

INSTITUTE OF ANIMAL REPRODUCTION AND FOOD RESEARCH PAS IN OLSZTYN



HR EXCELLENCE IN RESEARCH

HR STRATEGY FOR RESEARCHERS (HRS4R)

Internal analysis and action plan until 2022

OLSZTYN, APRIL 2019

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. On January 1, 2016 the Institute incorporated into its structure the Research Station in Popielno.

Since 2012 the Institute has been directed by Prof. Mariusz Konrad Piskula, corresponding member of PAS. Currently, the Institute employs **76** researchers, **5** scientific technical staff, **65** technical staff, **44** administrative staff and **27** workers in the Research Station in Popielno.

Institute's research staff conducts fundamental and applied research in three scientific areas: food quality and safety, reproductive biology and human health.

Food quality and safety research focus on 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 studies are related to 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-related investigations in respect to maintaining a comfort life with particular emphasis on the influence of environment, including food, on ethology of infertility, prophylaxis of diabetes type 2, allergies and obesity as well skin regeneration and development of diagnostic biosensors.

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 activities performed at the Institute. The study program involves lectures and seminars providing students with cross-disciplinary knowledge from the area of biology and chemistry. Currently, there are **23** students enrolled in the full-time doctoral studies.

Chart 1. Organizational structure of IAR&FR PAS

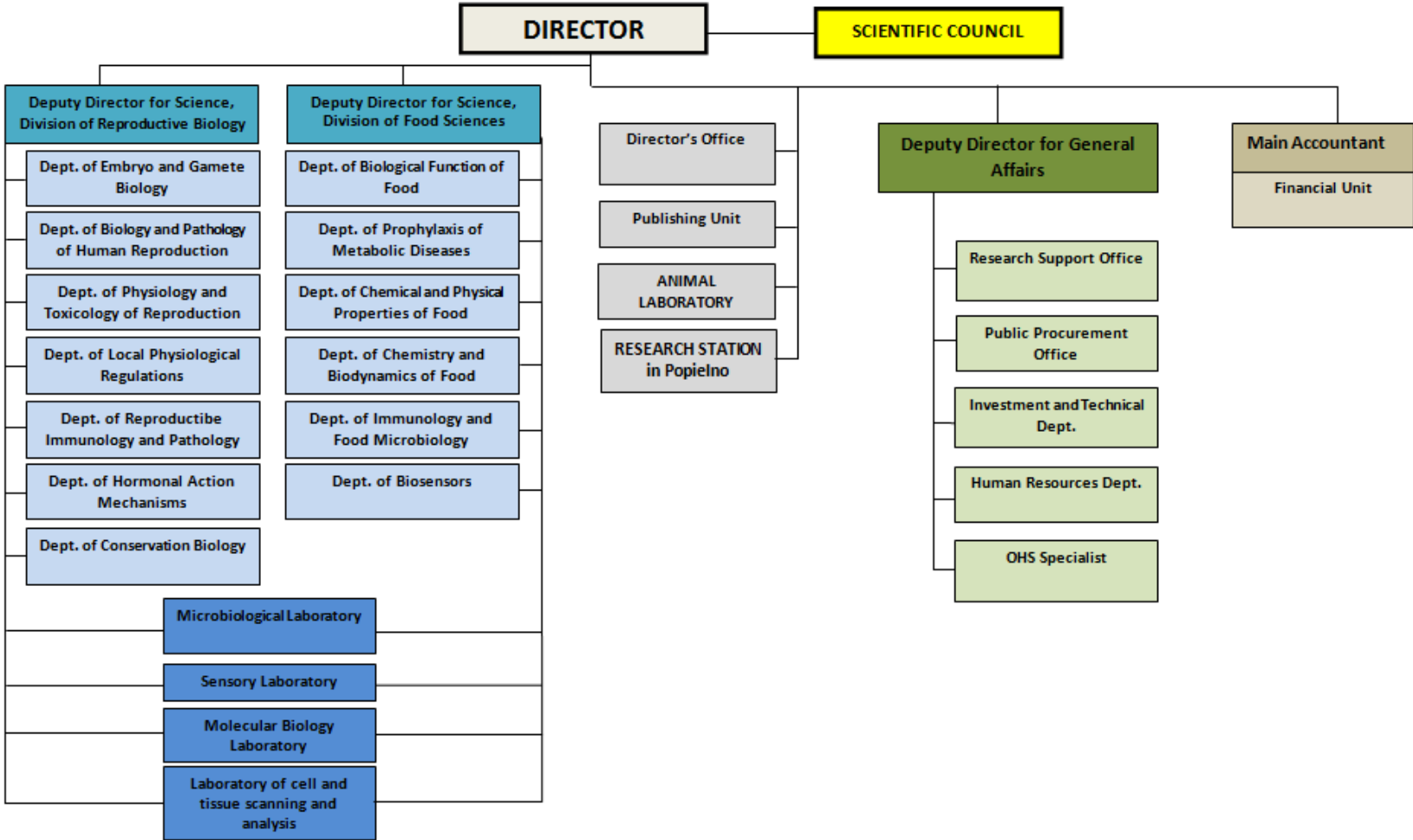
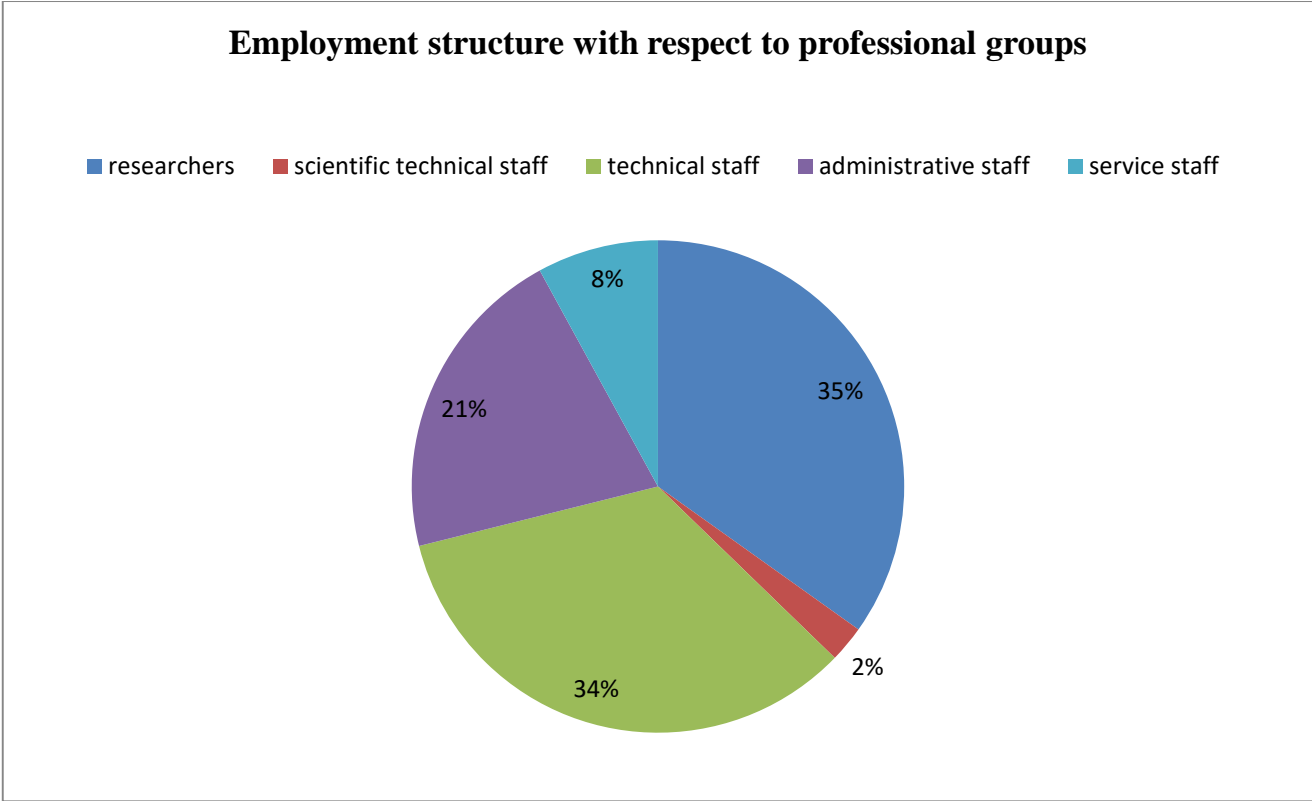


