

## **Human Resources Excellence in Research**

### **Annex I**

*Amended version as of April 2016*

to

Internal Gap Analysis and Action Plan  
for the period 2013 – 2015:

## **Report on Step 4 Implementation of Action Plan and Self-assessment**

Warsaw, April 2016

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## 1. Introduction

Since 2013 the International Institute of Molecular and Cell Biology in Warsaw is acknowledged by the prestigious HR Excellence in Research Logo for the implementation of the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. This is an important element of a demanding process of implementing the European Charter and Code policies and practices. The general idea of this process is to render the Institute an attractive place for researchers to work at.

Following the Gap Analysis of the Institute’s practices vis-a-vis rules of the European Charter and Code, in the period 2013-2015 IIMCB focused on the implementation of the Action Plan aiming to improve working conditions at IIMCB. Among others the following activities were undertaken:

- organization of soft-skills and career-development training for researchers
- distribution of information on job opportunities
- involvement of researchers in decision-making process
- rising awareness about ethics in science and rules of Responsible Conduct of Research
- appointment of Ombudsmen for researchers and administrative staff.

## 2. Step 4

The Step 4 of the Human Resources Strategy for Researchers (HRS4R) at IIMCB was a two-fold process. First, the responsible persons implemented activities planned in the Action Plan. Secondly, they performed a self-assessment. The self-assessment consisted of the follow-up of activities performed so far, and on the questionnaire carried out among the in-house researchers.

Implementation of Step 4 involved members of the HR Working Group, composition of which has changed in the meantime. Since February 2016 and until the date of this report the Group consists of: Dr. Agnieszka Kolano, the leader of the HR Working Group, Dr. habil. Marcin Nowotny (representing Directors and Group Leaders), Dr. Michał Pawlak and Dr. Dorota Niedziałek (representing Postdoctoral Fellows), Ashta and Catarina Almeida (representing PhD Students), Beata Tkacz (Head of Human Resources Unit), and Dorota Libiszowska (Head of Grants Office).

### 2.1 Action Plan follow-up

The table below presents the Action Plan submitted to EU in 2013, complemented with the “Action Plan follow-up as of 04.2016” column clearly showing planned activities.

Table 1: Action Plan follow-up

Charter and Code rules	IIMCB current and proposed actions	Action Plan follow-up as of 04.2016
<b>28. Career development</b> Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual	<u>Current practices at IIMCB:</u> - Ordinance on raising professional qualification of employees (5/2010) The specific area of career development is not formalized. The natural role of Group Leaders is to mentor their co-workers. PhD Students and Postdoctoral Fellows regularly participate in complementary skills training on scientific communication organized within the Institute.  <u>Improvements implemented:</u>	

