



Human Resources Excellence in Research

Interim self-assessment 2018

Action Plan 2019-2021

Warsaw, January 2019

1. Introduction

This document is written in a very special moment for HRS4R at IIMCB. Owing to the small size of the in-house Human Resources (HR) Unit, originally focused primarily on payroll, the tasks related to C&C have been dispersed among other administrative personnel. To respond to the scientists' needs expressed in both HRS4R gap analysis and 1st self-assessment and to follow recommendations of the ordered external expert's audit of our HR activities, IIMCB directors introduced changes in the **in-house HR management for systematic development and proficient execution of C&C related activities**. We combined in one unit several key HR activities, including recruitment, payroll, career development and training, support to foreign employees, mediation/conflict resolution, and awareness of gender issues. To implement this we engaged a professional fulltime Head of HR Unit as of July 2018, an experienced HR manager responsible for preparing HR strategy, coordinating work within the listed categories, delegating tasks among HR personnel, and elaborating on a range of measures, tools, and activities in these areas. The restructured HR Unit started its activities in October 2018. We believe it will help cultivate a multinational, vibrant environment that will attract the highest calibre of research scientists. On the wave of changes, in October 2018 a new HR Working Group was created. Its members are: Agnieszka Faliszewska, HR Specialist and the leader of the HR Working Group, Prof. Jacek Jaworski (representing Directors and Group Leaders), Dr. Małgorzata Figiel and Dr. Elzbieta Purta (representing Postdoctoral Fellows), Gabriela Jędruszewska (representing PhD Students), Katarzyna Fiedorowicz (Head of Human Resources Unit), Katarzyna Marszałek (Scientific Coordination Specialist) and Dorota Libiszowska (Head of Grants Office). The inauguration meeting of this HR Working Group took place on October 17th, 2018 (see minutes from the meeting).

2. Organisational information:

International Institute of Molecular and Cell Biology in Warsaw (<http://www.iimcb.gov.pl>) is one of the top ranked (A+) Polish research institutes, that provides stimulating and interdisciplinary research environment. Research topics at IIMCB cover the wide area of structural biology, bioinformatics, computer modeling, molecular and cell biology, neurobiology, cancer biology, and developmental genomics (zebrafish model). The Institute is equipped with state-of-the-art technology, has excellent core facilities and supportive administration. IIMCB benefits from numerous generous funding schemes for basic research through grants from international and national sources (www.iimcb.gov.pl/en/research/grants).

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	130
Of whom are international (i.e. foreign nationality) *	31
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	81
Of whom are women *	59
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	26
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	40
Of whom are stage R1 = in most organisations corresponding with doctoral level *	49
Total number of students (if relevant) *	5
Total number of staff (including management, administrative, teaching and research staff) *	187

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	9380652
Annual organisational direct government funding (designated for research)	4861423
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	4519229
Annual funding from private, non-government sources, designated for research	0

3. HRS4R implementation process:

- **September 2010:** professor Jacek Kuźnicki, Director of the International Institute of Molecular and Cell Biology in Warsaw, signed the Declaration of Commitment to adopt the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (the Charter&Code). The implementation process has started.
- **January 2011:** the HR Working Group has been appointed.
- **May 2011:** Gap Analysis. The HR Working Group organized an open meeting on Human Resources Excellence in Research. All of the scientists who work at IIMCB were invited, including Professors, Lab Leaders, Postdoctoral Fellows, PhD Students, and Research Technicians. The meeting consisted of two parts. First, the participants were informed that IIMCB has adopted a Human Resources Strategy developed by the European Commission to encourage research institutions to implement the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. In the second part, the participants were asked to complete an anonymous questionnaire, in which they evaluated the level of implementation at IIMCB of the 40 rules included in the Charter&Code. They were also encouraged to evaluate the importance of the rules for themselves and express their opinions and suggestions on actions to be taken. The results of the questionnaire were analyzed by the HR Working Group. The Group identified two categories of results: strengths of IIMCB rules and practices with regard to the Charter&Code principles, and challenges that require corrective actions.
- **September 2013:** the HR Working Group prepared a report on the internal Gap Analysis and the Action Plan in order to implement the Human Resources Strategy for Researchers.

As a result of the internal Gap Analysis of 2011, IIMCB undertook to improve its mode of operations in the following aspects:

1. Public engagement.

2. Stability and permanence of employment.
 3. Funding and salaries.
 4. Career development.
 5. Access to career advice.
- **October 2013:** IIMCB was awarded the prestigious "HR Excellence in Research" award for the implementation of the provisions of the Charter & Code
 - **March-April 2016:** self assessment after 2 years. The self-assessment consisted of the follow-up of activities performed in first Action Plan and on the questionnaire carried out among the in-house researchers. Following the Gap Analysis of the Institute's practices vis-a-vis rules of the Charter & Code, in the period 2013-2015 IIMCB focused on the implementation of the Action Plan aiming to improve working conditions at IIMCB. There were still three items perceived by research employees as challenges: stability and permanence of employment, career development and access to career advice.