Chart 2. Employment structure of IAR&FR PAS



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

The activities associated with the development of the Human Resources Strategy for the Institute started in 2015 and were divided into several stages.

In the **first stage**, Director General of the Institute, Prof. Mariusz K. Piskula, submitted on **19 June, 2015** 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.

In the **second stage**, on the basis of Director's ordinance 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

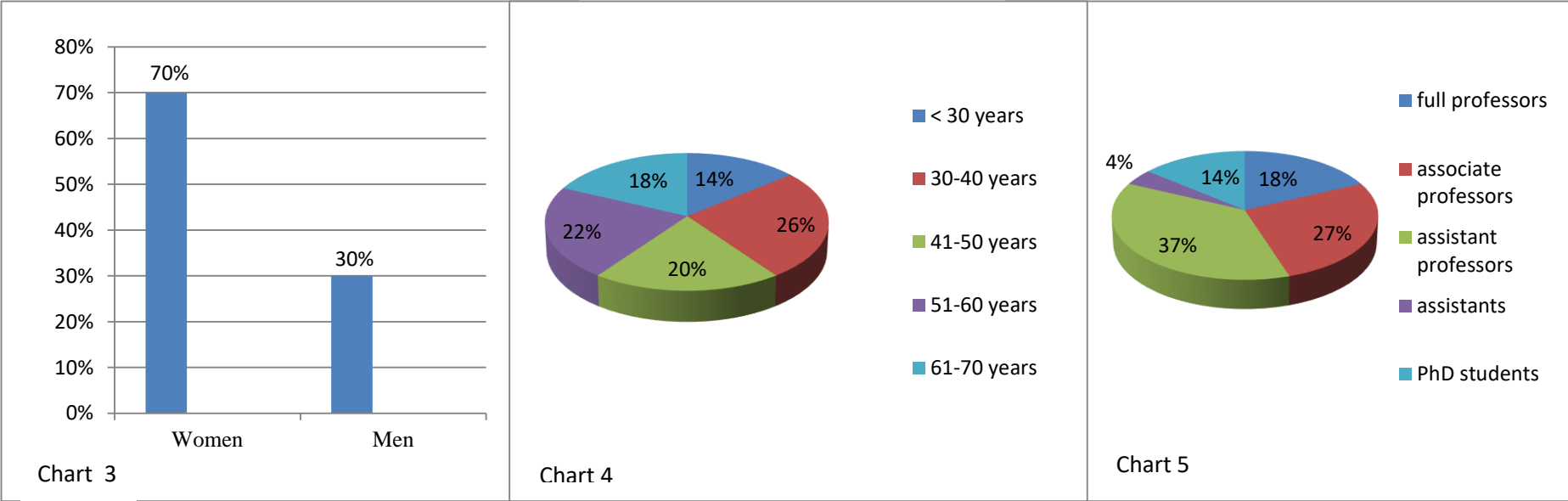
Having submitted the intention letter and appointed the above Commission, further steps aimed at obtaining the HR logo were taken. The Commission for the implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers conducted an internal analysis of Institute's policies and practices against the principles adopted in the Charter and the Code.