<p>situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.</p> <p><b>30. Access to career advice</b> Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.</p>	<p>1. In 2012-2013, a series of open workshops for IIMCB researchers were organized by the IIMCB Technology Transfer Unit (BioTech-IP) on work, teams, projects, time management, and patenting and commercializing research results (11 courses in 2012 and 15 courses by Sep 30, 2013). Additionally, training on the Euraxess portal was delivered to IIMCB researchers by the Polish Euraxess NCP expert (Nov 15, 2011).</p> <p>2. The Journal Club is a monthly open discussion forum organized by and for PhD students from all IIMCB laboratories. The Journal Club allows young scientists to present, discuss, and exchange opinions about the most recent publications from different fields in molecular and cell biology. These meetings open discussions on different fields of related science and foster professional and social networking between young researchers.</p> <p>3. The first PhD Students Winter Retreat was held on Feb 15-19, 2012, the main aim of which was integration and career development. Eleven IIMCB PhD students attended.</p> <p><u>Improvements planned:</u></p> <p>1. A series of eight workshops to be organized on work, teams, projects, time management, and patenting and commercializing research results. Who: BioTech-IP When: first course in Oct 2013 and 2014</p> <p>2. Journal Club meetings continued every month</p> <p>3. Organization of the retreat for PhD Students with a session devoted to career development and career advice. Who: Representatives of PhD Students When: Feb 2014 and 2015</p> <p>4. Course on Research Integrity and</p>	<p><b>Done</b> (over 10 training sessions, including science-to-business meetings organized) – <b>similar actions be continued according to the New Action Plan (see page 12 of this report)</b></p> <p><b>Done – to be continued on monthly basis (last Fridays of the month)</b></p> <p><b>Partly done</b> – the retreat (I Interdisciplinary Symposium of PhD students) took place in April 2015. The scientific program was so intense that no additional sessions were organized. The networking among PhD students from IIMCB and from the Institute of Physical Chemistry of the PAS and their supervisors was a very valuable experience which contributed to career development of young researchers.</p> <p><b>Done</b></p>
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	<p>Responsible Conduct of Research, IIMCB, expert Prof. Nils Axelsen, Statens Serum Institute, DK (15 PhD Students and four Senior Scientists) Who: International Cooperation Unit When: Sep 30-Oct 3, 2013</p> <p>5. Career development lectures given by distinguished scientists: Prof. Gottfried Schatz, University of Basel, Switzerland (“Science and the Modern University”) and Prof. Ineke Braakman, Utrecht University, NL (“From Pharmacy to Molecular and Cell Biology”), Inauguration of the Academic Year of Biocentrum Ochota, IIMCB. Expected audience: over 300 PhD students from Ochota Campus; 55 PhD students from IIMCB. Who: Representatives of PhD Students When: Oct 25, 2013</p> <p>6. Organization of seminars/discussion panels every 2 years on career development for advanced PhD Students (3<sup>rd</sup>-4<sup>th</sup> year). The aim will be to present various pathways of career development based on the examples of former IIMCB researchers invited to such meetings (company employees, science managers, editors of scientific journals, scientific journalists, EC officers, etc.). Who: HR Working Group When: Sep-Oct 2014 and 2015</p> <p>7. Distribution within the Institute (via internet, on the hallway information board) of information about available posts/fellowships/training and workshops on career development. Who: International Cooperation Unit and Domestic Grants Unit (as of 1.12.2015 both units merged into Grants Office), BioTech-IP When: Ongoing process</p> <p>8. Acting as a local contact point for Euraxess portal, and encourage scientists to use, manage, and take advantage of it. Who: International Cooperation Unit (as of 1.12.2015 Grants Office) When: Ongoing process</p>	<p><b>Done</b></p> <p><b>Activity replaced</b> – This activity was replaced with TACs. Based on the International Advisory Board’s recommendation, IIMCB launched Thesis Advisory Committees (TACs), which are appointed for all new PhD programs in IIMCB. Consisting of three members (thesis supervisor and 2 experienced researchers), the TACs monitor and periodically (yearly) assess progress of research carried out by the PhD student and provide an opinion and advice on further research directions and career development.</p> <p><b>Done - to be continued on regular basis based on received external information/offers, etc.</b></p> <p><b>Done - to be continued on regular basis</b></p>
<p><b>25. Stability and permanence of</b></p>	<p><u>Current rules and practices at IIMCB:</u> No permanent positions are available for</p>	

