

**INSTITUTE OF ANIMAL REPRODUCTION AND FOOD RESEARCH OF THE POLISH  
ACADEMY OF SCIENCES IN OLSZTYN**



**HR EXCELLENCE**

**Internal Analysis and Action Plan  
for the years 2016-2020**

**OLSZTYN, MAY 2016**

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## I. Introduction

The Institute of Animal Reproduction and Food Research of the Polish Academy of Sciences (IAR&FR PAS) was established on April 1, 1988. It consists of two scientific divisions: Reproductive Biology and Food Sciences, as well as administration and service units (**Chart 1**). On January 1, 2016 the Institute incorporated into its structure the Research Station for Ecological Agriculture and Preservation of Native Breeds in Popielno.

Since 2012 the Institute has been directed by Prof. Mariusz Konrad Piskula, corresponding member of PAS.

Currently, the Institute employs **74** researchers, **5** scientific technical staff, **71** technical staff, **42** administrative staff and **16** service staff (**Chart 2**).

Interdisciplinary research staff of the Institute conducts fundamental and applied research aimed at solving issues of fundamental importance to the regional and global challenges of:

**Food quality and safety** - through its research on the mutual interactions between food components and the human body; identification, assessment and implementation of strategies for improving nutritive and pro-health values of food, identifying harmful reaction in humans to food ingredients, including intolerances, allergies and pathogenicity.

**Reproductive biology** - through scientific investigations into identification of reproduction disturbances in animals and humans, introducing new therapeutic techniques and biotechnical methods of infertility prophylaxis and treatment, and designing new tools for protecting biodiversity of animal production and selected species threatened by extinction.

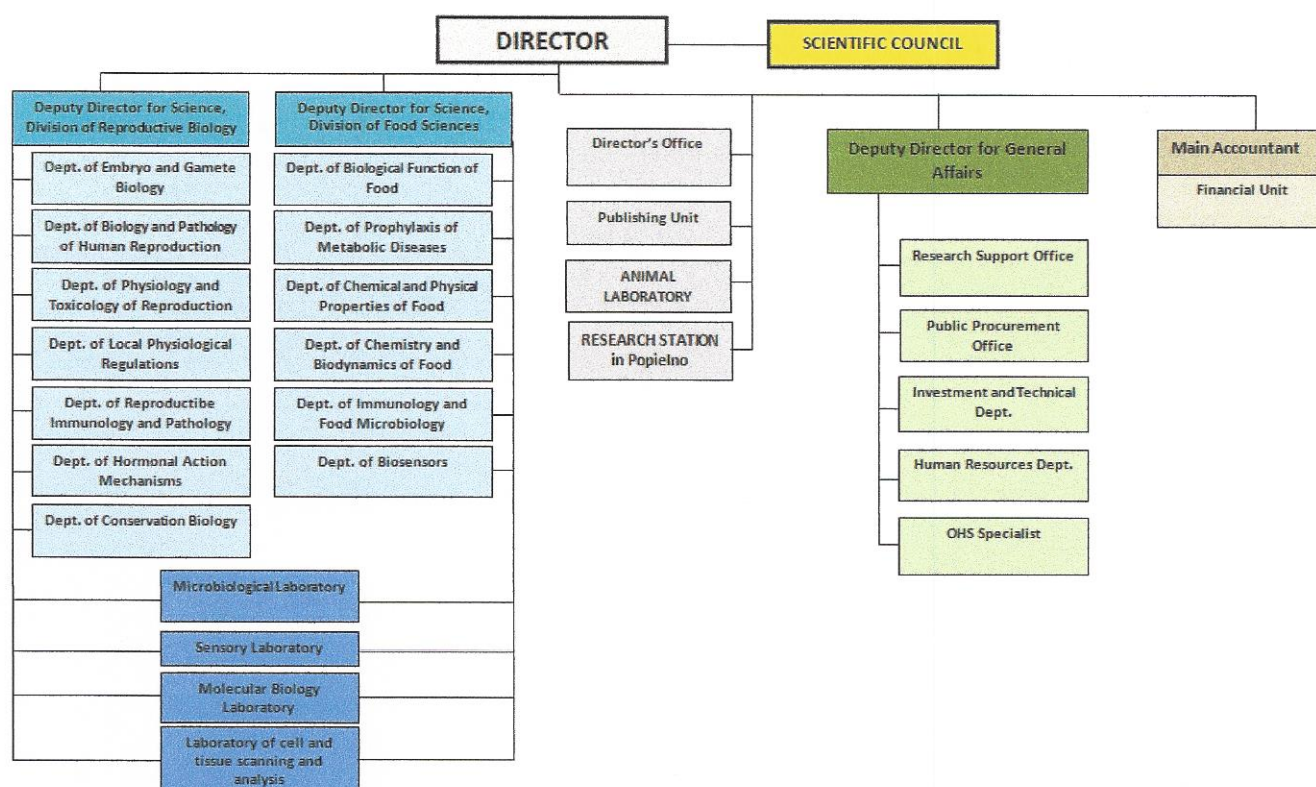
**Health** – in respect of maintaining a comfort life with particular emphasis on the influence of environment, including food, on etiology of infertility, prophylaxis of diabetes type 2, allergies and obesity as well skin regeneration and development of diagnostic biosensors.

In parallel with the performance of research activities, Institute's scientific staff undergoes a continuous career development and engages in the cooperation with the industry. The aim of developing links with commercial centres and other academic units is to translate research results into innovative solutions and to disseminate scientific achievements to the general public.

In addition, the Institute offers doctoral studies in the area of agricultural sciences in the majors of animal reproduction and food research. Full-times students are actively engaged in research performed in the Institute, being given the opportunity to participate in international studies involving short-term scientific missions and trainings. The study program involves lectures and seminars aimed at providing students with cross-disciplinary knowledge from the area of biology and chemistry. What is more, young researchers are equipped with tools enabling them to develop and manage their own research endeavours with the access to highly specialized scientific facilities.



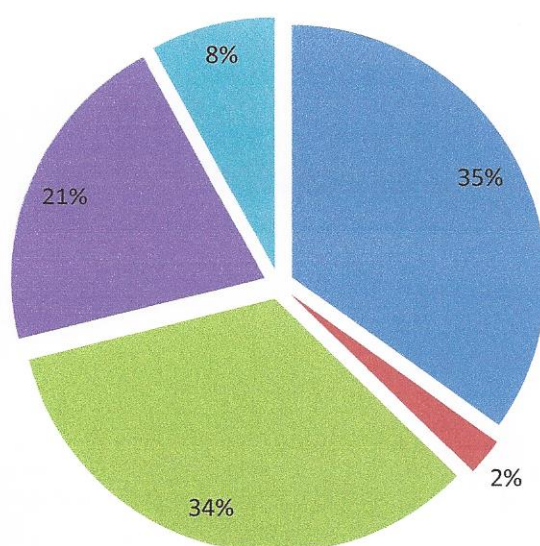
**Chart 1. Organisational structure of IAR&FR PAS**



**Chart 2. Employment structure of IAR&FR PAS**

**Employment structure with respect to professional groups**

■ researchers ■ scientific technical staff ■ technical staff ■ administration staff ■ service staff





## **II. Methodology, results of the internal analysis and survey findings**

The activities associated with the development of the Human Resources Strategy for the Institute of Animal Reproduction and Food Research PAS in Olsztyn were divided into several stages. In the first stage, Director General of the Institute, Prof. Mariusz K. Piskula, submitted on 19 June, 2016 the intent letter to the European Commission, stating his support to the provisions of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

On the basis of Director's resolution from 16 July, 2015 **the Commission for the implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers** was appointed, having the following composition:

- 1) Prof. Dariusz Skarżyński, PhD – Deputy Director for Science, Division of Reproductive Biology – commission chairman
- 2) Barbara Wróblewska, PhD – Deputy Director for Science, Division of Food Sciences – commission member
- 3) Prof. Jan Kotwica, PhD – full professor in the Department of Physiology and Toxicology of Reproduction – commission member
- 4) Prof. Henryk Zieliński, PhD – full professor in the Department of Chemistry and Biodynamics of Food – commission member
- 5) Prof. Jerzy Juśkiewicz, PhD – full professor in the Department of Biological Function of Food – commission member
- 6) Monika Kaczmarek, PhD – associate professor in the Department of Hormonal Action Mechanisms – commission member
- 7) Agnieszka Waclawik, PhD – assistant professor in the Department of Hormonal Action Mechanisms – commission member
- 8) Lidia Markiewicz, PhD – assistant professor in the Department of Immunology and Food Microbiology – commission member
- 9) Joanna Papurzyńska, MSc – Human Resources specialist – commission member
- 10) Bartosz Fotschki, MSc – representative of PhD students – commission member

The above Commission conducted an internal analysis of the Institute of Animal Reproduction and Food Research PAS policies and practices against the principles adopted in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

In the next stage, a survey (questionnaire) on a group of 50 respondents (researchers) was carried out during the period from 5<sup>th</sup> to 31<sup>th</sup> August, 2015.

Results of the internal analysis and survey findings constituted the basis for the Commission to prepare measures aimed at eliminating discrepancies in the Institute's policies and practices against the principles adopted in the Charter and the Code, and to prepare the action plan.