In the next stage, a survey (questionnaire) was carried out on a group of 50 respondents (researchers) on **5 - 31 August, 2015**. The study was anonymous.

In a series of close-ended, YES/NO, questions the respondent was supposed to evaluate whether the Institute complies with the principles adopted in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Participants taking part in the survey were informed on the possibility of adding comments and conclusions. The questionnaire was designed in such a way as to achieve a representative sample of the target group.

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

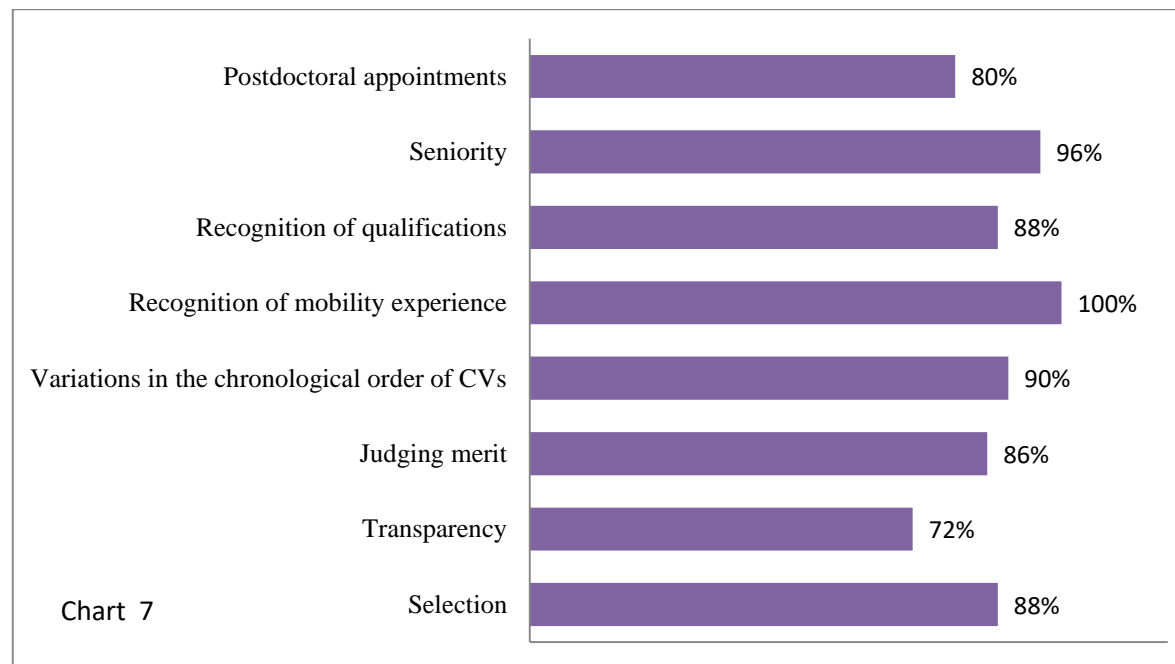
Having completed the survey, the Commission for implementation of the ECR and CR principles performed the following classification of the results obtained:



Compliance with the principles of the European Charter for Researchers (% of YES answers)



Compliance with the principles of the Code for Recruitment (% of YES answers)



The internal analysis and survey findings underpinned the actions undertaken by the Commission to alleviate Institute's noncompliance with the principles of the Charter and the Code.

Fourth stage: in May 2016, after development of the HR Strategy, along with the action plan, the documents were sent to the European Commission in accordance with the HR logo application procedure. **Institute of Animal Reproduction and Food Research was awarded the HR logo on 27 May, 2017.**