<p><b>employment</b> Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the <i>EU Directive on Fixed-Term Work</i>.</p>	<p>scientists. As a rule, researchers spend one career step in one laboratory. However, because IIMCB laboratories have complementary interests, if the opportunity arises, then young researchers are free to seek further employment in a different laboratory within the Institute.</p> <p><u>Improvement proposals:</u> To compensate for the lack of permanent positions, we propose to strengthen activities related to career development and career advice. Better qualified, skilled, and informed researchers will be able to find satisfactory employment and more smoothly adapt to new conditions and environments. Improvements proposed for point 25 are coherent with points 28 and 30 described below.</p>	<p><b>Done and to be continued (see page 12 of this report)</b></p>
<p><b>34. Complain/appeals</b> Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.</p>	<p><u>Current practices at IIMCB:</u></p> <ul style="list-style-type: none"> <li>- Ordinance regarding the implementation of Good Scientific Practices (2/2006)</li> <li>- Ordinance regarding the announcement of regulations pertaining to investigating and making decisions on accusations of scientific misconduct (3/2006).</li> </ul> <p><u>Improvements planned:</u></p> <ol style="list-style-type: none"> <li>1. Appointment of an Ombudsman at IIMCB to act as a mediator in complaint/appeal cases (Postdoctoral Researcher initiative). The Ombudsman will have the following characteristics: independent, professional, respected, impartial, assertive, and discrete. <u>Who:</u> Director following recommendations from the HR Working Group <u>When:</u> First quarter of 2014</li> <li>2. Development of appropriate procedures. <u>Who:</u> HR Working Group <u>When:</u> First quarter of 2014</li> </ol>	<p><b>Done – IIMCB appointed two Ombudsmen in 2015:</b></p> <ol style="list-style-type: none"> <li>1. Dr. Urszula Białek- Wyrzykowska became Ombudsman for Scientists</li> <li>2. Dr. Krzysztof Skowronek became Ombudsman for Administrative employees.</li> </ol> <p><b>Done – both Ombudsmen were appointed at IIMCB by separate Director’s Decisions.</b></p>
<p><b>35. Participation in decision-making bodies</b> Employers and/or funders of researchers should recognize it as wholly legitimate, and</p>	<p><u>Original rules and practices at IIMCB:</u> According to the IIMCB Founding Regulation, decision-making is the responsibility of the IIMCB Director who is supported by the International Advisory Board.</p>	

<p>indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.</p>	<p><u>Improvement introduced:</u></p> <p>1. In 2012 and 2013, IIMCB organized closed meetings of International Advisory Board members with PhD Students and separately with Postdoctoral Fellows. It gave young scientists the opportunity to talk directly to IAB members and present their opinions, expectations, and problems. These meetings laid the foundation for two important initiatives:</p> <p>- Yearly closed meetings of PhD Students and Postdoctoral Fellows with IAB members became a regular and binding practice at IIMCB.</p> <p>- PhD Students and Postdoctoral Fellows elected their representatives to actively participate in IIMCB management activities. These representatives take part in relevant meetings with Directors and Group Leaders, during which they express their opinions and participate in decision making. They are also members of HR working group and actively participate in planning different actions dedicated career development.</p>	<p><b>Done</b></p> <p><b>Done</b></p> <p><b>Done</b></p>
<p><b>9. Public engagement</b>          Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.</p>	<p><u>Current rules and practices at IIMCB:</u></p> <p>- IIMCB is a co-founder of the Centre for Innovative Bioscience Education (BioCEN), focused on educational activities aimed at reducing the gap between science and society in Poland (<a href="http://www.biocen.edu.pl/en/">http://www.biocen.edu.pl/en/</a>). BioCEN runs laboratory workshops for students, practical courses for biology teachers, and open lectures. They develop and supply schools with innovative equipment and materials, such as experimental kits, practical protocols, classroom activities, and games. BioCEN also contributes to public events, popularizing science such as the Warsaw Science Festival and Science Picnic.</p> <p><u>Improvements introduced:</u></p> <p>1. Drafting strategic aims that lead to wider visibility of IIMCB among wide public and other non-specialist target groups, such as patient organizations, businesses, representatives of local public administration, and the media.</p> <p>2. Establishing cooperation with local authorities. For example, IIMCB and the city of Warsaw participate in an INTERREG project focused on technology transfer in biotechnology (2012-2014), <a href="http://business.tartu.ee/why-">http://business.tartu.ee/why-</a></p>	<p>Since the beginning of its activities 14 years ago, BioCEN organized hands-on workshops for about 20 000 children. Since 2013 nearly 10 000 pupils received training.</p>