Among others the following activities were undertaken:

1. Organization of soft skills and career development training for researchers.
2. Distribution of information on job opportunities.
3. Involvement of researchers in decision making process.
4. Rising awareness about ethics in science and rules of Responsible Conduct of Research.
5. Appointment of Ombudsmen for researchers and administrative staff.

April 2016: a report after self-assessment and new Action Plan for 2016-2018 was accepted by the European Commission.

October 2018-January 2019: conclusions from Action Plan 2016-2018, 2nd self-assessment and Action Plan 2019-2021.

The Action Plan for 2019-2021 is the result of re-analysis of internal procedures, meetings with PhD Students and Postdoctoral Fellows, and finally of the survey (based on weak points "career development" and "access to career advice") sent to all researchers including Lab Leaders. Based on these, Action Plan for the next three years has been designed.

4. Strengths and weaknesses of the current practice:

1. Ethical and professional aspects:

Under **Ethical and professional** aspects thematic area all principles but **Public engagement** were assessed positively.

1. **Gap Analysis, May 2011** - assessed as a weakness. In our survey of scientists carried out within the Gap Analysis (2011) the "Public engagement" principle was judged as important by researchers representing all career stages. Directors and Lab Leaders expressed a high level of satisfaction with regard to the implementation of this principle at IIMCB, whereas the judgment of Senior Researchers, Postdoctoral Fellows, and PhD Students was less optimistic. These three groups of researchers reported a moderate level of satisfaction about IIMCB activities in the public sphere. IIMCB has already taken the initiative to implement a set of relevant activities and proposed new actions in this field.

2. **Self-assessment, April 2016** - assessed as strength. Given this result, IIMCB maintains the improved course of public engagement activities.

2. Recruitment and selection:

In both questionnaires organized so far at IIMCB within HRS4R process (**Gap Analysis preceding implementation phase in 2011 and Self Assessment in 2016**), 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 to all scientists staff and is one of the fundamental rules governing the functioning of IIMCB. We updated and published our OTM-R policy on our website in November 2018.

At this very moment the recruitment process at IIMCB is based on four main principles:

1. Open competition announced through different communication channels (IIMCB website, Euraxess, granting institution's websites, social media).
2. Clear rules and requirements identified in job announcement.
3. Recruitment Committee composed of at least three members.
4. Two-stage procedure (including interview) with the aim of employment the best candidates.

About 60 recruitment processes per year are carried out at the Institute. The exact number of recruitments processes in a given year depend on the number of projects implemented. Most job announcements are targeted to young scientists – PhD students and postdoc. Due to the growing administrative and paper burden related to recruitments, IIMCB Lab Leaders declared the need for administrative support in these processes.

To consolidate recruitment processes and support scientists in managing recruitment tasks and growing paperwork, since July 2018, the HR has undertaken the following activities:

1. HR Unit prepared/updated unified templates for a number of documents required during recruitment processes, such as recruitment protocols or request for employment at IIMCB,
2. HR Unit took over the formal stage of recruitment processes on systematic basis,
3. HR Unit engagement of the HR specialist responsible for supporting scientists and administrative staff in recruitment processes and archiving relevant documentation.

In October 2018, a dedicated HR employee tested an external recruitment tool. The test of this program has shown that in the first place we should focus on reaching the largest possible target group and on the distribution channels of ads. Relatively low number of candidates visit the IIMCB and EURAXESS websites (in the latter we recently observe a growing number of low quality applications, mostly from one geographic region) in order to send their application. In October 2018 a meeting of the HR Working Group took place. During the meeting this problem was described and some common ideas were discussed. To this end, IIMCB took the following actions: a subscription was purchased on the biotechnologia.pl portal (this portal associates Polish scientific institutions and PhD students and postdocs communities working in Poland): the profile of IIMCB in English was set up, and advertisements in English are posted on this website. Moreover, we have started placing ads on <http://embo.org> and social media: on the IIMCB FB and LinkedIn accounts. We also consider purchasing subscriptions on other science portals, including: <https://www.researchgate.net/>, <https://academicpositions.com/> or <http://www.nature-jobs.org/>. An employee of the HR Unit will conduct a market analysis. Subscriptions will be purchased if funds are available.

Following suggestions of PhD students representatives, we plan to register individual accounts of IIMCB at university career offices to reach out MSc Students who intend to take up PhD studies.

An information campaign for employees of IIMCB is planned, in order to involve them more in sharing and spreading ads in their scientific environments. A dedicated employee of the PR Unit will also be involved in dissemination of adverts. His/her task will be to increase

the recognition of IIMCB abroad using the social media and presenting IIMCB as a unique research institution in Poland.

3. Working conditions:

Under **Work Conditions** the following principles raised scientists' concerns in two subsequent analysis.