HR Strategy – two years after receiving the HR logo

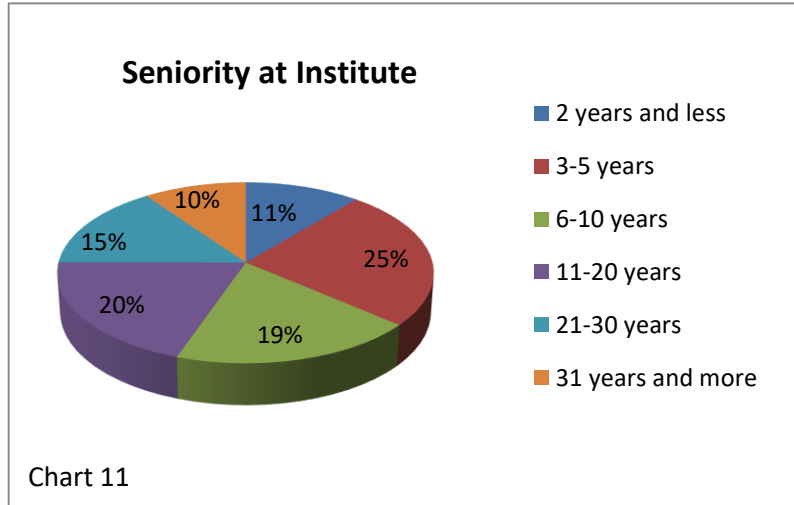
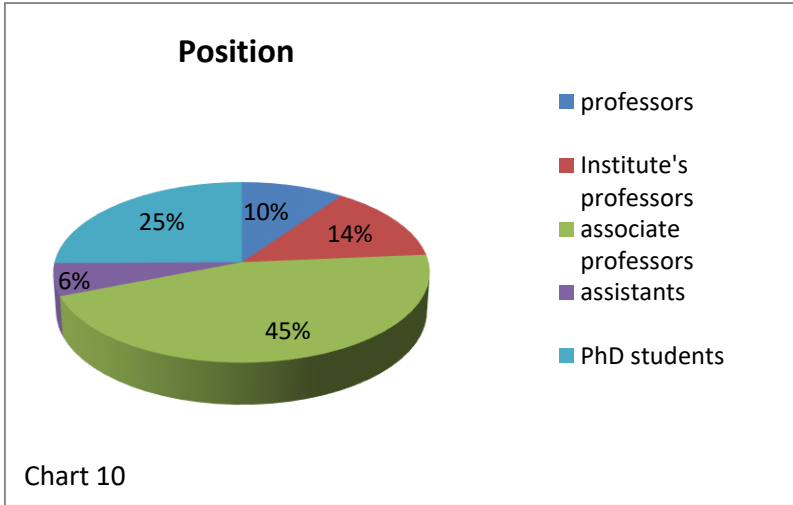
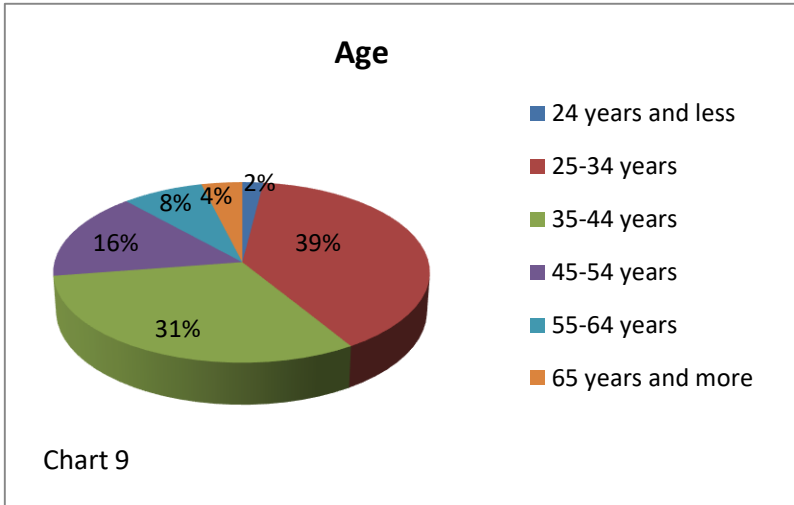
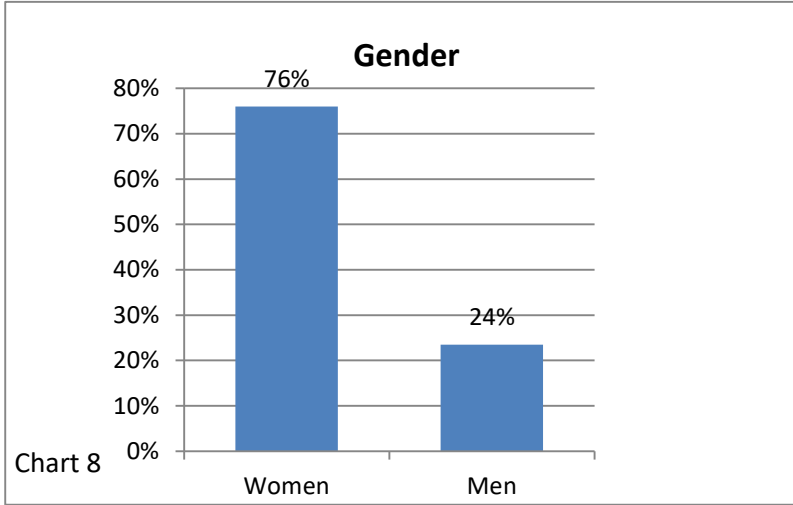
On January 28, 2019, on the basis of Director's ordinance, the **Commission for monitoring the implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers** was appointed, having the following composition:

- 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. Jerzy Juśkiewicz, PhD – **full professor in the Department of Biological Function of Food** – commission member
- 4) Monika Kaczmarek, PhD – **associate professor in the Department of Hormonal Action Mechanisms** – commission member
- 5) Joanna Bukowska, PhD – **associate professor in the Department of Biological Functions of Food** – commission member
- 6) Magdalena Kowalik, PhD – **associate professor in the Department of Physiology and Toxicology of Reproduction** – commission member
- 7) Anna Gwizdek-Wiśniewska, PhD – **financial settlement specialist in Research Support Office** – commission member
- 8) Joanna Papurzyńska, MSc – **Human Resources specialist** – commission member
- 9) Maja Jeż, MSc – **representative of PhD students** – commission member