## 1. Summary of the internal analysis results

The analysis conducted allowed to identify the strong and weak points associated with the implementation of the principles adopted in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers in the Institute. The following aspects have been identified as weaknesses by the Commission:

- some levels of staff are marked by the issue of gender imbalance; commissions appointed for the recruitment of researchers do not always adequately comply with the principle of gender balance,
- lack of the HR management strategy that would counter the “aging” phenomenon among the research staff, and indicate the paths of a research career; lack of a strategy concerned with the research career of PhD students,
- no access to career advice – lack of appropriate career counselling and assistance in job placement, even by pointing to the other paths of career development,
- duties in the area of teaching shall be considered in the evaluation system of researchers and adequately scored and rewarded, regardless of the publication results; lack of trainings in the field of teaching and leading courses within the framework of researchers’ professional development,
- lack of standards of researchers’ recruitment facilitating the access to work for disadvantaged groups and researchers returning to their careers. According to the majority of respondents, the recruitment procedure lacks transparency and remains closed to researchers whose career break was caused by the work in other than scientific environment, especially in the private sector,
- gaps in the recruitment procedures – no provisions specifying the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply,
- provisions concerning information on the working conditions and the career development prospects for the candidates applying for academic vacancies require further clarification,
- candidates for the academic positions are not informed after the selection process about the strengths and weaknesses of their application,
- members of the selection committees lack training in the selection methods – the core of the selection committees shall be fixed and completed by the members representing diverse experience and competences and, if feasible and appropriate, by the members of various sectors and disciplines,
- gaps in the staff strategy associated with postdoctoral researchers who exceeded the statutory period of employment at the position of assistant professor,
- the evaluation system of researchers, regardless of the publication results, shall also include points for the organisational activity. This will allow to exploit the organisational potential and skills of researchers and, consequently, to modify the structure of scientific activities. Such practice is of crucial importance especially in the light of forthcoming market changes, where research institutions are expected to contribute to the development of science-business platforms. These changes call for researchers with capabilities outside publishing potential and with a more innovation-oriented approach
- the evaluation system of researchers shall recognise, regardless of the publication results, scores for reviewing doctoral and habilitation theses,



- remuneration of researchers – adopting a systemic growth of revenues in individual professional groups.

The Commission has identified the following aspects as strengths in relation to the implementation of the ECR and CR principles:

- favourable research environment,
- satisfactory working conditions, allowing to achieve good and very good research results,
- recognition of a scientific profession at various research career paths,
- appropriate attention paid to the protection of researchers' copyrights,
- a considerable influence of researchers on the decision-making bodies exerted by the presence and active contribution of their representatives to the relevant information, consultation and decision-making bodies,
- access to trainings as well as national and international internships, providing opportunities of career development,
- scientific supervision of qualified staff offering essential support to early stage researchers,
- equal and fair treatment of researchers achieved by means of the Disciplinary Commission and the Disciplinary Ombudsman, investigating the complaints and appeals of researchers,
- considering the issue of co-authorship in the evaluation of researchers, which reflects a constructive approach to the research conducted,
- upholding the principle of non-discrimination against researchers on the basis of gender, age, ethic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.

The results of the internal analysis were presented to the Director of the Institute.

## **2. Summary of the survey findings**

During the period from 5<sup>th</sup> to 31<sup>th</sup> of August 2015, a survey (questionnaire) on a group of 50 respondents (researchers) was carried out. The study was anonymous. The questionnaire was designed to achieve a representative sample of the target group. Every question in the survey was to assess whether the Institute complies with the principles adopted in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The respondents could answer YES/NO, and were informed about the possibility of including comments.

Upon completion of the survey, the Commission for the implementation of ECR and CR has classified the results obtained as following:

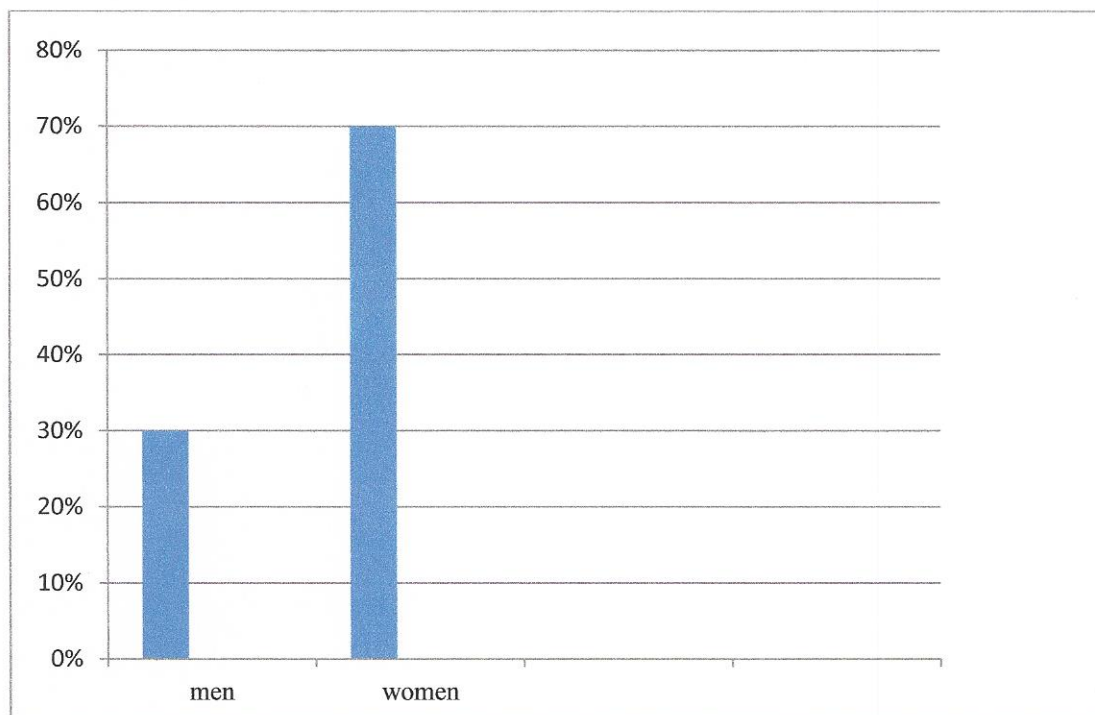
- very good: from 90 to 100%
- good: from 80 to 89%
- fair: from 60 to 79%
- poor: from 50 to 59%
- very poor: below 50%



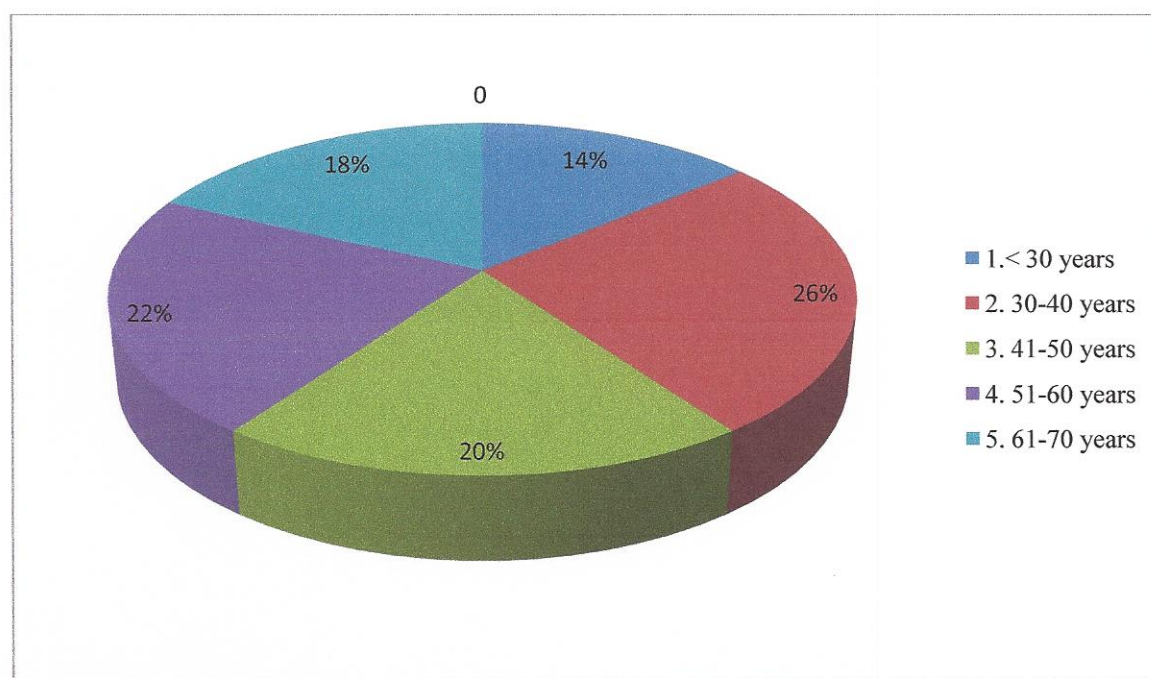
### General information on the respondents group

Among the researchers who took part in the survey, 70% were women and 30% were men (**Chart 3**). The largest group of respondents consisted of people aged 30-40 (26%), and the smallest group were people aged below 30 (14%) (**Chart 4**). As to the professional profile of the respondents, assistant professors constituted the most numerous group (37%), while assistants the least numerous one (4%) (**Chart 5**).