1. Gap Analysis (May 2011):

Stability of employment – Dissatisfied respondents could be found throughout all professional categories, from Directors to Research Technicians. 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. The lack of permanence in employment is one of the characteristic features of scientific careers and cannot be easily changed at the level of IIMCB. However, complementary and compensatory actions to improve the employees' sense of employment stability can be introduced.

Funding and salaries – all respondents marked this principle as a high priority. Directors, Group Leaders, and Senior Scientists expressed quite high levels of satisfaction with regard to the implementation of this principle at the Institute, whereas Postdoctoral Fellows and PhD Students showed moderate to low levels of contentment. This may be viewed as an usual situation because the salary level at IIMCB, similar to other work institutions, is adjusted for career stage, years of experience, level of knowledge, and expertise. With regard to funding and salaries, IIMCB is governed by regulations on IIMCB staff remuneration. The final decision about salary is made by the IIMCB Director. These rates are limited, however, by the fact that IIMCB is a public research institution that is partially funded by the national budget and grants received from different national and external competitive funding sources.

Complaints/appeals – the evaluation of the level of implementation of requirements related to complaints and appeals was very polarized, ranging from 0 to 5. Postdoctoral researchers expressed the need to establish an ombudsman. The mediation/consultation efforts should be carried out until the issue is resolved or the mediator has exhausted all of his/her mediation skills but a consensus has still not been reached. In such a case, the mediator would be obliged to objectively present the case to the IIMCB Director. At the same time, all parties should perceive the mediator as a case representative and not a person who presents his/her own position or opinion about a case.

Participation in decision-making bodies – the most concerned people about participation in decision - making bodies were PhD Students and Postdoctoral Fellows. The underrepresentation of PhD Students and Postdoctoral Fellows in decision - making bodies was also noted in 2011 by the International Advisory Board. This situation has already been changed, and specific activities were introduced, and further activities were proposed (see part 3 - actions).

2. Self Assessment, April 2016 - three aspects besides "**Stability of employment**" were assessed positively

The Human Resources strategy at IIMCB is based on assumption that the employees are the principal assets of the organization. It is due their knowledge, skills and involvement that IIMCB creates its performance.

The main principles applied in the framework of HR policy in the IIMCB:

Work/life balance:

1. Possibility of individual working hours within the standard 8 hours working day (9:00-17:00) for employees (both researchers and administrative personnel).
2. Task-oriented work time for researchers.
3. Remote work available to employees in justified cases.

Other:

1. Support by a social fund, including a special allowance for employees in a difficult life situation.
2. Access to an extra group life insurance and medical care.
3. Support for employee's initiatives (e.g. charity).
4. New employees are introduced to all IIMCB staff.
5. International environment and English as a working language.
6. Professional, highly qualified administrative personnel who speak English and provide support to researchers, including Grants Office supporting researchers in grant applications and management.
7. Since October 2018 a dedicated employee takes care of foreigners, e.g. helps them in preparation of all documents regarding residence permits, visa, medical examinations etc.

In the near future two important documents will be introduced:

1. **ABC for new employees** - the booklet will provide essential and useful information about the Institute and its organizational, administrative and scientific functioning.
2. **Leaflet for foreigners** containing information on what needs to be done before their arrival and during their stay in Poland, some useful links, addresses, institutions.

4. Training and development:

Under **the Gap Analysis, may 2011** two aspect: "**Career development**" and "**Access to career advice**" were assessed as poorly implemented, mainly by PhD Students and Postdoctoral Fellows. This specific area should be taken care of in a flexible way as career development pathways should be tailored individually to each employee. The natural role of Lab Leaders is to be mentors for their co-workers. IIMCB should carries out training tasks in line with training needs determined by heads of units. However, a number of actions are planned by IIMCB to show the junior staff various paths of career development and strengthen their skills in career planning.

2. **Self-assessment, April 2016** - "Career Development" was assessed as strenght, "Access to career advice" is still a challenge for the comming years. In the further part of the assessment we describe the steps that has been already implemented by IIMCB and actions that will be proposed for the next years.

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5. OTM-policy:

The recruitment processes at IIMCB are constantly improving and adapting to the standards provided by the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Internal procedures based on the above documents are practiced by the Recruitment Committee and HR Unit employees involved at all stages of recruitment processes.

The Institute conducts a policy of equal opportunity both in the recruitment processes and during the all stages of employees professional career.

Candidates' qualifications, skills and suitability for the job are evaluated by Recruitment Committee of experts. The evaluation criteria are also included in the protocols, which were developed in accordance with the requirements of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers as well as the guidelines included in the project documentation of the funders.

Recruitment processes for all type of scientific positions (addressed to both early-stage researchers and senior scientists) are conducted in the form of open competition and consist of several independent stages including:

1. Formal evaluation of submitted applications.
2. Early selection of candidates.
3. Interviews with selected candidates (interviews are conducted either in person or through the Skype communicator if necessary).
4. Preparation of a short list of the best candidates.
5. Selection the best qualified candidate.
6. Feedback to candidates.
7. Competition results' announcement/ publication on the Institute's website.

