www.igbzpan.pl/en/hr-excellence-in-research-1>) 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

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 (mailto: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) (<https://www.igbzpan.pl/en/plan-rownosci-plci-dla-instytutu-genetyki-i-biotechnologii-zwierzat-polskiej-akademii-nauk-1>). 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.

Please be aware that your OTM-R policy should be ‘embedded’ into the institutional HR strategy at the award renewal phase. The extended version of the reviewed HR strategy including the OTM-R policy and actions should be published on your organisation’s website.

4. Implementation

General overview of the implementation process: (max. 1000 words)

Established by the Director, in the Initial Assessment phase (1st July 2017), Implementation Committee played crucial role in the last five years. Implementation Committee was coordinated by the Scientific Secretary and consisting of representatives of researchers (R1-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 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.

Several units, created in the initial assessment phase and continued in the interim assessment phase, were responsible for the proper implementation of HRS4R: Scientific Secretary, HR Department (HR Specialist), Research Support Office, Administration (General Office). Representatives of the mentioned units, included in HR Working Group were also working as managing body (Implementation Committee) for the

whole implementation process. Implementation of the action plan, according to planned steps, ensure a non-invasive essential changes in HR management and awareness of researchers. Similar as in the previous phases Implementation Committee has organised meetings continuously. During COVID restrictions face-to-face, as well as online meetings have taken place. 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.

Implementation of HRS4R was considered as a strategic aim of the Institute and included in the list of annual aims approved within the managerial control system of the Institute. Significant part of the corrective actions elaborated by the HR Working Group was already realised.

Due to implementing in the Action Plan all activities, employees are more aware about existing in the Institute rules and regulations (on-line intranet library of all major internal regulations), Institute becomes more friendly for foreigners scientists (translation into English major internal regulations, full support in English), preparing additional IT help desk service for employees improve their work. Moreover, modification of the Regulation of the Scientific Council, as well as implementing Gender Equality Plan in the Institute enables participation of members from different countries in the selection team, as well as promotes gender balance. Additionally, recruitment process as well as access to career advice have been improved.

Based on satisfying results, received during five years from obtaining of HR Excellence in Research logo, during implementation of the Action Plan, there is planned use of similar implementation tools in the next three years, during implementation of the Updated Action Plan.

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

Note: Click on each question of the checklist to open the editor.

How have you prepared the internal review?*



Detailed description and duly justification (max. 500 words)

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 three and five years ago). Based on the effective results from previous electronic evaluation surveys, the participants were group into six professional positions (Professor (R4), Associate professor (R3), Assistant professor (R3), Assistant (R2), PhD student (R1), Specialist and Others) and five employee group (Management Board and supervision staff, Member of research staff, Member of administrative staff, PhD students and Others). It should be pointed out that in agreement with policy of Gender Equality Plan, additional group "other" has been added to the question concerning gender in evaluation survey. HR Implementation Committee consisted of IGAB PAS staff members representing management, researchers, PhD students 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, 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 Updated Action Plan.

How have you involved the research community, your main stakeholders, in the implementation process?*



Detailed description and duly justification (max. 500 words)

Similar as in the Initial and Interim Assessment phase the research community was included in the implementation process on various levels. Representatives of researchers (R2-R4) and PhD students (R1) have participated in the Implementation Committee mentioned above. Researchers (R2-R4) and PhD students (R1) that are members of the Scientific Council of IGAB PAS participated in decision making processes concerning recruitment and evaluation of researchers in accordance with the Action Plan. Members of the Recruitment Committees were asked to provide full feedback to candidates. The research community was invited to participate in the devoted events listed in Action Plan. Similar as in previous phase there were organized periodic meetings of the Director with all researchers (R2-R4) and PhD students (R1) during which there was presented progress in implementation and discussed further activities.

Do you have an implementation committee and/or steering group regularly overseeing progress?*



Detailed description and duly justification (max. 500 words)

Yes. Institute has appointed HR Working Group and Implementation Committee which work under the direct supervision of the Directors' Board.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy

*



Detailed description and duly justification (max. 500 words)

Yes. As written in previous interim assessment phase HRS4R is well recognised in the overall strategy of IGAB PAS, one of the most important aims of IGAB PAS is to become an internationally attractive employer and attract ambitious and motivated scientists from Poland and abroad.

IGAB PAS actively participates in various research programmes. Cooperation with foreign partners, both academic and industrial, ensuring fruitful scientific exchange is one of the most important aims of IGAB PAS.

How has your organisation ensured that the proposed actions would be also implemented?*



Detailed description and duly justification (max. 500 words)

Intensive work of representatives of researchers (R2-R4), PhD students (R1), HR Department, Research Support Office, Administration, in the initial assessment phase, in the interim assessment phase as well as in the renewal phase, makes that awareness of C&C principles has significantly increased in the working environment. Moreover, periodic online and face-to-face meetings (every 6 months) of HR Working Group and Implementation Committee, regular analyses of level of realisation of activities and indicators, directly solving of problems ensure proper implementation of proposed actions.

How are you monitoring progress (timeline)?*



Detailed description and duly justification (max. 500 words)

As presented above, similar as in the previous interim assessment phase HRS4R has been regularly monitored in the implementation process by regular analysis of level of realisation of activities and indicators, directly solving of problems. This process will be continued in the next HRS4R cycle. HR Working Group and Implementation Committee will continue face-to-face as well online meetings (every 6 months). During meetings, level of realisation of activities and indicators will be analysed, problems will be solved directly. If necessary additional meetings and actions will be implemented. After next three years of additional Internal Review, with anonymous, electronic evaluation survey in Polish and English, will be done.

How will you measure progress (indicators) in view of the next assessment?*



Detailed description and duly justification (max. 500 words)

As described above, based on satisfying results, received during five years from obtaining of HR Excellence in Research logo, during implementation of the Action Plan, progress will be measured against indicators, in the similar way as during implementation of Action Plan.

How do you expect to prepare for the external review?*



Detailed description and duly justification (max. 500 words)

External review consists of three steps: administrative eligibility check, desk-based assessment of the application, one-day site visit.

It should be pointed out that necessary documents have been uploaded by E-tool assessment, as well as required documents are available on IGAB PAS website.

A detailed agenda of the site visit will be agreed with assessors assigned to evaluate the implementation of HRS4R by our Institute. Meetings with assessors will include representatives of the authorities of IGAB PAS, including Board of Directors, Scientific Council, and Implementation Committee. It should be pointed out that during one-day visit relevant presentations will be prepared in order to provide good overview of our activity.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)