	<p>tartu/projects/ettbio/effective-technology-transfer-biotechnology-ettbio.</p> <p>3. Employment of a professional Public Relations Manager in 2013 responsible for the development of the public relations and visibility strategy and its coherent and continuous implementation.</p> <p><u>Improvements planned:</u></p> <p>1. Elaboration and implementation of a short, medium-, and long-term public relations strategy among non-scientific communities.</p> <p><u>Who:</u> Public Relations Manager</p> <p><u>When:</u> Ongoing process starting with the recruitment of the Public Relations Manager.</p> <p>Foreseen delivery date of public relations strategy: May 2014</p>	<p><b>Done and to be continued on regular basis through the following actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Open days for:</b> <ul style="list-style-type: none"> <li>- Students from the Faculty of Biotechnology of the University of Agriculture, Cracow. Event held in autumn each year. Foreseen audience: 15-20 students</li> <li>- Talented high-school pupils held in spring on yearly basis in cooperation with the Polish Children’s Fund, a non-governmental organization who helps exceptionally gifted pupils and students develop their academic interests and artistic talents. Foreseen audience: 30 pupils</li> </ul> </li> <li>• <b>Participation in Warsaw Science Festival</b> held in Warsaw each year in September– organization of practical workshops for pupils</li> <li>• <b>Participation in “Play for an internship ”contest</b>, a nationwide internship program organized on yearly basis, in which young people from across the country have an opportunity to win a paid internship in the best companies and institutions in Poland.</li> </ul>
<p><b>26. Funding and salaries</b> Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectorial collective bargaining</p>	<p><u>Current rules and practices at IIMCB:</u></p> <ul style="list-style-type: none"> <li>- Ordinance on rules of employee remuneration and annual bonuses (1/2012)</li> <li>- Ordinance on the bonus rules (2/2012)</li> </ul> <p>IIMCB is funded by various sources: subvention from national sources (~20%), domestic and foreign competitive grants (~80%). The majority of researchers are funded by external competitive sources. This gives the opportunity to achieve more decent salaries with social security provisions, but such employment is guaranteed only for a period of a grant’s duration.</p> <p>IIMCB employees can also benefit from:</p> <ul style="list-style-type: none"> <li>- a private medical care program in which IIMCB is enrolled, free of charge for PhD Students (it is paid from the Institute’s budget) and has preferential rates for the rest of employees.</li> </ul>	

<p>agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.</p>	<p>- a social support (there is a Social Fund Committee responsible for distribution of funds)</p> <p><u>Improvements introduced:</u> Developed system of information on open calls for proposals for project funding from domestic and European/international sources.</p> <p><u>Improvements planned:</u> 1. Strengthened strategic planning of sustainability of employment of researchers through: - early checking of possible funding opportunities and planning applications for future grants - developing innovative and competitive research projects that are amenable to receiving continuous support - when possible, organization of research stays abroad at foreign partnering institutions for a precise period of time with guaranteed return to IIMCB.</p> <p><u>Who:</u> Group Leaders, Senior Scientists, and Postdoctoral Fellows in cooperation with International Cooperation and Domestic Grants Unit (as of 1.12.2015 both units merged into Grants Office).</p> <p><u>When:</u> Ongoing process</p>	<p><b>Done and continued on regular basis, based on available funding</b></p> <p><b>Done and continued on regular basis</b></p>
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## 2.2 Questionnaire among IIMCB researchers

As listed in the above table, most of the activities planned in IIMCB Action Plan were undertaken. Once they were implemented, IIMCB proceeded to the next phase of step 4 of HRS4R – Questionnaire among Institute’s researchers.