Recruitment Committees are taking into consideration academic output of the candidates, their scientific achievements, participation in conferences and symposiums, their national and international collaboration, laboratory experience, research management skills and candidate's cooperation with industry, etc. International research work experience is particularly highly evaluated in the recruitment process.

Job offers specify the essential and desired requirements for the positions advertised. They are broadly advertised in scientific journals, research websites and recruitment portals (e.g. Euraxess, IIMCB website, social media channels). In accordance with our internal procedures job vacancies are advertised for a minimum of 14 days. Moreover, all adverts are written in English and follow one common template which includes: project details, clearly defined eligibility requirements, salary range, contract period and information about documents required for application submission. All job offers include the reference to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. They are also connected to the IIMCB website. Job offers are addressed to all researchers who meet the requirements specified in the advertisements regardless of their specific protected characteristic, including race, gender, disability, religion or belief, sexual orientation and age.

Candidates' qualifications are judged qualitatively. Suitability of their skills for potential work at the IIMCB is evaluated.

The Recruitment Committees consist of a minimum three recognized experts in the field. The IIMCB recruitment rules cover the required qualifications of the Committee members

and the need to maintain a proper gender balance. The final composition of the Recruitment Committee is approved by the Institute Director or one of his deputies.

Candidates invited for interview who have not been recommended for employment receive feedback summarising the strengths and weaknesses of their application.

From the beginning of 2019 the results of the competitions are published on the IIMCB website. All IIMCB Lab Leaders are selected by International Advisory Board (IAB) in open, international competitions.

Moreover IIMCB follows the recruitment procedures recommended by the granting institutions, Polish and foreign, who in majority, follow the European recommendations stemming from HRS4R process.

All in all, we believe that it is in IIMCB best interest to assure the highest standard in our recruitment processes because such an approach simply increases prospects for the selection of the best candidates.

5. Interim self-assessment 2018 and Action Plan for 2019-2021

No	Description	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)	Current status/remarks
1	<p>Original rules and practices at IIMCB: IIMCB is a co-founder of the Centre for Innovative Bioscience Education (BioCEN), which is engaged in various educational activities aimed at reducing the gap between science and society. 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. Improvements introduced: 1. Establishing cooperation with local authorities. For example, IIMCB and the City of Warsaw participated in an INTERREG project focused on technology transfer in biotechnology (2012-2014). 2. Professional Public Relations Manager was employed in 2013 responsible for the development of the public relations and visibility strategy and its coherent and continuous implementation. 3. Organization of the "Be Healthy as a Fish" educational program with the active involvement of IIMCB scientists to educate children about how zebrafish as a model organism can help scientists understand the way the human body works, both in health and disease. The program is directed toward children who are 9-12 years old and include Be Healthy as a Fish workshops, a book and a movie. 4. Regular and active participation of IIMCB at different science popularization events, such as Researchers' Night, Warsaw Picnic, Warsaw Science Festival, etc. and promotion of our educational activities at conferences and other science popularization events. 5. Open days: - for students from the Faculty of Biotechnology of the University of Agriculture, Cracow. Event held in autumn each year. - for</p>	9. Public engagement	2018-12-31	Public Relations Manager, Scientific Coordination Unit, Deputy Director for Development	<p>Target: children, teenagers, students, teachers, lay public Indicators: no of actions carried out no of teachers trained no of pupils who took part in popularisation activities of BioCEN no of pupils who took part in popularisation workshops/seminars organized by IIMCB</p>	<p>COMPLETED</p> <p>Done and being continued on regular basis through some of reported actions e.g. "Be Healthy as a Fish", activities of Centre for Innovative Bioscience Education (BioCE</p>

	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. 7. Participation in "Play for an internship" contest, 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					
2	Original rules and practices at IIMCB: 1. Ordinance No. 3/2006 regarding the announcement of regulations pertaining to investigating and making decisions on accusations of scientific misconduct. Improvements introduced: Code of Conduct - introduced in December 2014. Ordinance No. 2/2017 on the appointment of Ombudsmen at IIMCB to act as mediators in complaint/appeal cases for researchers and administrative staff (Postdoctoral Fellows initiative). Ordinance No. 10/2017 on the introduction of the Principles of Good Practices in Scientific Research. Improvements planned: A special anti-mobbing policy will be implemented in 2019.	34. Complain/ appeals	2019-06-30	HR working group, HR Unit	Target: all researchers Indicators: documents on the Intranet and IIMCB website	EXTENDED IIMCB appointed two Ombudsmen in 2015: 1. Dr Urszula Białek-Wyrzykowska, representing administrative staff became Ombudsman for Scientists (Decision No. 3/2015). 2. Dr Krzysztof Skowronek, representing researchers, became Ombudsman for Administrative employees (Decision No. 5/2015). In 2017, based on Decision No. 2/2017, a new person, Dorota Wasiak-Libiszowska, was appointed the Ombudsman for Researchers.
3	Original rules and practices at IIMCB: According to the IIMCB Founding Regulations, decision-making is the responsibility of the IIMCB Director who is supported by the International Advisory Board (IAB). Improvements introduced: Since 2012 IIMCB has organized closed meetings of the International Advisory Board with PhD Students and Postdoctoral Fellows, with both groups separately. These meetings laid the foundation for two important initiatives: 1. Yearly closed meetings of PhD Students and Postdoctoral Fellows with the IAB became a regular and binding practice. 2. PhD Students and	35. Participation in decision-making bodies	2013-06-30	HR Working Group, Board of Directors, International Advisory Board	Target: R1 and R2 researchers Indicators: protocols of the meetings of IIMCB management with PhD students and Postdoctoral Fellows representatives	COMPLETED