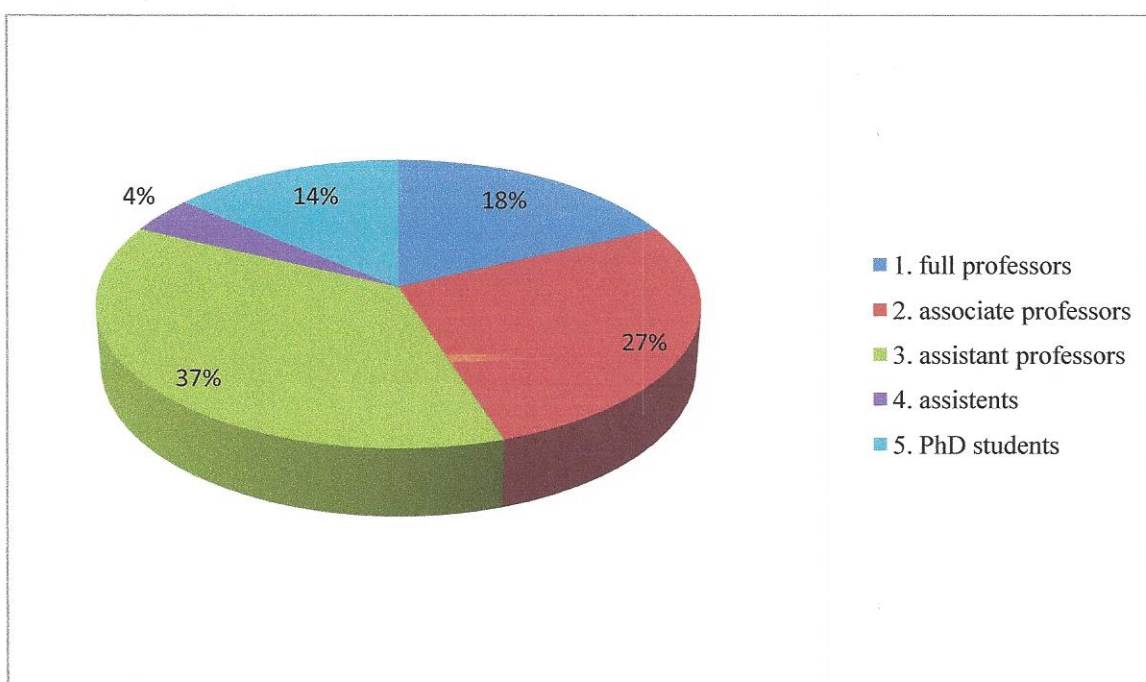
**Chart 3. Gender of the respondents**



**Chart 4. Age of the respondents**

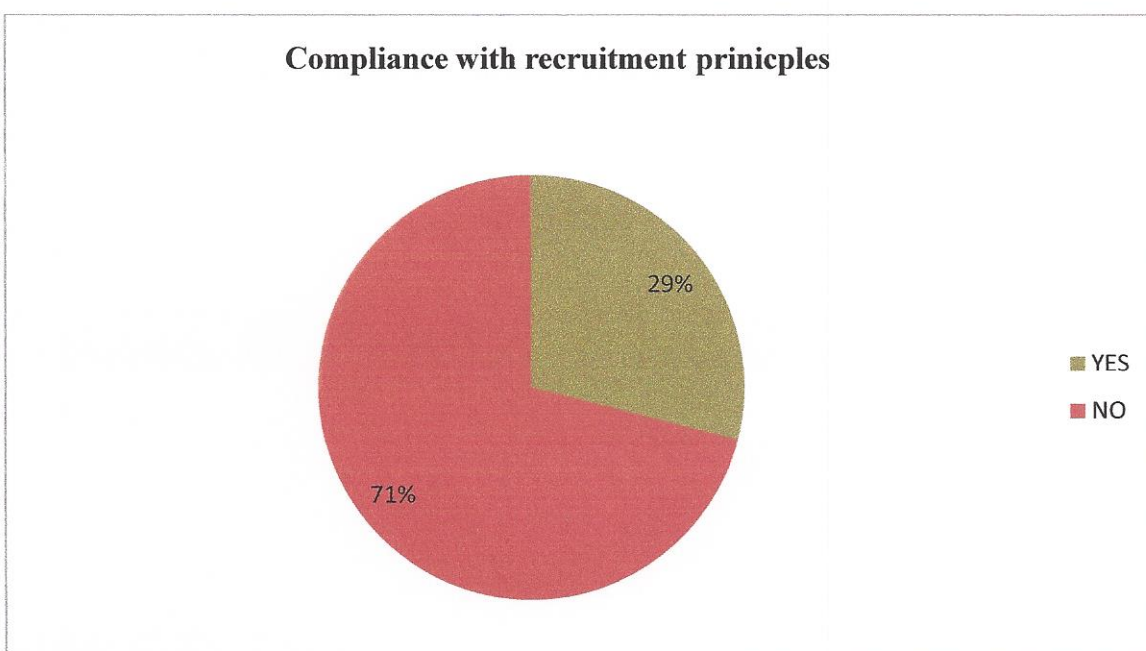


**Chart 5. Career profile of the respondents**

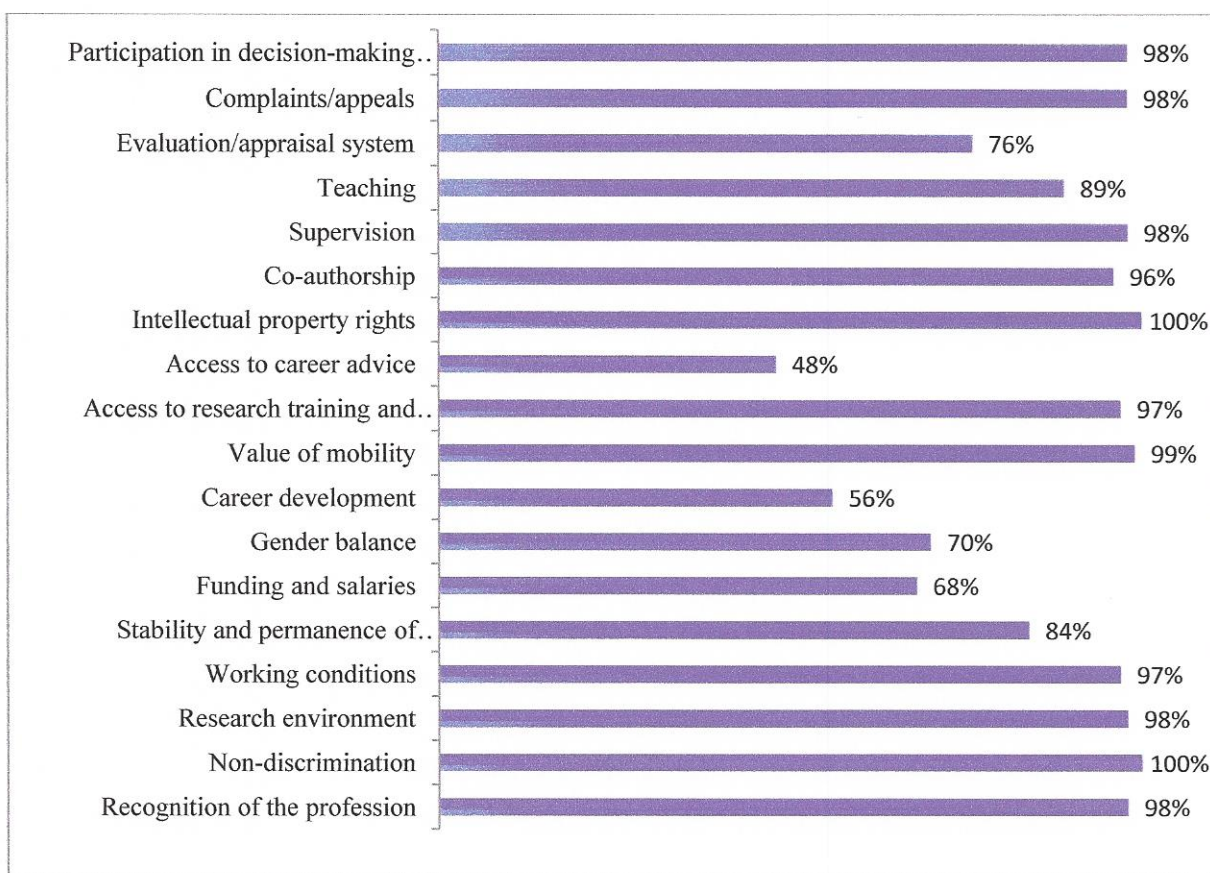


**Charts 6-8** present the results of the survey concerning the compliance with the recruitment procedures and principles of the European Charter for Researchers and the Code of Recruitment.

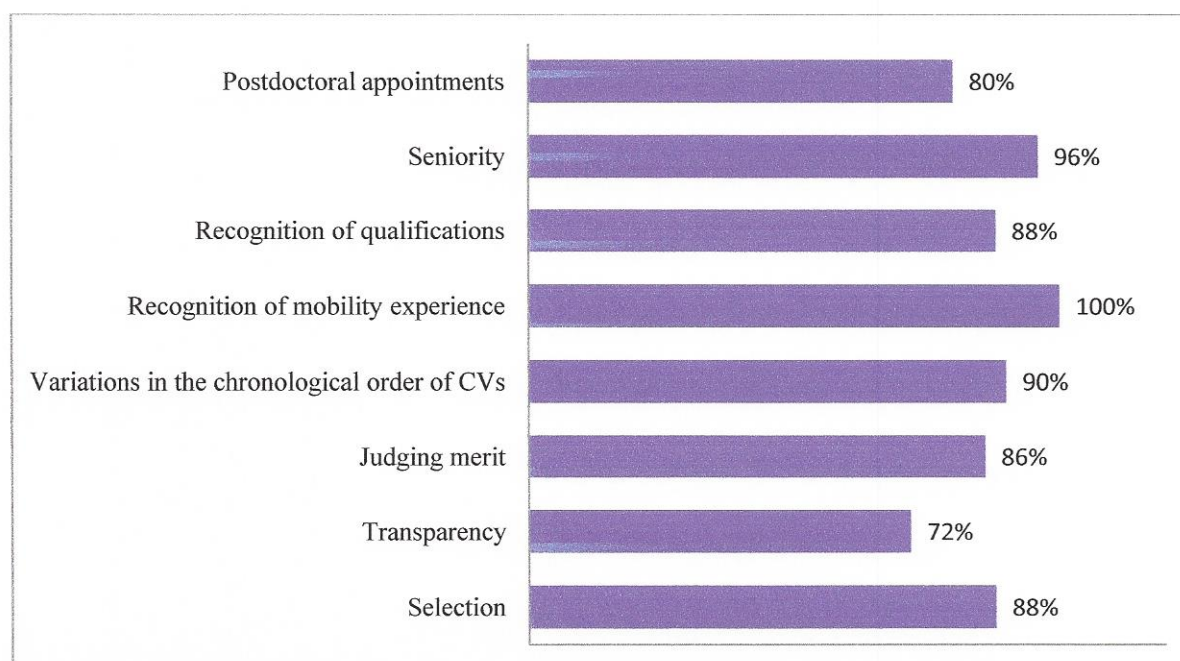
**Chart 6. Recruitment for ECR and CR**



**Chart 7. Compliance with the principles of the European Charter for Researchers  
(% of YES answers)**



**Chart 8. Compliance with the principles of the Code for Recruitment  
(% of YES answers)**





### **III. Internal analysis of the Institute of Animal Reproduction and Food Research PAS policies and practices against the principles adopted in the European Charter for Researchers**

The results of the internal analysis were obtained on the basis of a thorough study of the IAR&FR PAS policies and practices against the principles adopted in the European Charter for Researchers.