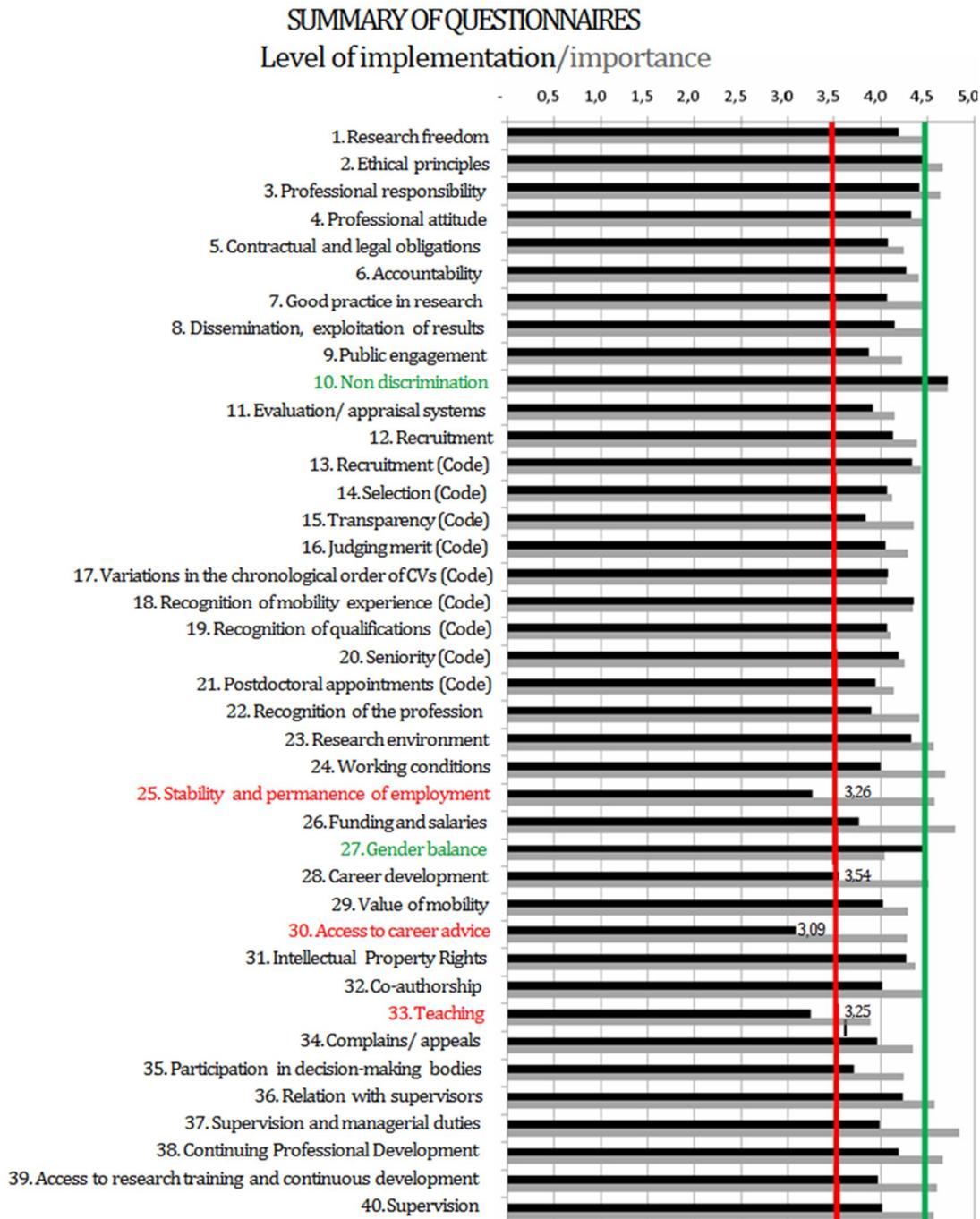
### 2.2.1 Process Description and Methodology

To receive a comparable outcomes, IIMCB invited researchers to fill in the same questionnaire as in the Gap Analysis in 2011 (the EC recommended document *Annex I to HRS4R* was used). As the Institute has expanded in terms of personnel over the last years, it was decided that this time the process will be carried out using an Internet tool. The participants were asked by the e-mail message to complete an anonymous on-line questionnaire. They were requested to refer to each of the 40 rules of the Charter and Code by evaluating: the level of implementation at IIMCB and their importance. The possible scores for each item were 0-5 points, with 5 meaning excellent. Respondents were also encouraged to express their opinions and suggestions on actions to be taken.

Out of the total 135 IIMCB researchers invited to respond to the questionnaire, 68 took part in the survey, which constituted 50% participation rate. The participants were grouped into six professional categories: Directors (3), Group Leaders (4), Senior Scientists (1), Postdoctoral Fellows (31), PhD Students (18), and Research Technicians (11).