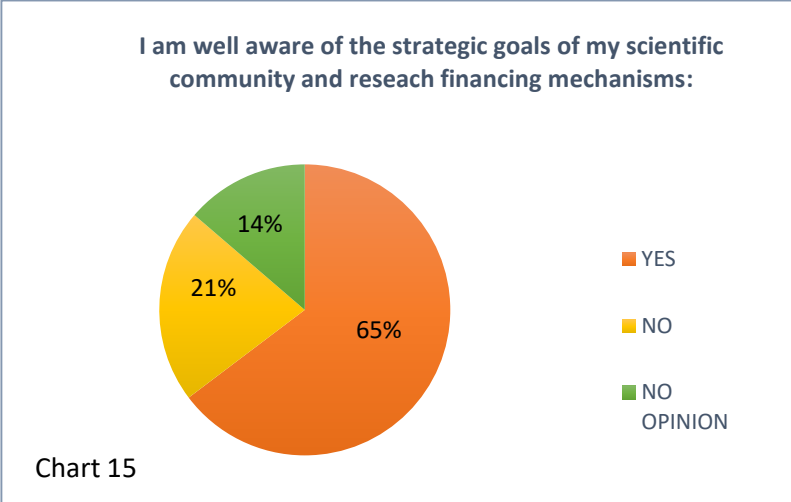
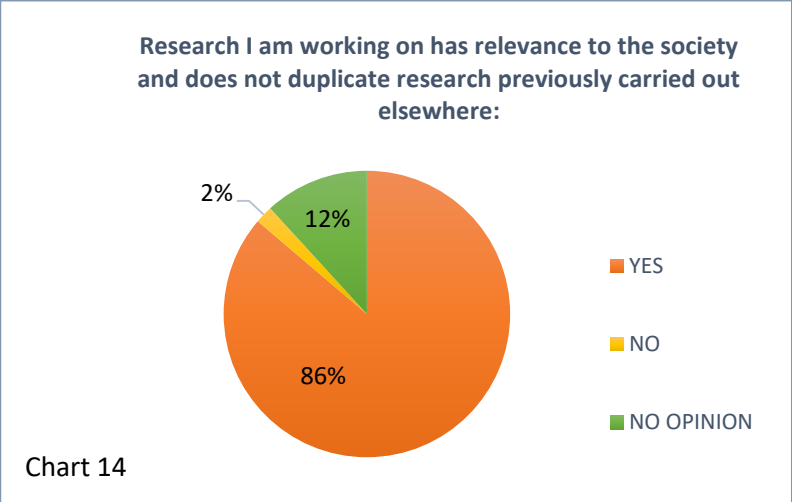
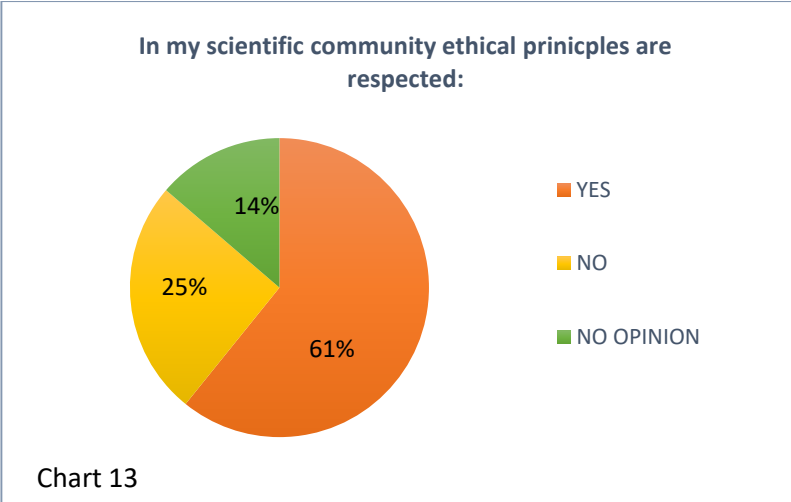
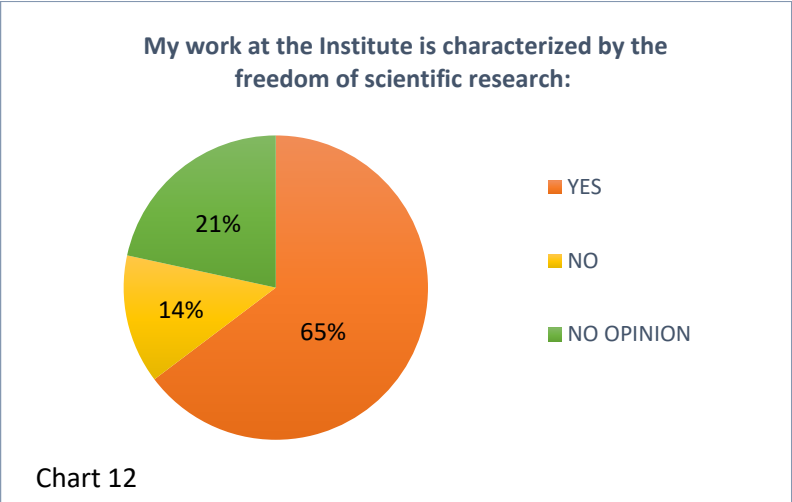
The works of the Commission for monitoring implementation of the actions included in the plan for 2016-2020 were supported with a next survey conducted on **14 - 22 March, 2019**.