The Commission assumes the principles and requirements adopted in the document as a part of measures aimed at developing an attractive European market for researchers, providing researchers with a sustainable system of career development, and introducing transparent procedures of staff selection and recruitment of researchers, regardless of the stage of a professional career.

Details of the analysis are presented below:

#### **1. Recognition of the profession**

All researchers at the Institute, regardless of their career stage, degree and scientific title, are recognized professionals and treated accordingly.

#### **2. Non-discrimination**

The Institute does not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.

The principle of non-discrimination is upheld by the Polish law (Constitution, the Labour Code), closely correlated with the principle of equal treatment declared in international acts. Similarly to the principle of equal rights, being the continuation of the constitutional principle of equality under the law, the principle of non-discrimination, pursuant to the labour law, refers to the constitutional principle of non-discrimination. Non-discrimination under the labour law covers all stages of the employment relationship, both the recruitment phase, determination of employment relationship and its execution.

Taking the above into consideration and assuming that non-discrimination is the fundamental obligation of the employers, the internal regulations adopted in the Institute sustain the principle of employment equality, including:

- “Rules and proceedings for academic appointments in the Institute of Animal Reproduction and Food Research PAS in Olsztyn” from December 1, 2010.
- “Working Rules in the Institute of Animal Reproduction and Food Research PAS in Olsztyn” from March 4, 2015.
- “Employees Remuneration Rules in the Institute of Animal Reproduction and Food Research PAS in Olsztyn” from June 9, 2015.
- “Anti-mobbing Regulations” from September 12, 2013.
- “Rules of Equal Treatment in Employment” from March 4, 2015.

### **3. Research environment**

Institute strives to ensure the most stimulating research and research training environment, offering appropriate equipment, facilities and opportunities, including possibilities of remote collaboration over research network. What is more, the Institute follows national and sectoral regulations concerning health and safety in research.

The Institute currently employs 74 researchers with high professional qualifications and excellent research competences. Many of them are also highly skilled leaders, able to motivate their teams to embark on bold and demanding challenges marked by the risk of failure, and eager to share their knowledge during seminars and scientific meetings.

A crucial role in shaping a stimulating environment for the researchers is played by the teaching activities carried out by the Institute. These include doctoral studies, lectures delivered by researchers in other scientific units, workshops and summer schools.

Development of a stimulating research environment is accompanied by science dissemination activities which, apart from research and continuous staff development, constitute a significant element of Institute's mission.

Within the framework of promoting the understandings enabled by science, Institute's researchers, supported by the young staff, lead popular science workshops "Knowledge and Region Development" aimed at boosting the access to research potential of the Institute and facilitating the development of a dialogue between science, industry, governmental bodies and the society in general. A series of popular science radio broadcasts called "Summer Academy of Sciences" and "Morning Academy of Sciences" has been initiated by Institute's researchers with a view to explain to a broader audience certain issues related to food, health and biology and reproduction. What is more, the Institute publishes a number of articles both in the local and national press, presenting the influence of knowledge generated by the researchers on the quality of people's everyday life. These activities are complemented also by video broadcasts disseminated through a regional TV, promoting scientific careers and delivering news on recent research achievements.

In addition, the Institute regularly takes part in the national Science Picnic launched by the Copernicus Science Centre and Polish Radio, and organises its own Science Festival in the city centre. Since 2014, the Institute has also been the coordinator of the European Researchers Night project funded by the European Commission within the HORIZON2020 programme.

### **4. Working conditions**

Institute provides researchers, including disabled researchers, with flexible working conditions essential for successful research performance in accordance with national legislation. It also aims to facilitate such working conditions which would allow both women and men to reconcile family and work, having children and developing a professional career.

Working time of disabled researchers is adjusted to the degree of their disability. Prophylaxis in terms of medical examination allows employees with severe and moderate



disability to have their working time standards reduced while maintaining the efficiency of research results. The Institute guarantees disabled researches the right to additional breaks, daily and weekly rest, longer holiday leaves and possibilities of taking part in rehabilitation camps.

The Institute is a guarantor of reconciliation of parental responsibilities with a professional career. It allows the employees to fully exercise their rights related to parenthood under the provisions of the labour law, inter alia, the right to maternity leave, additional maternity leave, paternity leave and a reduction in the working hours. It ensures protection of the employment relationship prior termination and applies temporary solutions to the performance of duties outside the Institute. What is also of crucial importance, the Institute practices replacement employment contracts with a guaranteed return to work of employees finishing their parental leaves.

## **5. Stability and permanence of employment**

The Institute provides researchers with stable employment conditions and prevents any unequal treatment based on the contractual situation. Type of the work contract (permanent/temporary) shall not be the source of a less favourable treatment. Such provision forms the equality principle calling for the requirement of equal treatment of the entities characterised by the same significant feature and, therefore, having equal rights arising from fulfillment of the same duties.

The Institute provides researchers with an equal access to enhancing professional skills and publishes information about ongoing calls for research vacancies, thereby making employees aware of available permanent work positions. The information obligation results directly from the national law (Article 942 of the Labour Code). In addition, the regulation in focus corresponds to other anti-discrimination regulations in force in Poland and in the EU.

Failure of the employer to provide information in the respect discussed may lead to the liability for damages according to the provisions defined in the Civil Code.

## **6. Funding and salaries**

Remuneration for work in accordance with national legislation (provisions of the Labour Code) and internal regulations in force in the Institute ("Remuneration rules of the employees of the Institute of Animal Reproduction and Food Research PAS in Olsztyn" from June 9, 2015) is determined to match the type of work performed and to correspond to the results achieved ("Regulations of providing incentives and rewards to the researchers in the Institute of Animal Reproduction and Food Research PAS in Olsztyn" from May 25, 2015.)

Equal treatment in the remuneration system is guaranteed by the provision of Article No. 18<sup>3c</sup> of the Labour Code, entitling employees to equal pay for equal work or work of equal value. Performance of work of equal value requires the employees to have comparable professional competences certified by the documents specified in separate regulations, or by the work experience.

Nevertheless, the results of the analysis conducted demonstrated that there are no procedures as to the systemic increase in remuneration within individual professional groups. It is, therefore, advisable to appoint by the Director of the Institute a Commission



composed of the researchers from all professional groups, who would elaborate the regulations concerning the systemic increase in the revenues with respect to the financial capacity of the Institute.

## **7. Gender balance**

The Institute strives for a representative gender balance at all levels of scientific career. However, at some levels of staff, an appropriate gender balance is not maintained.

Commitment to maintaining gender balance will be undertaken at subsequent stages of the recruitment procedure. The results of the analysis have also emphasised the necessity of introducing practices ensuring gender balance in selection committees.

## **8. Career development**

At the moment, a part of the strategy of researchers' career development, and consequently the strategy aimed at the development and upgrading of the Institute's research potential, is comprised by the resolutions on the evaluation criteria of the scientific, teaching and organizational record of researchers applying for a post-doctoral degree and academic title of a professor, adopted by the Institute's Scientific Council (Resolution No. 7 of the Scientific Council of the Institute of Animal Reproduction and Food Research in Olsztyn from December 2, 2014).

The Institute will commit itself to draw up a specific career development strategy for researchers at all stages of their career, regardless of the contractual situation, through the development of a strategy of human resources management.

## **9. Value of mobility**

The Institute recognises the value of geographical, intersectoral, trans-disciplinary and virtual mobility as well as mobility between the public and private sector means of enhancing the scientific knowledge and professional development of researchers at any stage of their career.

The Institute acknowledges mobility as an important element of professional development, what finds its confirmation in the evaluation criteria of the academic record: resolutions on the evaluation criteria of scientific, teaching and organizational record of researchers applying for a post-doctoral degree and academic title of a professor (Resolution No. 7 of the Scientific Board of the Institute of Animal Reproduction and Food Research in Olsztyn and Resolution No. 8 of the Institute of Animal Reproduction and Food Research in Olsztyn from December 2, 2014).

## **10. Access to research training and continuous development**

The Institute ensures that researchers at any career stage, regardless of the contractual situation, are provided with the access to research trainings and opportunities for continuous professional development and for improving their employability.

Scientific internships play a crucial role in gaining new experience by the researchers. During the secondments in different science centres researchers acquire new skills and get familiarised with i.a. new research methods, subsequently implemented in their home institution.

Professional development is also facilitated by researchers participating in various forms of post-doctoral trainings in both national and international centres (studies, internships, scholarships). Institute's researchers have also the opportunity to perform teaching assignments in national and international research centres.

### **11. Access to career advice**

The analysis carried out revealed no access to career advice. It has been agreed that the procedures on the access to career advice may be included in the HR management strategy.

### **12. Intellectual property rights**

The Institute abides by "Regulations of principles and commercialisation procedures of the research results, developmental works, know-how associated with the results, and management of industrial property" from February 26, 2015, which determines researchers' rights to exploit their R&D results through legal protection, in particular, through appropriate protection of intellectual property rights, including copyrights.

### **13. Co-authorship**

Co-authorship is positively viewed by the Institute during the evaluation. The Institute is undertaking steps to draw up strategies to provide researchers, including early stage researchers, with the necessary framework conditions to enjoy the right of recognition, in the context of their actual contributions, as co-authors of papers, patents, or to publish their own research results independently of their supervisors.