## 2.2.2 Progress in Charter and Code implementation

The results of questionnaire are shown on the graph below.



### Graph's legend

- > 3.5 level of implementation at IIMCB – STRENGTHS
- < 3.5 level of implementation at IIMCB – CHALLENGES

There were 3 items identified as challenges comparing to 7 in the Gap Analysis. The table below shows the progress of challenges from Gap Analysis carried out in 2011 to Self-Assessment from 2015.

Table 2: Progress of challenges

Challenges identified	Gap Analysis in 2011	Self-assessment in 2015

9. Public engagement	Challenge	Strength
26. Funding and salaries	Challenge	Strength
25. Stability and permanence of employment	Challenge	Challenge
28. Career development	Challenge	Strength
34. Complaints/appeals	Challenge	Strength
35. Participation in decision-making bodies	Challenge	Strength
30. Access to career advice	Challenge	Challenge
33. Teaching	Strength	Challenge

As indicated above, the general tendency in perception of the European Charter and Code rules by IIMCB researchers is positive and improved since the beginning of the HRS4R process. Self-assessment results prove that the implemented actions bring concrete results and have a general positive impact on IIMCB working environment.

However there are still three items perceived by research employees as challenges. These are 33. Teaching (3.25), 25. Stability and permanence of employment (3.26) and 30. Access to career advice (3.09).

### 33. Teaching (3.25)

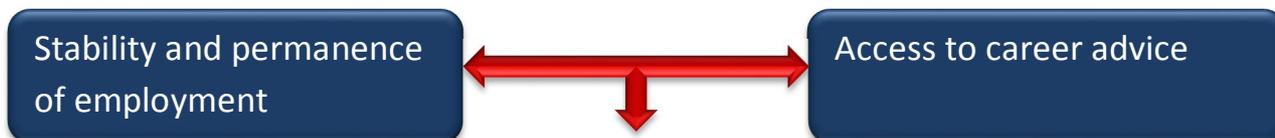
IIMCB foresee no teaching obligations for researchers and most probably this is why the level of implantation in this area was judged quite low. This reasoning is reflected in additional respondents remarks (by Director: *“Teaching is not a part of the duties at the IIMCB, but is supported on individual bases”*; by Lab Leader: *“There is no teaching in IIMCB”*). However, to support scientists willing to develop teaching activities, IIMCB Directors will support bottom-up initiatives on individual basis as well as engage volunteers in educational activities that are held at IIMCB such as: open days for students, popularization sessions for talented high-schoolers or, workshops for pupils. Researchers at every stage of their career will also be encouraged to contribute to the activities of BioCEN, Centre for Innovative Bioscience Education, foundation supported by IIMCB, which provides education activities in biology to pupils and school teachers. They can also participate in future IIMCB popularization campaigns building on the one which is currently carried out by the Institute and funded by the EU FP7 Regpot project “FishMed”. The “Be Healthy as a Fish” (<http://fishmed.iimcb.gov.pl/eduen/>) action involves interactive tools and is directed toward primary school pupils with a focus on the use of zebrafish models to study human diseases.

### 25. Stability and permanence of employment (3.26) and 30. Access to career advice (3.09).

The lack of stability and permanence of employment is one of the characteristic features of scientific careers and cannot be easily changed at the level of IIMCB. This concern stems from the rules that govern the employment of all researchers at IIMCB. According to the Parliamentary bill of Jun 26, 1997, which established IIMCB, all researchers are employed on the basis of temporary contracts, the prolongation of which depends on the scientists’ research evaluation and availability of funding. To compensate for the lack of permanent positions, we propose to strengthen activities related to career development and career advice. We hope that better qualified, skilled, and informed researchers will

easily find satisfactory employment and more smoothly adapt to new conditions and environments. We believe this pathway of action will have positive outcome also on the stability and permanence of employment.