51 respondents (researchers and PhD students) took part in the anonymous study. The questionnaire consisted of a general part defining the respondent (age, gender, seniority, position) and a specific part, where the respondents referred to the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The choice of answers was: YES/NO/NO OPINION.

Among the 51 respondents, **76%** were women and **24%** men. The largest group of respondents were people aged 25-34 (**39%**), while the smallest, people aged 24 and less – **2%**. As to the professional profile, associate professors comprised the most numerous group (**45%**), whereas assistants the least numerous group – **6%**. As far as seniority level is concerned, the largest group of respondents were people with the work experience of 3-5 years (25%), while the smallest, people with the seniority level of 31 years and more – **10%**.



Results of the survey conducted on 14 - 22 March, 2019 on the compliance with the principles of the European Charter for Researchers:



It is important to me that the results of my research are disseminated (e.g. in the "news" section of Institute's website) and exploited (e.g. commercially):

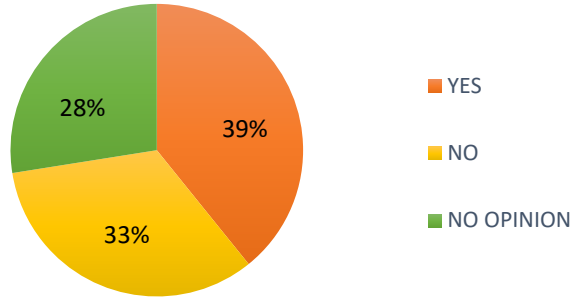


Chart 16

It is important to me that the results of my research are disseminated to the society at large, and are comprehensible to non-specialists:

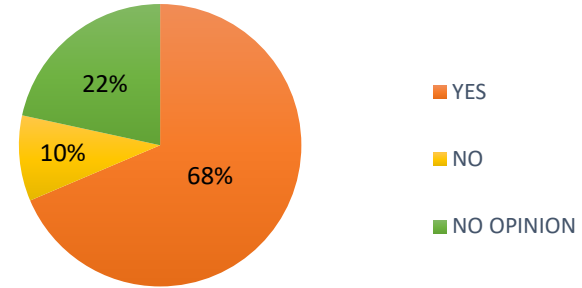


Chart 17

Do I encounter discrimination in my scientific community (e.g. on the basis of gender, age, ethnicity, national or social origin, religion or belief, sexual orientation, language, disability, political beliefs and social or material status):

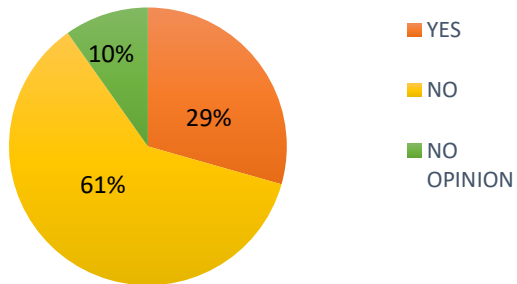


Chart 18

There is an evaluation system of the employees and their professional record in my Institute, which is conducted in a transparent manner by an independent commission:

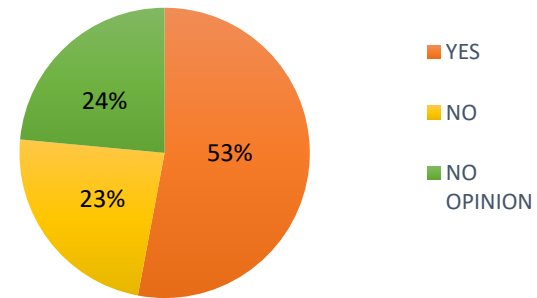


Chart 19

I am familiarized with and understand the principles specified in the Code of Conduit for the Recruitment of Researchers:

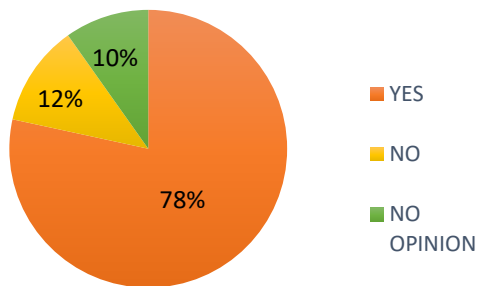


Chart 20

Recruitment process for scientific positions in the Institute is open, transparent and merit-based:

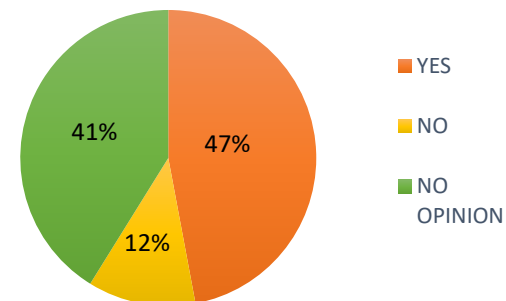


Chart 21

Selection committees recruiting candidates for scientific positions at the Institute are adequately trained and have a relevant experience, as well as apply a wide array of candidate selection practices:

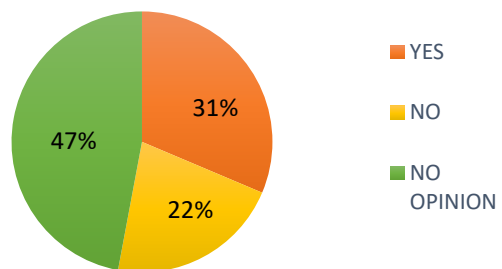


Chart 22

Candidates recruited to the Institute are informed about the recruitment criteria, number of available positions and career development prospects:

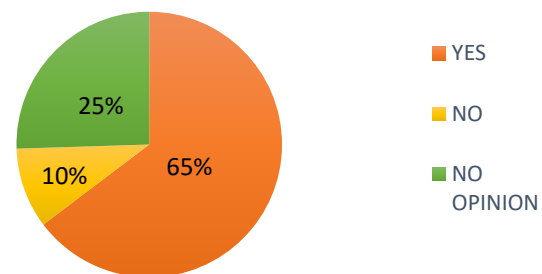


Chart 23

Evaluation of Institute's researchers is not only based on bibliometric indicators such as e.g. the number of publications, but also on other criteria like scientific supervision, team work, knowledge transfer, research management and activities in the area of innovation and science dissemination in the society:

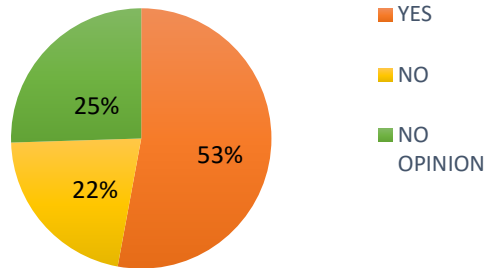


Chart 24

Career breaks or variations in the chronological order of CVs are not considered problematic in the recruitment/promotion for scientific positions at the Institute:

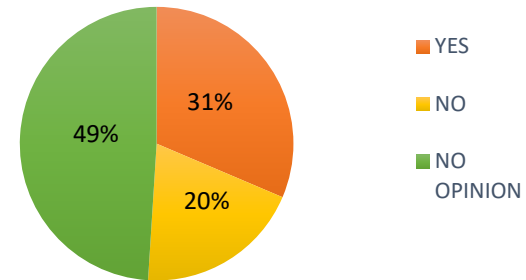


Chart 25

Experience in mobility, e.g. staying in another country/region or in a different scientific environment, is highly appreciated at the Institute:

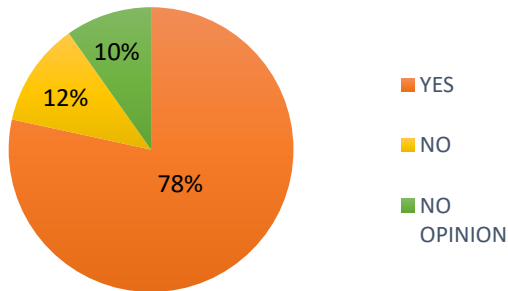


Chart 26

I think that my qualifications are recognised both nationally and abroad:

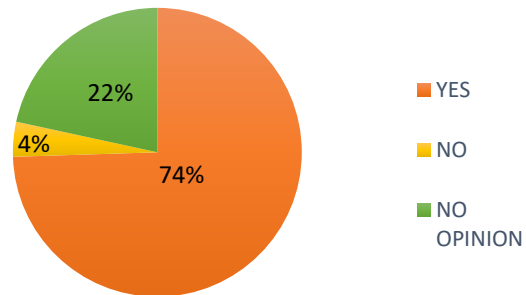


Chart 27

In my scientific work, it is mainly my skills and achievements that are appreciated, regardless of e.g recognition of the institution where these qualifications were obtained, or the age they were achieved at:

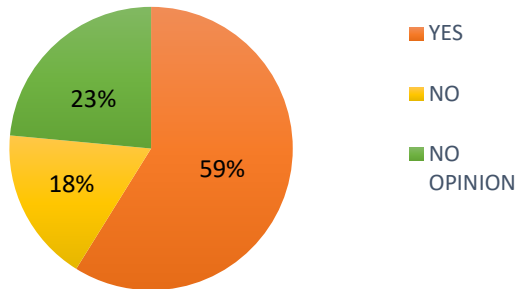


Chart 28

I am familiarized with the promotion path for further scientific positions at the Institute:

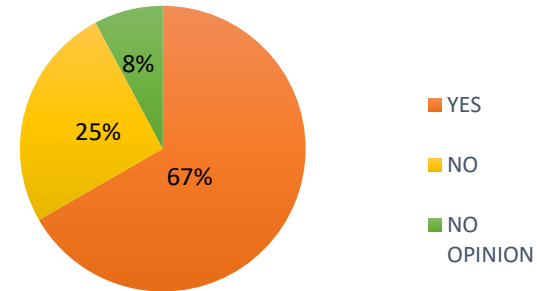


Chart 29

All employees at the Institute are considered professionals and treated accordingly, regardless of the career stage (beginning from the level of doctoral studies):