### **14. Supervision and teaching**

The Institute ensures supervision to early stage researchers. Young researchers receive support of qualified and experienced senior professionals, who introduce them to the research area and motivate them to undertake new challenges. The work results of young researchers (including PhD students) are continuously monitored and evaluated according to the provisions of the "Regulations of the full-time doctoral studies in the Institute of Animal Reproduction and Food Research PAS in Olsztyn".

The Institute leads its teaching activities in three dimensions: doctoral studies, teaching assignments performed by Institute's researchers in other scientific units, as well as workshops and summer schools. PhD students and participants of workshops and summer schools are supervised by research mentors throughout the entire course. The cooperation



between young and experienced staff results in an accelerated achievement of desired results and, consequently, satisfaction of both sides.

The analysis performed demonstrated a necessity to supplement the “Regulations of periodic evaluation of researchers” by the provisions stating that the teaching responsibilities shall be adequately scored and rewarded, regardless of the publications results. In addition, the necessity of organising courses in the area of teaching and conducting trainings within the framework of researchers’ career development, has also been emphasised.

### **15. Evaluation/appraisal system**

The Institute abides by “Regulations of periodic evaluation of researchers” adopted by the Scientific Council on February 26, 2015. The document introduced a periodic system of evaluating researchers’ professional performance. Staff evaluation is carried out annually and includes scientific and organisational activity, patents and project management.

On the basis of the analysis conducted, it has been agreed that the system of staff evaluation shall recognise, regardless of the publications results, scores for the organisational activity, as such policy will allow to use the potential and organisational skills of the researchers. This provision shall also be introduced in case of scores for reviewing doctoral and habilitation theses. Hence, the “Regulations of periodic evaluation of researchers” will be updated with the above mentioned provisions.

### **16. Complaints/appeals**

Acting in compliance with the provisions of the act on the Polish Academy of Sciences, the Institute has established the Disciplinary Commission and the Disciplinary Ombudsman. These authorities, under the procedure laid down by the act on the Polish Academy of Sciences, are entitled to investigate complaints of a serious misconduct, breach of ethics or disrespect of a researcher.

In addition, the provisions of “Anti-mobbing Regulations” from September 12, 2013 are also valid in the Institute. The document involves the procedure of reporting and investigating complaints about mobbing.

### **17. Participation in decision-making bodies**

One of the bodies of the Institute is the Scientific Council comprised by the representatives of the entire scientific environment of the unit, including representatives of PhD students. This guarantees protection and promotes individual and collective interests of researchers and their active contribution to the activities of the Institute.

The Council supervises workings of the institution, putting a special emphasis on the excellence of its scientific activity and development of early stage professionals. Furthermore, it determines the profile of the Institute, taking into consideration the direction of science development throughout the world.



Researchers are represented in every internally regulated bodies of consultative, opinion or decisive nature, such as Scientific Council's Commission for Science, Staff Development and Researchers Evaluation, Reproductive Biology Commission, and Food Research Commission.

## **18. Recruitment**

The results of the analysis performed demonstrated a lack of procedures related to the recruitment criteria and regulations facilitating the access to work for disadvantaged groups or researchers returning to a research career.

### **IV. Internal analysis of the Institute of Animal Reproduction and Food Research PAS policies and practices against the principles adopted in the Code of Conduct for the Recruitment of Researchers**

The Commission has also conducted a thorough analysis of the Institute's policies and practices against the principles adopted in the Code of Conduct for the Recruitment of Researchers.

The principles in focus guarantee transparency of the recruitment process and equal treatment of candidates applying for the academic positions, thus ensuring development of an attractive, open and sustainable European market for researchers.

Details of the analysis are presented below:

#### **1. Recruitment**

The Institute's recruitment procedures are defined in "Regulations for academic appointments in the Institute of Animal Reproduction and Food Research PAS in Olsztyn" adopted by the Scientific Council of the Institute on December 1, 2010 on the basis of Art. of April 30, 2010 No. 91 section 5, on the Polish Academy of Sciences. Recruitment procedures defined in the Regulations are open, effective, transparent, internationally comparable, as well as tailored to the type of the position advertised. Calls for applications provide a broad description of the knowledge and qualifications required, together with the information on the working conditions and career development prospects.

The analysis performed revealed that the Regulations in focus shall be updated with the provision specifying the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply. Furthermore, vacancy advertisements shall include a description of the working conditions and career development prospects for the applying candidates.

#### **2. Selection**

Selection commissions in the Institute bring together diverse experience and competences. The Institute uses a wide range of selection practices, with face-to-face interviews being one of the stages of the recruitment process. The analysis emphasised the need for the Institute to take measures to train members of the selection panels in the area

of recruitment methods, and to ensure an adequate gender balance in the selection committees.

### **3. Transparency**

Prior to the selection, candidates applying for the research positions are informed by the Institute about the recruitment process, selection criteria and available positions. This shall also be accompanied by the information concerning the career development prospects.

The candidates are informed about the basis of which their application was not accepted for the next stage of the recruitment process. The selection outcome is supplemented by the feedback on the strengths and weakness of their candidacy.

### **4. Judging merit**

The recruitment process in the Institute takes into consideration the entire scope of a candidate's experience. Apart from the evaluation of their overall potential as researchers, an emphasis is also put on their creativity, level of independence, supervision, teaching, knowledge transfer, ability to obtain funds for research projects, as well as management of innovation and experience in the area of patents and inventions.

In the first stage of the recruitment process candidates are instructed to include in their application documents information about their experience as well as outstanding and innovative results of the research work, which are highly scored by the selection committees according to the provisions of "Rules and proceedings for academic appointments in the Institute of Animal Reproduction and Food Research PAS in Olsztyn".

### **5. Variations in the chronological order of CVs**

Candidates applying for academic positions in the Institute are allowed to submit evidence-based CVs, reflecting all of their achievements and competences viewed as adequate in regard to the post they are applying for. Career breaks or variations in the chronological order of CVs are not penalised.

### **6. Recognition of mobility experience**

The Institute recognises the mobility experience of candidates. The selection committees highly scores also national and international scientific internships, cooperation with other research settings, as well as the ability to retrain and perform work not directly connected with science.

### **7. Recognition of qualifications**

The Institute ensures a proper assessment and evaluation of professional competences, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility.



## 8. Seniority

The required level of qualifications at the Institute corresponds to the requirements of the position and does not constitute a barrier to entry.

Recognition and evaluation of the qualifications conducted by the selection committees is based on the assessment of a candidate's overall research achievements, rather than on their circumstances or reputation gained in the institution where the qualifications were obtained.

## 9. Postdoctoral appointments

The employment period of postdoctoral researchers is defined by the provisions of the Act of April 30, 2010 on the Polish Academy of Sciences. According to the regulations, the employment of the researcher in focus is 6 years.

Analysis of the results obtained demonstrated a lack of HR strategy associated with postdoctoral researchers who exceeded the statutory period of employment at the position of assistant professor. Hence, appropriate regulations tackling this issue shall be introduced.

## V. Action plan against the current state

The conclusions drawn from the internal analysis and survey findings against the provisions of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers are presented below.

<b>1. RECOGNITION OF THE PROFESSION</b> All researchers engaged in a research career should be recognized as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).	
<b>Relevant legislation (permitting or impeding the implementation of this principle)</b>	<b>Existing institutional provisions and/or practices</b>
<ul style="list-style-type: none"><li>Act of April 30, 2010 on the Polish Academy of Sciences</li></ul>	<ul style="list-style-type: none"><li>Statute of IAR&amp;FR PAS of 16 May, 2011</li><li>Regulations of the full-time doctoral studies in the IAR&amp;FR PAS in Olsztyn from 31 March, 2016</li></ul>
<b>Survey score:</b> very good – 98%	<b>Comments:</b> none
<b>Actions required:</b> none	
<b>Implementation period:</b> ongoing monitoring	<b>Coordinator:</b> Head of Doctoral Studies, Human Resources (HR) Department
<b>2. NON-DISCRIMINATION</b> Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.	

Relevant legislation (permitting or impeding the implementation of this principle)	Existing institutional provisions and/or practices
<ul style="list-style-type: none"> <li>The Constitution of the Republic of Poland</li> <li>Act of 26 June, 1974. Labour Code (Journal of Laws 2014.1502, as amended) (art.18<sup>3a</sup>-18<sup>3e</sup>)</li> </ul>	<ul style="list-style-type: none"> <li>Rules and proceedings for academic appointments in the Institute of Animal Reproduction and Food Research PAS in Olsztyn from December 1, 2010</li> <li>Working Rules in the Institute of Animal Reproduction and Food Research PAS in Olsztyn from March 4, 2015</li> <li>Employees Remuneration Rules in the Institute of Animal Reproduction and Food Research PAS in Olsztyn from June 9, 2015</li> <li>Anti-mobbing Regulations from September 12, 2013</li> <li>Rules of Equal Treatment in Employment from March 4, 2015</li> </ul>
<b>Survey score:</b> very good - 100%	<b>Comments:</b> none
<b>Actions required:</b> none	
<b>Implementation period:</b> ongoing monitoring	<b>Coordinator:</b> Director of the Institute, HR Department
<b>3. RESEARCH ENVIRONMENT</b> Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing institutional provisions and/or practices
<ul style="list-style-type: none"> <li>Act of April 30, 2010 on the Polish Academy of Sciences</li> <li>Act of 26 June, 1974. Labour Code (Journal of Laws of 2014. 1502, as amended), as well as executive provisions to the Labour Code in the area of occupational safety and health</li> </ul>	<ul style="list-style-type: none"> <li>Statute of IAR&amp;FR PAS of 16 May, 2011</li> <li>Working Rules in the Institute of Animal Reproduction and Food Research PAS in Olsztyn of March 4, 2015</li> </ul>
<b>Survey score:</b> very good – 98%	<b>Comments:</b> none
<b>Actions required:</b> none	
<b>Implementation period:</b> ongoing monitoring	<b>Coordinator:</b> Director of the Institute, Scientific Council