	Postdoctoral Fellows organized themselves into PhD Council and Postdoctoral Council and elected their representatives who participate in selected IIMCB management activities. They take part in relevant meetings with Directors and Lab Leaders where they express their opinions and participate in decision making.					
4	Original rules and practices at IIMCB: According to the IIMCB Founding Regulations evaluation of researchers involves International Advisory Board, Directors and Lab Leaders. Documents dealing with evaluation include: 1. Statutes of IIMCB. 2. Regulation Guidelines for the Evaluation of Principal Investigators, Researchers and Assistants. 3. Decision No. 2/2009 of the Director of the International Institute of Molecular and Cell Biology on the scientific employee's assessment form. At least once a year IIMCB conducts evaluation of all academic staff. The evaluation form was created 10 years ago and currently needs updating. Improvements planned: 1. An existing system will be modified to be fully compliant with the principles of the Charter&Code. 2. Preparation of new evaluation forms for all employees. 3. Making employees aware that the results of performance evaluation should have impact on an employee's further career prospects at IIMCB, and will translate into awards and distinctions, the remuneration, or promotion. 4. Providing employees with feedback about their performance.	11. Evaluation/ appraisal systems	2019-12-31	HR Unit, Board of Directors, IAB, Heads of Organizational Units	Target: R1-R3 researchers Indicators: ordinance on the evaluation system evaluation form available on the Intranet	NEW The performance evaluation will be quality based and will involve element of thorough discussion of the supervisor with the employee on execution of the previously set tasks, priorities, plans for the subsequent year and prospects for the employee's career development at IIMCB and/or elsewhere.
5	Original rules and practices at IIMCB: Order No.16/2018 on the introduction of the workplace rules presents provisions on equal treatment of men and women in employment, as laid down in the Polish Labour Code. IIMCB employs a total staff of 187 (as of 31.12.2018.) including 130 researchers. The ratio of female to male scientific employees is 45% (F) and 55% (M). The IIMCB is an equal opportunity employer, which applies not only to the recruitment process, but also to all professional career	27. Gender balance	2020-12-31	HR Unit	Target: all researchers and administrative staff Indicators: no of workshops/open days on gender balance no of participants of workshops/open days on gender balance	NEW

	stages. Improvements planned: 1. Workshop/open day to rise awareness and to promote gender balance and equal opportunity policies among IIMCB Staff. 2. The mainstreaming of gender balance and equal opportunity policies in IIMCB horizontal activities and internal regulations.				no of introduced IIMCB regulations involving gender balance policies/aspects.	
6	Original rules and practices at IIMCB: According to the IIMCB Founding Regulations no permanent positions are available for scientists. As a rule, researchers spend one career step in one laboratory. However, as IIMCB laboratories have complementary scientific interests, if the opportunity arises, then young researchers are free to seek further employment in a different laboratory within the Institute. Improvement proposals: 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.	25. Stability and permanence of employment	2016-12-31	HR Unit, HR Working Group, Scientific Coordination Unit	Target: all researchers	COMPLETED
7	Original rules and practices at IIMCB: Ordinance No. 1/2012 on rules of employee remuneration and annual bonuses Ordinance No. 2/2012 on the bonus rules IIMCB is funded by various sources: subventions from national sources, and domestic and foreign competitive grants. The majority of researchers are funded by external competitive sources. This gives the opportunity to offer scientists more competitive salaries with social security provisions, but such employment is guaranteed only for a period of a grant's duration. IIMCB employees can also benefit from: - 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 with preferential rates for the rest of employees - a social support (Social Fund Committee is responsible for the distribution of funds) Improvements introduced: 1. Developed system of information on open	26. Funding and salaries	2018-12-31	Board of Directors, Lab Leaders, HR Unit, Grants Uni	Target: all researchers Indicators: regulations and ordinances on the Intranet	COMPLETED Documents are regularly updated, the last actualization: 1. Order No. 15/2018 on adopting the regulations for employee remuneration, regulations on granting the 13th month pay and the regulations for granting bonuses. 2. Internal Policy No. 6/2018 on rules for employee bonus scheme. We have also introduced additional remuneration bonuses, thanks to which both the amount of remuneration and scholarships becomes competitive in relation to other research institutions: According to the decision of the