### 2.3 New Action Plan 2016-2018



#### Improvements already initiated and to be continued:

HR Working Group created the **Career Development Platform**, internal IIMCB initiative which underpins the following activities:

1. **Career Office** – we will benefit from the experience of well-functioning Career Office at the Warsaw Medical University or we will create a Career Office common for the Biocentrum Ochota ([www.biocentrumochota.pan.pl](http://www.biocentrumochota.pan.pl)) partners. Within this, we will propose more actions dedicated to soft skills trainings – writing CV, motivation letters, self-presentation at interview and other types if needed;  
When: The concept of Career Office will be formulated in the second half of 2016; soft skills training once a year.
2. **Training on career development:**
  - a. Common lunches with external speakers invited to IIMCB for Institute's Thursday seminars. Socializing with great scientists is a fantastic occasion to ask questions regarding scientific career. Information about the lunch meeting is sent one week in advance so interested researchers can sign up for it. This initiative is to become a common practice at our Institute.  
When:
    - The first such lunch was accomplished on 17 March, 2016
    - On regular basis, based on the schedule of IIMCB seminars (started on March 17, 2016)
  - b. workshops on career development with participation of our PIs and external guests, people of scientific background who pursue different career paths (the configuration of those workshops to be decided by our junior researches and PhD students).  
When: once a year as an open event
3. **Individual sessions with PI** – We want to underline that all PIs are open for individual meetings and discussions on the future plans of young scientist and ask for advice/support  
When:
  - Individual meetings with PIs are scheduled for IIMCB Annual Report Session, 20-21 May 2016
  - Continuous process, depending on the need of young scientists
4. **Participation of scientists in externally organized career development related events**  
When:
  - We distributed information to IIMCB scientists on the *Polish Scientific Networks: Science and Business* conference, to be held 30.06-2.07.16 in Wroclaw, encouraging them to participate.
  - Continuous process - we will distribute information on conferences, fairs, meetings and other externally organized career oriented events among IIMCB researchers.

Who: All actions mentioned above are coordinated and implemented by HR Working Group.

Means: A budget from IIMCB own funds was assigned to cover the costs of the above actions.

### **3. OTM-R**

At the seminar held in Brussels on 28 January, 2016, we were informed about the EC new OTM-R (Open Transparent Merit-based Recruitment) strategy and, as instructed, we are now waiting for the relevant information from the external contractor to be chosen by the EC. In both questionnaires organized so far at IIMCB within HRS4R process, the internal recruitment rules were highly appreciated by the Institute's scientists. Since the start of its activities in 1999 IIMCB has managed open, transparent and merit-based competitions. Such a recruitment procedure refers both to scientists and administration staff and is one of the fundamental rules governing the functioning of IIMCB. To give an example, all IIMCB lab leaders are selected in open, international competitions by IIMCB International Advisory Board, composed of several distinguished scientists from Poland and abroad. On the top of the internal rules, IIMCB follows the recruitment procedures recommended by the granting institutions, Polish and foreign, who in majority, follow the European recommendation stemming from HRS4R process. All in all, we believe that it is in IIMCB best interest to assure highest quality standard in our recruitment processes as such an approach simply increases prospects for the selection of best candidates.

### **4. Conclusions**

The results of the Self-assessment show clearly that Action Plan was implemented effectively. Within the span of two years we have reduced the number of challenges by nearly 60%, limiting them to three areas. We are aware that for one of them, being the stability and permanence of employment rule, IIMCB activities are limited. To counterbalance this problem we will put bigger emphasis on career pathway strategies and therefore will pursue activities of the New Action Plan 2016-2018 presented on page 12.

Along with the direct effects of the HRS4R process being implemented at our Institute, we observe an indirect positive impact of this initiative on the internal IIMCB research environment. European Charter and Code rules and principles have become more explicit to researchers and Institute's managers. They are more aware of their rights and responsibilities, what is important and what aspects of employment and working conditions should be paid special attention to. This inspires the Institute's employees to undertake bottom-up initiatives with the aim to make IIMCB a more attractive place to work at. It was the PhD Students idea to elaborate a leaflet addressed to IIMCB newcomers explaining in a nutshell all important information about the functioning of the Institute. Also, IIMCB Directors decided to introduce regular Open Days' sessions for the new employees.