<b>4. WORKING CONDITIONS</b> Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, inter alia, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.	
<b>Relevant legislation (permitting or impeding the implementation of this principle)</b>	<b>Existing institutional provisions and/or practices</b>
<ul style="list-style-type: none"> <li>• Act of 26 June, 1974. Labour Code (Journal of Laws 2014.1502, as amended)</li> <li>• Act of April 30, 2010 on the Polish Academy of Sciences</li> </ul>	<ul style="list-style-type: none"> <li>• Working Rules in the Institute of Animal Reproduction and Food Research PAS in Olsztyn from March 4, 2015</li> <li>• Employees Remuneration Rules in the Institute of Animal Reproduction and Food Research PAS in Olsztyn from June 9, 2015</li> <li>• Anti-mobbing Regulations from September 12, 2013</li> <li>• Rules of Equal Treatment in Employment from March 4, 2015</li> </ul>
<b>Survey score:</b> very good – 98%	<b>Comments:</b> none
<b>Actions required:</b> none	
<b>Implementation period:</b> ongoing monitoring	<b>Coordinator:</b> Director of the Institute, HR Department
<b>5. STABILITY AND PERMANENCE OF 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 EU Directive on Fixed-Term Work.	
<b>Relevant legislation (permitting or impeding the implementation of this principle)</b>	<b>Existing institutional provisions and/or practices</b>
<ul style="list-style-type: none"> <li>• Act of 26 June, 1974. Labour Code (Journal of Laws 2014.1502, as amended)</li> <li>• Act of April 30, 2010 on the Polish Academy of Sciences</li> </ul>	<ul style="list-style-type: none"> <li>• Working Rules in the Institute of Animal Reproduction and Food Research PAS in Olsztyn from March 4, 2015</li> </ul>
<b>Survey score:</b> good – 84%	<b>Comments:</b> none
<b>Actions required:</b> none	
<b>Implementation period:</b> ongoing monitoring	<b>Coordinator:</b> Director of the Institute

<b>6. 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 sectoral collective bargaining 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.	
<b>Relevant legislation (permitting or impeding the implementation of this principle)</b>	<b>Existing institutional provisions and/or practices</b>
<ul style="list-style-type: none"> <li>Act of 26 June, 1974. Labour Code (Journal of Laws 2014.1502, as amended)</li> <li>Act of April 30, 2010 on the Polish Academy of Sciences</li> </ul>	<ul style="list-style-type: none"> <li>Employees Remuneration Rules in the Institute of Animal Reproduction and Food Research PAS in Olsztyn from June 9, 2015</li> <li>Regulations of providing incentives and rewards to the researchers in the IAR&amp;FR PAS in Olsztyn from May 25, 2015</li> </ul>
<b>Survey score:</b> fair – 68%	<b>Comments:</b> lack of a transparent system of increasing the revenues in individual professional groups.
<b>Actions required:</b> <ul style="list-style-type: none"> <li>Appointing, by means of the Director's resolution, a Commission representing individual groups of researchers, which would elaborate procedures of a systemic growth of revenues in a given professional group.</li> </ul>	
<b>Implementation period:</b> 15 months	<b>Coordinator:</b> Director of the Institute
<b>7. GENDER BALANCE</b> Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.	
<b>Relevant legislation (permitting or impeding the implementation of this principle)</b>	<b>Existing institutional provisions and/or practices</b>
<ul style="list-style-type: none"> <li>Act of 26 June, 1974. Labour Code (Journal of Laws 2014.1502, as amended)</li> </ul>	<ul style="list-style-type: none"> <li>Rules and proceedings for academic appointments in the Institute of Animal Reproduction and Food Research PAS in Olsztyn from December 1, 2010</li> <li></li> </ul>
<b>Survey score:</b> fair – 70%	<b>Comments:</b> gender imbalance at some levels of staff



<b>Actions required:</b> <ul style="list-style-type: none"> <li>• elaboration of procedures aiming at gender balance at the recruitment stage,</li> <li>• elaboration of procedures aiming at gender balance in the selection committees,</li> </ul> - while maintaining the quality and competence criteria.	
<b>Implementation period:</b> 12 months	<b>Coordinator:</b> Director of the Institute, HR Department
<b>8. 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 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.	
<b>Relevant legislation (permitting or impeding the implementation of this principle)</b>	<b>Existing institutional provisions and/or practices</b>
none	<ul style="list-style-type: none"> <li>• Resolutions on the evaluation criteria of scientific, teaching and organizational record of researchers applying for a post-doctoral degree and academic title of a professor (Resolution No. 7 of the Scientific Board of the IAR&amp;FR PAS in Olsztyn and Resolution No. 8 of the IAR&amp;FR PAS in Olsztyn from December 2, 2014)</li> </ul>
<b>Survey score:</b> poor - 56%	<b>Comments:</b> lack of HR management strategy that would indicate the paths of research career; lack of HR strategy related to the research career of PhD students.
<b>Actions required:</b> <ul style="list-style-type: none"> <li>• training of the management staff, heads of departments and group leaders in the field of human resources management, conducted by a professional training agency,</li> <li>• appointing a Commission composed of mentors for the development and implementation of the HR management strategy, which would especially contribute to tackling the “aging” phenomenon among research staff,</li> <li>• according to the recommendation of the European Commission the HR management strategy will include the policy of career development for researchers at all stages of their career, starting from a PhD student, through assistant, and assistant professor up to a full professor,</li> <li>• unification of the staff documentation on the basis of the HR management strategy developed.</li> </ul>	
<b>Implementation period:</b> 36 months	<b>Coordinator:</b> Director of the Institute

<b>9. VALUE OF MOBILITY</b> Employers and/or funders must recognize the value of geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.	
<b>Relevant legislation (permitting or impeding the implementation of this principle)</b>	<b>Existing institutional provisions and/or practices</b>
<ul style="list-style-type: none"> <li>Regulation of the Minister of Science and Higher Education of 12 October, 2006 on the conditions for undertaking research, teaching and training assignments abroad and the specific entitlements of seconded researchers</li> </ul>	<ul style="list-style-type: none"> <li>Researchers and PhD students are granted mobility possibilities within the framework of scientific internships and implementation of research projects</li> </ul>
<b>Survey score:</b> very good – 99%	<b>Comments:</b> none
<b>Actions required:</b> none	
<b>Implementation period:</b> ongoing monitoring	<b>Coordinator:</b> Director of the Institute
<b>10. ACCESS TO TRAININGS AND CONTINUOUS DEVELOPMENT</b> Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.	
<b>Relevant legislation (permitting or impeding the implementation of this principle)</b>	<b>Existing institutional provisions and/or practices</b>
<ul style="list-style-type: none"> <li>Act of April 30, 2010 on the Polish Academy of Sciences</li> <li>Act of 26 June, 1974. Labour Code (Journal of Laws 2014.1502, as amended)</li> </ul>	<ul style="list-style-type: none"> <li>Providing opportunities of scientific internships; participation of research staff in various forms of postdoctoral education in national and international institutions (studies, internships, scholarships); teaching activities in national and international research centres</li> </ul>
<b>Survey score:</b> very good – 97%	<b>Comments:</b> none
<b>Actions required:</b> none	
<b>Implementation period:</b> ongoing monitoring	<b>Coordinator:</b> Research Support Office



<b>11. 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.	
<b>Relevant legislation (permitting or impeding the implementation of this principle)</b>	<b>Existing institutional provisions and/or practices</b>
none	none
<b>Survey score:</b> very poor – 48%	<b>Comments:</b> no access to career advice and internal regulations
<b>Actions required:</b> <ul style="list-style-type: none"> <li>• HR management strategy will include provisions on the access to career advice,</li> <li>• introducing obligatory scientific supervision of qualified staff offering essential support to young researchers at the beginning of their career,</li> <li>• organisation of trainings for group leaders in the area of research career development,</li> <li>• access to lectures on combining science, career and research management – open lectures informing about the career development prospects,</li> <li>• establishing cooperation with recruitment agencies, companies employing researchers or other entities dealing with the recruitment of researchers,</li> <li>• creating links at the Institute's website featuring job vacancies at the national and international market,</li> <li>• creating a link at the Institute's website featuring open trainings on career advice,</li> <li>• development of internal mechanisms encouraging young researchers to launch their own business by e.g. introducing open lectures on entrepreneurship (obligatory for participants of doctoral studies),</li> <li>• informing young researchers about various paths of career development, e.g. in science administration (working in institutions such as National Science Centre, National Centre for Research and Development, Patent Offices); facilitating the access to information about job vacancies.</li> </ul>	
<b>Implementation period:</b> 40 months	<b>Coordinator:</b> Director of the Institute, HR Department
<b>12. INTELLECTUAL PROPERTY RIGHTS</b> Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/ or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.	
<b>Relevant legislation (permitting or impeding the implementation of this principle)</b>	<b>Existing institutional provisions and/or practices</b>
<ul style="list-style-type: none"> <li>• Act of April 30, 2010 on the Polish Academy of Sciences</li> </ul>	<ul style="list-style-type: none"> <li>• Regulations of principles and commercialisation procedures of the research results, developmental works, know-how associated with the results, and management of industrial property rights from February 26, 2015</li> </ul>