	calls for proposals for project funding from domestic and European/international sources. 2. 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.					Directors and Lab Leaders in 2017 and 2018, the following regulations were introduced: • In 2017 the top-up system was implemented and will continue in the coming years (depending on funds available). The top-up for postdocs being PI on a grant is paid from the beginning to the end of the original grant duration period (also for persons on maternity leave or other leave) independently whether the salary is paid from a grant or from another source. In case of grant prolongation no top-up for PI is foreseen. • Regulations on copyright have been changed in line with the current law. • IIMCB offers an Internal Grant Program - Quest for Commercialization designed to encourage IIMCB researchers to undertake steps towards validation of the applicability of their discoveries in the industry. • IIMCB runs a competition for the best papers in a given year with financial award for the authors. • In March 2018 IIMCB introduced a minimum fellowship for PhD students, that is competitive to the fellowships offered by other research institutions. To make up the difference between those PhD students who are supported by external funding and those who are funded from statutory funds, the following rules have been introduced: a minimum fellowship amount has been set, the amount increases after the first year and is maintained at a higher, constant level for the next 3 years, the amount for the fifth year is determined by each Lab Leader
8	Original rules and practices at IIMCB: Ordinance No. 5/2010 on raising professional qualification of employees. The specific area of career development is not formalized.	28. Career development	2021-06-30	HR Unit, Board of Directors, Lab Leaders	Target: all researchers including Lab Leaders	EXTENDED

	<p>The natural role of Lab 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. Improvements planned: 1. Preparing professional career development path for each group of researchers (Lab Leaders, PhD Students, Postdoctoral Fellows, Research Technicians etc.) 2. Preparing rules concerning forms of support at every stage of scientific career.</p>				<p>Indicators: ordinances available on the Intranet</p>	<p>To carry out the internal assessment we prepared an open survey (January, 2019) which was sent to all groups of researchers. Based on the answers, we will prepare a series of trainings and propose the development of a career path for each group of researchers. We will propose a standardized definition of every official post, e.g. "scientist", "senior scientist", "technician".</p>
9	<p>Original rules and practices at IIMCB: Ordinance No. 5/2010 on raising professional qualification of employees. The specific area of career development is not formalized. The natural role of Lab 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. Improvements introduced: 1. A series of eight workshops were organized on management of: work, teams, projects, time, as well as on patenting and commercializing research results. 2. The Interdisciplinary Symposium of PhD students took place in April 2015. 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. 3. Courses on Research Integrity and Responsible Conduct of Research were delivered to IIMCB researchers by an expert Prof. Nils Axelsen, Statens Serum Institute, DK. 4. The Journal Club, a monthly open discussion forum organized by and for PhD students from all IIMCB laboratories, allows young scientists to present, discuss, and exchange opinions about the most recent publications covering different fields in molecular and cell biology. These meetings foster professional and social networking between young researchers. 5. Based on the International Advisory Board's recommendation, IIMCB launched Thesis Advisory</p>	30. Access to career advice	2021-06-30	Different groups and Units dedicated to each events	<p>Target: all researchers</p> <p>Indicators: no of actions carried out no of persons participating in each event</p>	<p>EXTENDED</p> <p>Some events listed, will be still organized and supported by IIMCB.</p>

