

Internal Review

Case number: 2019PL401350

Name Organisation under review: Institute of Genetics and Animal Breeding PAS

Organisation's contact details: Postępu 36A, Jastrzebiec, 05-552

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 *	52
Of whom are international (i.e. foreign nationality) *	8
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	3
Of whom are women *	17
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	17
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	28
Of whom are stage R1 = in most organisations corresponding with doctoral level *	18
Total number of students (if relevant) *	0
Total number of staff (including management, administrative, teaching and research staff) *	105
RESEARCH FUNDING (figures for most recent fiscal year)	€

RESEARCH FUNDING (figures for most recent fiscal year)

€

Total annual organisational budget	3 862000
Annual organisational direct government funding (designated for research)	2 202000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	853000
Annual funding from private, non-government sources, designated for research	807000

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

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

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.

The Institute has coordinated 10 complementary projects financed and co-financed by the EU. In this year (2019) IGAB PAS will be partner in the next HORIZON 2020 project.

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.

Remarks (max 500 words)

Obtaining HR Excellence logo has significantly inspired Institute for implementing new actions. Two years after obtaining logo IGAB PAS prepared one more time anonymous, electronic evaluation survey in Polish and English, using Google Forms tool (the same as two years ago). Based on the effective results from previous electronic evaluation survey, the participants were group into six professional positions (Professor, Associate professor, Assistant professor, Assistant, PhD student, Specialist) and five employee group (Management Board and supervision staff, Member of research staff, Member of administrative staff, PhD students and Others). HR Implementation Committee consisted of IGAB PAS staff members representing management, researchers, PhD students and administration. The online survey was carried out between 11 and 24 of July 2019. Altogether 105 employees were invited to participate in the survey, 66 employees and PhD students filled electronic evaluation survey. Obtained results show that all actions implemented in the first two years brought effective results. Adding all public engagement events on IGAB PAS website, making intranet online access to existing in the Institute rules and regulations, translation into English of the most important internal regulation, as well as preparing additional IT help desk service for employees significantly improved ethical and professional aspects.

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.

Remarks (max 500 words)

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.

Remarks (max 500 words)

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.

Remarks (max 500 words)

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

No.

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)

Although no circumstances changed significantly in the context of HR strategy, there was a new Law on Science and Higher Education established in Poland (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. Therefore, some internal rules (esp. concerning scientific degrees and evaluation) will need to be adapted to the new law in the future.

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

No

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 (70%) (List of regulations uploaded to the intranet system: 1. Regulamin wynagradzenia

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			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 naukowych doktora i doktora habilitowanego oraz wszczęcia postępowania o nadanie tytułu profesora w Instytucie

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			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 naukowe (Regulations of recruitment competitions for scientific positions)

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	In 2018 IGAB PAS has created on-line (intranet) library of all major internal regulations. The most important institute regulations have been added. Regulations of IGAB PAS will be successively uploaded.

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 (70%) (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

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			(Organizational Regulations of the Institute) 4. Ramowe kryteria związane z postępowaniami o nadanie stopni 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

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			as motion for granting the title of profesor in the IGAB PAS) 5. Regulamin postępowania konkursowego przy zatrudnieniu na stanowiska naukowe (Regulations of recruitment competitions for scientific positions)
Current Status	Remarks		
IN PROGRESS	IGAB PAS has started translation of basic internal regulations (including all employment regulations). Up to now "Pay regulations of IGAB PAS" and "Internal regulations of IGAB PAS" have been translated. 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.		

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

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. 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.

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)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
9. Public engagement	Second quarter of 2017	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
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 prepare 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)	Fourth quarter of 2017	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.

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.
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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	General Office	Percentage of uploaded regulations (70%) (List of regulations uploaded to the intranet system: 1. Regulamin

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			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 naukowych doktora i doktora habilitowanego oraz wszczęcia postępowania o nadanie tytułu profesora w

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			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 zatrudnieniu na stanowiska naukowe (Regulations of recruitment competitions for scientific positions)

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	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. Here the highest improvement in comparison to initial phase is observed, difference between initial ad interim assessment phase reaches +0.53. Created by IGAB PAS on-line (intranet) library will be contiuously updated

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 (70%) (List of regulations uploaded to the intranet system: 1. Regulamin wynagradzenia pracowników IGHZ PAN (Pay regulations of

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			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 naukowych doktora i doktora habilitowanego oraz wszczęcia postępowania o nadanie tytułu profesora w Instytucie Genetyki i Hodowli Zwierząt PAN w

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	Institute, employing foreigners, was aware that funding and salary rules need to be translated into English. After initial assessment phase the most important regulations have been translated into English. Other documents will be translated subsequently.

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

Action 12

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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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	Scientific Secretary	Report of the workshop
Current Status	Remarks		

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. 105 people). 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. Although 30. Access to career advice has significantly increased after initial assessment phase (it has increased from 2.47 to 2.74) 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 extensive international recruitment of PhD students in 2018 (new PhD Studies were opened in English) it was decided to postpone the organization of workshop with potential employers and on opportunities offered by Marie Skłodowska-Curie actions. However 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	Every second year, starting third quarter of 2018	Research Support Unit	Report of the IPR seminar
Current Status	Remarks		
IN PROGRESS	IGAB PAS in 2018 has organised IPR seminar for junior scientists within KNOW summer school. In the near future it is planned to organise IPR workshop for all scientists.		

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		
EXTENDED	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		

Unselected principles:

1. Research freedom 2. Ethical principles 3. Professional responsibility 4. Professional attitude 8. Dissemination, exploitation of results
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 23. Research environment

25. Stability and permanence of employment 28. Career development 29. Value of mobility 32. Co-authorship 34. Complains/ appeals
35. Participation in decision-making bodies 36. Relation with supervisors 37. Supervision and managerial duties
38. Continuing Professional Development 39. Access to research training and continuous development 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.ighz.edu.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.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

URL:

<http://www.yoursite.com>

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

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 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 two years from obtaining of HR Excellence logo, during implementation of the Action Plan, there is planned use of similar implementation tools in the next three years, during implementation of the Revised 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)

Two 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 two years ago). Based on the effective results from previous electronic evaluation survey, the participants were group into six professional positions (Professor, Associate professor, Assistant professor, Assistant, PhD student, Specialist) and five employee group (Management Board and supervision staff, Member of research staff, Member of administrative staff, PhD students and Others). HR Implementation Committee consisted of IGAB PAS staff members representing management, researchers, PhD students and administration. The online survey was carried out between 11 and 24 of July 2019. Altogether 105 employees were invited to participate in the survey, 66 employees and PhD students (i.e. 63% participation rate) filled electronic evaluation survey.

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 Assessment phase the research community was included in the implementation process on various levels. Representatives of researchers and PhD students have participated in the Implementation Committee mentioned above. Researchers and PhD students 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. There were organized periodic meetings of the Director with all researchers and PhD students 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 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. 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, PhD students, HR Department, Research Support Office, Administration, in the initial assessment phase as well as in the interim assessment phase, makes that awareness of C&C principles has significantly increased in the working environment. Moreover, periodic meetings (every 6 months) of 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, 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. Implementation Committee will continue 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 three years of Revised Action Phase 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 two years from obtaining of HR Excellence logo, during implementation of the Action Plan, progress will be measured against the indicators, in the similar way as during implementation of the Action Plan.

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



Detailed description and duly justification (max. 500 words)

Implementation process will be continued in the similar way as before. Regular work of Implementation Committee will allow proper preparation for the external review.

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