	<ul style="list-style-type: none"> <li>Statute of IAR&amp;FR PAS of 16 May, 2011</li> </ul>
<b>Survey score:</b> very good – 100%	<b>Comments:</b> none
<b>Actions required:</b> none	
<b>Implementation period:</b> ongoing monitoring	<b>Coordinator:</b> Director of the Institute, Commission for Science, Staff Development and Researchers Evaluation
<b>13. CO-AUTHORSHIP</b> Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc, or to publish their own research results independently from their supervisor(s).	
<b>Relevant legislation (permitting or impeding the implementation of this principle)</b>	<b>Existing institutional provisions and/or practices</b>
<ul style="list-style-type: none"> <li>Act of 4 February 1994 on copyright and related rights</li> </ul>	<ul style="list-style-type: none"> <li>Regulations of periodic evaluation of researchers in IAR&amp;FR PAS, adopted by the Scientific Council on December 10, 2015</li> </ul>
<b>Survey score:</b> very good – 96%	<b>Comments:</b> none
<b>Actions required:</b> none	
<b>Implementation period:</b> ongoing monitoring	<b>Coordinator:</b> Commission for Science, Staff Development and Researchers Evaluation
<b>14. TEACHING</b> Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.	
<b>Relevant legislation (permitting or impeding the implementation of this principle)</b>	<b>Existing institutional provisions and/or practices</b>
<ul style="list-style-type: none"> <li>Act of April 30, 2010 on the Polish Academy of Sciences</li> </ul>	<ul style="list-style-type: none"> <li>Regulations of periodic evaluation of researchers in IAR&amp;FR PAS, adopted by the Scientific Council on December 10, 2015</li> </ul>



	<ul style="list-style-type: none"> <li>• Statute of IAR&amp;FR PAS from 16 May, 2011</li> </ul>
<b>Survey score:</b> good – 89%	<b>Comments:</b> teaching responsibilities shall be adequately scored and rewarded, regardless of the publications results; lack of training in the field of teaching and leading courses within the framework of researchers' professional development.
<b>Actions required:</b> <ul style="list-style-type: none"> <li>• supplementing the Regulations of periodic evaluation of researchers in IAR&amp;FR PAS by the provisions stating that the teaching responsibilities shall be adequately scored and rewarded, regardless of the publications results,</li> <li>• staff training in the field of teaching and leading courses within the framework of research career development.</li> </ul>	
<b>Implementation period:</b> 11 months	<b>Coordinator:</b> Director of the Institute, Legal Counsel, Commission for Science, Staff Development and Researchers Evaluation
<b>15. SUPERVISION</b> Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.	
<b>Relevant legislation (permitting or impeding the implementation of this principle)</b>	<b>Istniejące przepisy instytucjonalne i/lub praktyki</b>
<ul style="list-style-type: none"> <li>• Act of April 30, 2010 on the Polish Academy of Sciences</li> <li>• Act of 27 July 2005. Law on Higher Education. (Journal of Laws of 2012.572, as amended)</li> </ul>	<ul style="list-style-type: none"> <li>• Statute of IAR&amp;FR PAS from 16 May, 2011.</li> <li>• Regulations of full-time doctoral studies</li> </ul>
<b>Survey score:</b> very good – 98%	<b>Comments:</b> none
<b>Actions required:</b> none	
<b>Implementation period:</b> ongoing monitoring	<b>Coordinator:</b> Head of Doctoral Studies
<b>16. EVALUATION/APPRaisal SYSTEM</b> Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee. Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career progression.	

Relevant legislation (permitting or impeding the implementation of this principle)	Existing institutional provisions and/or practices
<ul style="list-style-type: none"> <li>Act of April 30, 2010 on the Polish Academy of Sciences.</li> </ul>	<ul style="list-style-type: none"> <li>Regulations of periodic evaluation of researchers in IAR&amp;FR PAS, adopted by the Scientific Council on December 10, 2015</li> </ul>
<p><b>Survey score:</b> fair - 76%</p>	<p><b>Comments:</b> the evaluation system of researchers shall recognise, regardless of the number of publications, the organisational activity. This will allow to exploit the organisational potential and skills of researchers and, consequently, to modify the structure of scientific activities. Such practice is of crucial importance especially in the light of forthcoming market changes, where research institutions are expected to contribute to the development of science-business platforms. These changes call for researchers with capabilities outside publishing potential, and with a more innovation-oriented approach; the evaluation system of researchers shall recognise, regardless of the publications results, the scores for reviewing doctoral and habilitation theses.</p>
<p><b>Actions required:</b></p> <ul style="list-style-type: none"> <li>supplementing the Regulations of periodic evaluation of researchers in IAR&amp;FR PAS by the provisions stating that the organisational activity shall be adequately scored and rewarded, regardless of the publications results,</li> <li>supplementing the Regulations of periodic evaluation of researchers in IAR&amp;FR PAS by the provisions stating that the reviewing of doctoral and habilitation theses shall be adequately scored and rewarded, regardless of the publications results.</li> </ul>	
<p><b>Implementation period:</b> 11 months</p>	<p><b>Coordinator:</b> Legal Counsel, Commission for Science, Staff Development and Researchers Evaluation</p>
<p><b>17. COMPLAINTS/APPEALS</b></p> <p>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>	



Relevant legislation (permitting or impeding the implementation of this principle)	Existing institutional provisions and/or practices
<ul style="list-style-type: none"> <li>Act of 26 June, 1974. Labour Code (Journal of Laws 2014.1502, as amended)</li> <li>Act of April 30, 2010 on the Polish Academy of Sciences</li> </ul>	<ul style="list-style-type: none"> <li>Anti-mobbing Regulations from September 12, 2013</li> <li>Rules of Equal Treatment in Employment from March 4, 2015</li> </ul>
<b>Survey score:</b> very good – 98%	<b>Comments:</b> none
<b>Actions required:</b> none	
<b>Implementation period:</b> ongoing monitoring	<b>Coordinator:</b> Disciplinary Commission, Disciplinary Ombudsman
<b>18. PARTICIPATION IN DECISION-MAKING BODIES</b> Employers and/or funders of researchers should recognize it as wholly legitimate, and 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.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing institutional provisions and/or practices
<ul style="list-style-type: none"> <li>Act of 26 June, 1974. Labour Code (Journal of Laws 2014.1502, as amended)</li> <li>Act of April 30, 2010 on the Polish Academy of Sciences</li> <li>Act of 23 May 1991. Trade Unions (Journal of Laws 2015.1881, as amended)</li> </ul>	<ul style="list-style-type: none"> <li>Researchers are represented in every internally regulated bodies of consultative, opinion or decisive nature, such as Scientific Council's Commission for Science, Staff Development and Researchers Evaluation, Reproductive Biology Commission, and Food Research Commission</li> </ul>
<b>Survey score:</b> very good – 98%	<b>Comments:</b> none
<b>Proponowane działania:</b> none	
<b>Implementation period:</b> ongoing monitoring	<b>Coordinator:</b> Director of the Institute, Scientific Council
<b>19. RECRUITMENT</b> Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing institutional provisions and/or practices
none	none

<b>Survey score:</b> fair - 71%	<b>Comments:</b> no regulations facilitating access to work for disadvantaged groups and researchers returning to a research career.
<b>Actions required:</b> <ul style="list-style-type: none"> <li>introducing procedures on the recruitment criteria and academic record of researchers after at least 2-year break from a researcher career (including disadvantaged groups and researchers returning to a research career).</li> </ul>	
<b>Implementation period:</b> 24 months	<b>Coordinator:</b> Legal Counsel, Commission for Science, Staff Development and Researchers Evaluation
<b>20. RECRUITMENT (CODE)</b> Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.	
<b>Relevant legislation (permitting or impeding the implementation of this principle)</b>	<b>Existing institutional provisions and/or practices</b>
<ul style="list-style-type: none"> <li>Act of April 30, 2010 on the Polish Academy of Sciences</li> </ul>	<ul style="list-style-type: none"> <li>Rules and proceedings for academic appointments in the Institute of Animal Reproduction and Food Research PAS in Olsztyn from December 1, 2010</li> </ul>
<b>Survey score:</b> fair - 71%	<b>Comments:</b> gaps in recruitment procedures – no provisions specifying the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply; lack of provisions concerning information on the working conditions and development of career prospects of the candidates for academic vacancies.
<b>Actions required:</b> <ul style="list-style-type: none"> <li>amendment of the Regulations by provisions determining deadlines in the recruitment process,</li> <li>introducing to vacancy advertisements information on the working conditions and the career development prospects for the candidate applying for the academic position.</li> </ul>	
<b>Implementation period:</b> 8 months	<b>Coordinator:</b> Legal Counsel, HR Department



<b>21. SELECTION (CODE)</b> Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.	
<b>Relevant legislation (permitting or impeding the implementation of this principle)</b>	<b>Existing institutional provisions and/or practices</b>
<ul style="list-style-type: none"> <li>Act of April 30, 2010 on the Polish Academy of Sciences</li> </ul>	<ul style="list-style-type: none"> <li>Rules and proceedings for academic appointments in the Institute of Animal Reproduction and Food Research PAS in Olsztyn from December 1, 2010</li> </ul>
<b>Survey score:</b> good – 88%	<b>Comments:</b> gender imbalance at some staff levels; selection committees tend to lack appropriate gender balance; organising trainings in selection methods for members of selection committees
<b>Actions required:</b> <ul style="list-style-type: none"> <li>amendment of the Rules and proceedings for academic appointments in IAR&amp;FR PAS by provisions on the diversification of the composition of selection committees s in respect to gender balance, while maintaining the quality and competence criteria,</li> <li>establishing within the recruitment process the composition of selection committees in respect to gender balance, while maintaining the quality and competence criteria,</li> <li>training in selection methods for members of selection committees, conducted by a professional training agency.</li> </ul>	
<b>Implementation period:</b> 18 months	<b>Coordinator:</b> Director of the Institute, Legal Counsel, HR Department
<b>22. TRANSPARENCY (CODE)</b> Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.	
<b>Relevant legislation (permitting or impeding the implementation of this principle)</b>	<b>Existing institutional provisions and/or practices</b>
<ul style="list-style-type: none"> <li>Act of April 30, 2010 on the Polish Academy of Sciences</li> </ul>	<ul style="list-style-type: none"> <li>Rules and proceedings for academic appointments in the Institute of Animal Reproduction and Food Research PAS in Olsztyn from December 1, 2010</li> </ul>
<b>Survey score:</b> fair -72%	<b>Comments:</b> the recruitment process lacks information about the working conditions and