<p>Committees (TACs), which are appointed for all new PhD students. TACs are consisting of three members (thesis supervisor and 2 experienced researchers). They monitor and periodically (yearly) assess progress of research carried out by PhD students and provide an opinion and advice on further research directions and career development. (Ordinance No. 2/2013 on Thesis Advisory Committees (TACs)). 6. IIMCB distributes (via internet, on the hallway information board) information about available posts/fellowships/trainings and workshops on career development. 7. Common lunches with external speakers invited to IIMCB for Institute's open seminars are organized. Socializing with great scientists is a fantastic occasion to ask questions regarding scientific career. Information about the lunch meetings is sent one week in advance so that interested researchers can sign up for them. This initiative became a common practice at our Institute. 8. Career development lectures took place, 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 (2013/2014). 9. The Career Path Day was organized on January 19, 2017 by the IIMCB. The aim of this open event was to support personal and professional development of young scientists, to open young minds on different professional paths that can be successfully pursued by scientists. Therefore we invited to this event different persons who following their PhD in science, pursued their career in other fields such as in: big farma, small business, science funding agencies, consulting. Invited speakers gave 15 minutes' presentations on their background, professional steps, and pros and cons of developing career in particular field. These were followed by an open panel discussion. The audience consisted of</p>					
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<p>doctoral students and postdocs from the Institutes belonging to Biocentrum Ochota in Warsaw (around 100-150 participants).The meeting ended with the informal beer & snacks party, during which participants could talk personally to the invited guests. 10. Workshop on habilitation was organized by IIMCB on December 19, 2016.The lecture titled "Theoretical aspects of habilitation" was given by dr Emanuel Kulczycki from the Adam Mickiewicz University in Poznan. The invited speaker covered: legal framework of habilitation, relation between academic degree and disciplines, requirements for candidates, assessment criteria, authorisation of awarding a degree of "doktor habilitowany". The event gathered an audience of around 80 participants, mostly young scientists – PhD students and postdoctoral fellows from IIMCB. 11. Workshop on clinical trials was organized by IIMCB on February 1, 2018. The invited speakers were representatives of MSD Data Management Centre. They delivered presentation on MSD company, described initiatives taken by the company - MSD Foundation for Women's Health- and presented Data Management Center departments: Clinical Trials and Pharmacovigilance. Afterwards, young scientists participated in a Q & A session. 12. IIMCB offered young researchers a possibility to participate in individual sessions with PIs on career development during IIMCB Annual Report Session, 20-21 May 2016. Unfortunately, no young researcher appeared to participate in these meetings. Not withstand this fact, IIMCB PIs declared openness to talk and provide advice on career prospects at any moment to any research fellow who seeks such a support. 13. Scientists regulary participate in externally organized career development related events such as the Polish Scientific Networks: Science and Business conferences held on yearly basis in different Polish cities. Scientific Coordination Unit together with HR Unit dissiminated on regular basis any other</p>					
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	<p>career development opportunities including, information on relevant events, open calls for individual fellowships and awards. 14. IIMCB supports the Do Science! - an institute-independent initiative kicked off by PhD students and postdoctoral fellows to organize lectures and informal meetings with excellent scientists to discuss science. Untill today Do Science! has organized discussions with: - three Nobel Prize laureates: Venki Ramakrishnan, Brian Kobilka and Robert Huber, - international scientists: Gottfried Schatz, Ineke Braakman, Franck Perez, Virginijus Šiksnys, Anna Tramontano, Barry Stoddard, Xiaodong Cheng, Valakunja, Nagaraja, Narasimha D. Rao, Jiri Sponer, Sean McKenna, Giovanni Bussi, - scientists from Poland: Magda Konarska, Szymon Swiezewski, Leszek Kaczmarek, Maciej Zylicz (IIMCB), Marcin Nowotny (IIMCB), Andrzej Udalski, Joanna Kufel, Joanna Trylska, Andrzej Dziembowski (IBB/UW), Wiesław Bogdanowicz, Michał Komorowski, Tomasz Prószyński (Nencki), Paweł Niewiadomski (CeNT).</p>					
10	<p>Original rules and practices at IIMCB: IIMCB provides opportunities for participation in conferences, symposiums, academic placements which are provided by various national and foreign institutions. Unfortunately, these forms of training are available mainly for researchers who have their own sources of funding or are employed in externally funded research projects."Access to career advice" was assesed as a chalenge during the first gap analysis and internal reports. During the current internal evaluation a survey regarding "career development" was conducted, the researchers reported the need for further training, hence we plan to continue this activity in the coming years. Improvements planned: IIMCB undertakes various activities to ensure equal access to research training for all researchers. Following the results of the recent internal assessment, IIMCB is going to organize: 1. An integration camp for PhD Students with sessions devoted to career development, career advice,</p>	<p>39. Access to research training and continuous development</p>	2021-06-30	Different groups and Units dedicated to each events	<p>Target: all researchers Indicators: number of events number of persons participating in the events future survey of satisfacion increased number of researchers participating in lectures/ seminars/ trainings/ courses</p>	<p>NEW</p> <p>In the survey conducted in January 2019, scientists reported the need to improve their English skills. Therefore a market analysis will be made and IIMCB management will propose appropriate actions (depending on funds available).</p>

	<p>development of skills needed for successful grant and publication writing. 2. Career Path Days - to support personal and professional development of young scientists, to open young minds on different professional paths that can be successfully pursued by scientists. 3. Workshops on clinical trials, e.g., "Train Biotech: Clinical Trial" workshops organized by the Boost Biotech Poland Association together with "Stowarzyszenie na Rzecz Dobrej Praktyki Badań Klinicznych". Those events will be an interesting opportunity to interact with leading researchers in the field and to get acquainted with professional development in other areas than science. 4. Workshop on habilitation will be organized covering: changes introduced by the new law "Act 2.0", legal framework of habilitation, relation between academic degree and disciplines, requirements for candidates, assessment criteria, authorisation of awarding a degree of "doktor habilitowany".</p>					
11	<p>In the survey conducted in January 2019, researchers have identified soft skills as important to become an effective lab leader or project manager. IIMCB believes that a balanced combination of knowledge and soft skills is the key to success not only for scientific career but for any career undertaken by our current employees. For this reason we propose the following activities: 1. Leadership Training - aimed to help young researchers gain the skills they need for climbing the career ladder. The course will focus on: development of leadership skills in leading their own research group, conflict management, handling projects and finances, these are highly rated assets that can help researchers advance to senior roles. 2. Soft Skills Development Courses - Series of courses dedicated to Lab Leaders and Directors focused on: team management, time management, conflict handling, and constructive feedback.</p>	37. Supervision and managerial duties	2021-06-30	HR Unit, HR Working Group	<p>Target: Lab Leaders, Directors, R3 - R4</p> <p>Indicators: number of trainings, number of persons participating in the trainings, future surveys of satisfaction</p>	NEW

6. Monitoring and implementation

The implementation of HRS4R activities will be monitoring in two stages:

1. every six months to check the progress of the Action Plan implementation, if necessary more often to analyze current needs; persons or representatives of units responsible for implementation of the actions will also be invited to participate in the meetings and to present the reports on the current status of the actions; appropriate changes to the Action Plan will be introduced after every meeting of the HR Working Group (if needed); 2. at the completion of particular implementation task.

In August-October 2021 an internal survey among researchers will be carried out; internal regulations will be reviewed, the HR Working Group and the Board of Directors will assess the whole process and will propose necessary corrections for the future. Final report will be prepared.

According to the IIMCB Founding Regulations, decision-making is the responsibility of the IIMCB Director who is supported by the International Advisory Board.

Starting from 2012 IIMCB organizes closed meetings of International Advisory Board (IAB) members with PhD Students and separately with Postdoctoral Fellows. The representatives of these two groups 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. Meetings of the HR Working Group will take place regularly, every 6 months. During the HR Working Group meetings representatives of these two groups present on a regular basis the needs of PhD Students and Postdoctoral Fellows reported during regular meetings with postdocs and doctoral students.

It is common practice in the IIMCB to receive opinion about new procedures and regulations from Lab Leaders, Postdoctoral Fellows and PhD Students on the stage of implementation, e.g., in the near future, we intend to prepare job descriptions for researchers. The final versions of these documents will be consulted with Lab Leaders and Senior Researchers. Also, an introductory leaflet for employees from abroad will be worked out on the basis of feedback received from current foreign employees employed at the IIMCB.

We are also planning to invite researchers to take part in surveys to assess effectiveness of implemented activities. These will be anonymous open/closed electronic surveys rather than paper ones that had been used in the past.

IIMCB undertakes various initiatives to increase the involvement of researchers. For example, in response to the challenges identified during earlier analyzes, including among others “access to career advice”, we organized an initiative for joint lunches with external speakers invited to the IIMCB for open seminars. This initiative has become a common practice at our Institute.

Until now, invitations for these events were sent by administration employees, now the initiative has been taken over by the researchers.

Moreover, researches are also regularly encouraged by Lab Leaders to participate in trainings, seminars organized at IIMCB and familiar institutions. Information about Institute events is widely disseminated to all employees through different channels (e-mails, posters, etc.)

Implementation of the Charter&Code is understood as an ongoing process, requiring regular evaluation and improvements in the institution's operations. To achieve standards provided in the Charter&Code IIMCB implements a clear, fair and responsible human resources strategy internally and creates comfortable working conditions for its employees. The Charter&Code has grown into an important aspect when making decisions regarding programmes, the selection process, per review quality, gender balance, transparency and public communication. Our internal HR strategy is consistent with HRS4R policy and is included in our recently redefined mission: We support ambitious scientists of any nationality, driven by passion to pursue frontier research that aims to make a difference for the society. We follow the principles of scientific freedom, integrity and responsibility. We help researchers to develop their careers by training and mentoring at all levels and we encourage collaboration between them. We provide efficient administrative support that enables scientists to focus on research.

All actions included in 2019-2021 Action Plan have been proposed taking into account IIMCB financial, human and organizational capacities. They tackle different scope of activities, so they will be implemented by different responsible personnel. The overall supervision and monitoring of all activities will be done by the HR Working Group and the Board of Directors.

IIMCB assumes responsibility before the European Commission for the proper implementation of HRS4R. It will use its experience from previous successfully implemented actions to develop the Charter&Code principles at IIMCB in a most efficient and productive way. Due to a relatively flat structure of the Institute, the monitoring of work progress will be relatively simple and will be incorporated in the internal organization of the Institute, with HR Working Group as a supervising and monitoring body. HR Working Group will meet on regular basis, discuss and verify the progress of works and react on any unforeseen and difficult situations. Every year, we will report our activities as well as seek advice and opinions of the Board of Directors and/or the International Advisory Board (IAB).

7. Conclusions

Actions related to career development or access to career advice are very important for researchers. Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. The Institute will make every effort to provide researchers with adequate training and appropriate development opportunities.

While designing IIMCB's HR Strategy for Researchers at this stage, we identified two priorities:

1. Define career paths and adequate career development strategies for individual groups of researchers
2. Develop and implement training policies adjusted to different needs of researchers following appropriate career path.

We strongly believe that by doing so, we will contribute to further development of the Institute's reputation as an employer that not only provides excellent working conditions, but also takes care of the development of its employees. The success of these activities will be measured by an increased number of excellent scientists who perceive the Institute as a desirable employer and who decide to join our research community.