	the career development prospects; candidates are not informed after the selection process about the strengths and weaknesses of their applications.
<b>Actions required:</b> <ul style="list-style-type: none"> <li>• amendment of the Rules and proceedings for academic appointments in IAR&amp;FR PAS by the obligation to provide the candidate with information on the working conditions and the career development prospects, as well as the obligation to inform in the candidate about the strengths and weakness of their applications after the selection process,</li> <li>• introducing the above regulations to the recruitment process.</li> </ul>	
<b>Implementation period:</b> 8 months	<b>Coordinator:</b> Legal Counsel, HR Department
<b>23. JUDGING OF MERIT (CODE)</b> The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.	
<b>Relevant legislation (permitting or impeding the implementation of this principle)</b>	<b>Existing institutional provisions and/or practices</b>
<ul style="list-style-type: none"> <li>• Act of April 30, 2010 on the Polish Academy of Sciences</li> </ul>	<ul style="list-style-type: none"> <li>• Rules and proceedings for academic appointments in the Institute of Animal Reproduction and Food Research PAS in Olsztyn from December 1, 2010</li> </ul>
<b>Survey score:</b> good – 86%	<b>Comments:</b> none
<b>Actions required:</b> none	
<b>Implementation period:</b> ongoing monitoring	<b>Coordinator:</b> Selection Committee
<b>24. VARIATIONS IN THE CHRONOLOGICAL ORDER OF CVs (CODE)</b> Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.	
<b>Relevant legislation (permitting or impeding the implementation of this principle)</b>	<b>Existing institutional provisions and/or practices</b>
<ul style="list-style-type: none"> <li>• Act of April 30, 2010 on the Polish Academy of Sciences</li> </ul>	<ul style="list-style-type: none"> <li>• Rules and proceedings for academic appointments in the Institute of</li> </ul>



	Animal Reproduction and Food Research PAS in Olsztyn from December 1, 2010
<b>Survey score:</b> very good – 90%	<b>Comments:</b> none
<b>Actions required:</b> none	
<b>Implementation period:</b> ongoing monitoring	<b>Coordinator:</b> Selection Committee
<b>25. RECOGNITION OF MOBILITY EXPERIENCE (CODE)</b> Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.	
<b>Relevant legislation (permitting or impeding the implementation of this principle)</b>	<b>Existing institutional provisions and/or practices</b>
<ul style="list-style-type: none"> <li>Act of April 30, 2010 on the Polish Academy of Sciences</li> </ul>	<ul style="list-style-type: none"> <li>Rules and proceedings for academic appointments in the Institute of Animal Reproduction and Food Research PAS in Olsztyn from December 1, 2010</li> </ul>
<b>Survey score:</b> very good – 100%	<b>Comments:</b> none
<b>Actions required:</b> none	
<b>Implementation period:</b> ongoing monitoring	<b>Coordinator:</b> Selection Committee
<b>26. RECOGNITION OF QUALIFICATIONS (CODE)</b> Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.	
<b>Relevant legislation (permitting or impeding the implementation of this principle)</b>	<b>Existing institutional provisions and/or practices</b>
<ul style="list-style-type: none"> <li>Act of April 30, 2010 on the Polish Academy of Sciences</li> </ul>	<ul style="list-style-type: none"> <li>Rules and proceedings for academic appointments in the Institute of Animal Reproduction and Food Research PAS in Olsztyn from December 1, 2010</li> </ul>
<b>Survey score:</b> good – 88%	<b>Comments:</b> none
<b>Actions required:</b> none	
<b>Implementation period:</b> ongoing monitoring	<b>Coordinator:</b> Selection Committee

<b>27. SENIORITY (CODE)</b> The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.	
<b>Relevant legislation (permitting or impeding the implementation of this principle)</b>	<b>Existing institutional provisions and/or practices</b>
<ul style="list-style-type: none"> <li>Act of April 30, 2010 on the Polish Academy of Sciences</li> </ul>	<ul style="list-style-type: none"> <li>Rules and proceedings for academic appointments in the Institute of Animal Reproduction and Food Research PAS in Olsztyn from December 1, 2010</li> </ul>
<b>Survey score:</b> very good – 96%	<b>Comments:</b> none
<b>Actions required:</b> none	
<b>Implementation period:</b> ongoing monitoring	<b>Coordinator:</b> Selection Committee
<b>28. POSTDOCTORAL APPOINTMENTS (CODE)</b> Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.	
<b>Relevant legislation (permitting or impeding the implementation of this principle)</b>	<b>Existing institutional provisions and/or practices</b>
<ul style="list-style-type: none"> <li>Act of April 30, 2010 on the Polish Academy of Sciences.</li> </ul>	none
<b>Survey score:</b> good – 80%	<b>Comments:</b> lack of the HR management strategy.
<b>Actions required:</b> <ul style="list-style-type: none"> <li>introducing regulations – within the framework of a human resources management strategy - determining the proceedings with postdoctoral researchers who exceeded the statutory period of employment at the position of Assistant Professor, taking into account that the postdoctoral status is transitory, with a primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects and obtaining further scientific degrees and titles.</li> </ul>	
<b>Implementation period:</b> 36 months	<b>Coordinator:</b> Director of the Institute



## VI. Implementation of the action plan: execution deadlines and subjects responsible for the implementation

The action plan will be implemented within the period of 4 years. The activities planned have been divided into short-term – to be implemented within 2 years, and long-term actions – implemented within the period of 2 - 4 years.

Implementation of the following actions will be executed by the subjects indicated in the below schedule. Proxy for the HR strategy, to be appointed by the Director, will supervise scheduling of the actions planned and submitting the reports to the European Commission.

No.	Actions to be implemented	Implementation period (no. of months)	Coordinator	Executive
1.	Adopting a procedure of a systemic growth of revenues in individual professional groups.	15	Director	Commission appointed by the Director
2.	Training of the management staff, heads of departments and group leaders in the field of human resources management.	36	Director	Training agency
3.	Development and implementation of the HR management strategy.		Director	Commission appointed by the Director
4.	Elaboration of a career development strategy for researchers, starting from a PhD student, through assistant, and assistant professor up to a full professor (within the HR management strategy).		Director	Commission appointed by the Director
5.	Unification of the staff documentation on the basis of the HR management strategy developed.		Director	Legal Counsel, HR Department
6.	Elaboration of procedures concerning the access to career advice (within the HR management strategy).	40	Director	Commission appointed by the Director
7.	Organisation of trainings for group leaders in the area of research career development.		Director	HR Department, Research Support Office
8.	Staff training in the field of teaching and leading courses within the framework of research career development.		Director	Training institution
9.	Organising lectures on combining science, career and research management – open lectures informing about the career development prospects.		Director	HR Department, Research Support Office
10.	Organising open lectures on entrepreneurship (obligatory for PhD students).		Director	Head of Doctoral Studies, Research Support Office
11.	Establishing cooperation with recruitment agencies, companies employing researchers or other entities dealing with the recruitment of researchers.		Director, Human Resources (HR) Department	Research Support Office

12.	Creating links at the Institute's website featuring job vacancies at the national and international market.		Director, HR Department	IT services
13.	Creating a link at the Institute's website featuring open trainings on career advice.		Director, HR Department	IT services
14.	Providing information at the Institute's website dedicated for young researchers about various paths of career development, e.g. in science administration (working in institutions such as National Science Centre, National Centre for Research and Development, Patent Offices); facilitating the access to information about job vacancies.		Director, HR Department	IT services
15.	Supplementing the Regulations of periodic evaluation of researchers in IAR&FR PAS by the provisions stating that the teaching responsibilities shall be adequately scored and rewarded, regardless of the publications results.	11	Legal Counsel, Commission for Science, Staff Development and Researchers Evaluation	Scientific Council
16.	Supplementing the Regulations of periodic evaluation of researchers in IAR&FR PAS by the provisions stating that the organisational responsibilities shall be adequately scored and rewarded, regardless of the publications results.		Legal Counsel, Commission for Science, Staff Development and Researchers Evaluation	Scientific Council
17.	Supplementing the Regulations of periodic evaluation of researchers in IAR&FR PAS by the provisions stating that the reviewing of doctoral and habilitation theses shall be adequately scored and rewarded, regardless of the publications results.		Legal Counsel, Commission for Science, Staff Development and Researchers Evaluation	Scientific Council
18.	Introducing procedures on the recruitment criteria and academic record of researchers after at least a 2-year break from his/her research career (including disadvantaged groups and researchers returning to a research career).	24	Legal Counsel, Commission for Science, Staff Development and Researchers Evaluation	Scientific Council
19.	Amendment of the Regulations by provisions determining deadlines in the recruitment process.	8	Legal Counsel, HR Department	Scientific Council



20.	Introduction to vacancy advertisements information on the working conditions and the career development prospects for the candidate applying for the academic position.	immediately	Selection Committees	Selection Committees
21.	Amendment of the Rules and proceedings for academic appointments in IAR&FR PAS by the provisions on the diversification of the composition of selection committees in respect to gender balance, while maintaining the quality and competence criteria.	18	Legal Counsel, HR Department	Scientific Council
22.	Training in selection methods for members of selection committees.		Director,	Training agency
23.	Amendment of the Rules and proceedings for academic appointments in IAR&FR PAS by the obligation to provide the candidate with information on the working conditions and the career development prospects, as well as the obligation to inform the candidate about the strengths and weakness of their applications after the selection process.	8	Legal Counsel, HR Department	Scientific Council
24.	Introducing regulations – within the framework of the HR management strategy - determining the proceedings with postdoctoral researchers who exceeded the statutory period of employment at the position of assistant professor, taking into account that the postdoctoral status is transitory, with a primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects and obtaining further scientific degrees and titles.	36	Director	Commission appointed by the Director
25.	Elaboration of procedures aiming at gender balance at the recruitment stage and in the selection committees.	12	Director, HR Department	Selection Committees

*olsztyn 13.05.2016*

Date and place

*Marusz Piskun*

Director General  
of IAR&FR PAS in Olsztyn