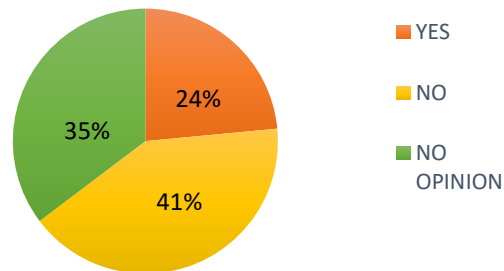


Chart 30

Institute provides adequate working conditions that facilitate achievement of effective research results, balance between personal and professional life, child upbringing and career development:

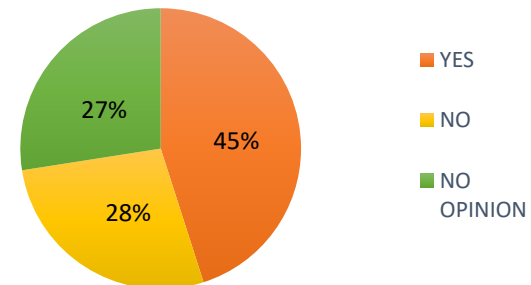


Chart 31

Institute provides sustainable research environment, trainings and other possibilities, including remote scientific cooperation:

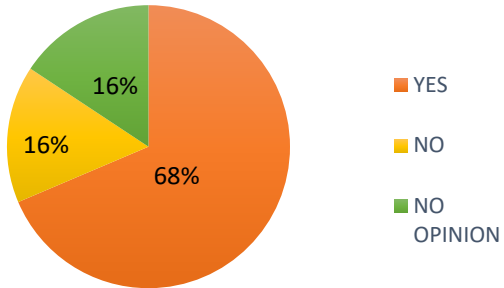


Chart 32

Institute provides stable working conditions:

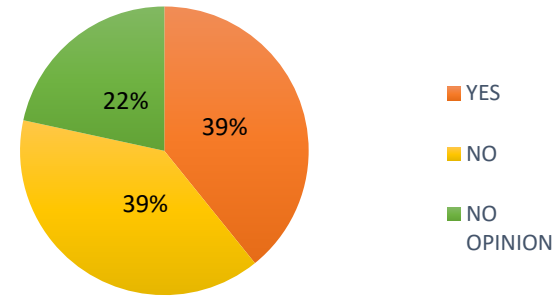


Chart 33

Institute provides researchers with fair and attractive remuneration:

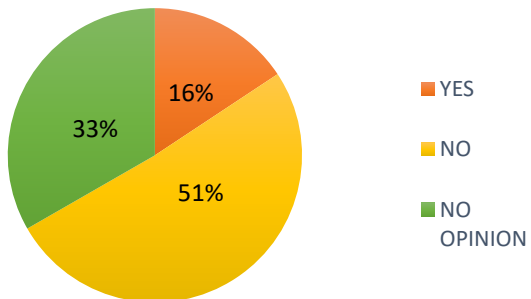


Chart 34

I think that gender balance is maintained at every career stage at the Institute:

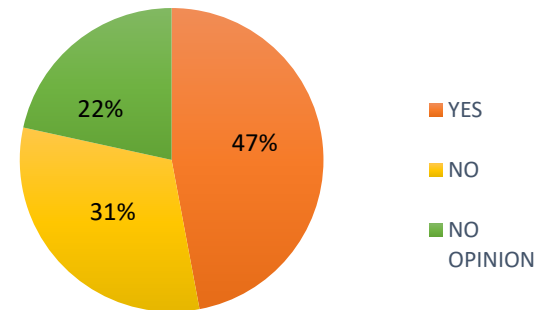


Chart 35

I think that the strategy of career development for researchers (mentoring policy) should be introduced at the Institute:

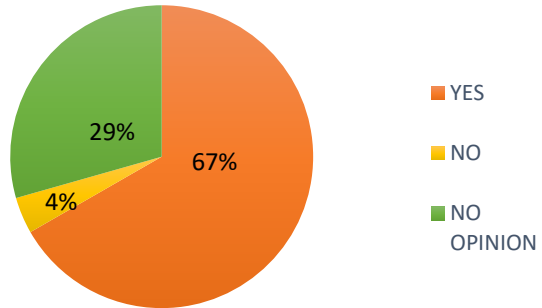


Chart 36

Institute supports cooperation of researchers with enterprises/business/industry:

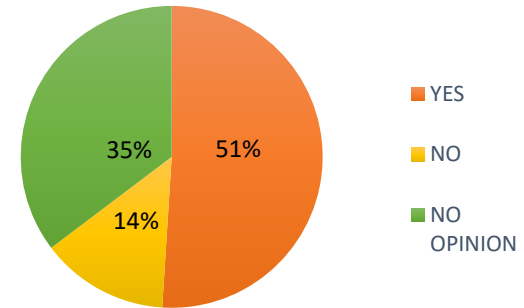


Chart 37

At the Institute, I can count on the support for my professional development/career advice:

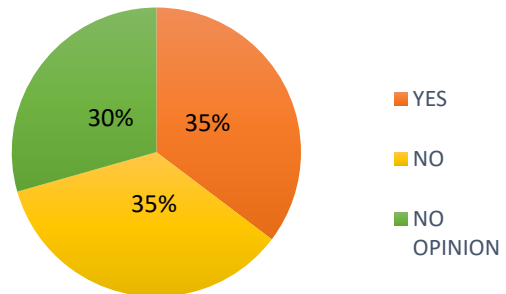


Chart 38

I have a considerable knowledge on the topic of intellectual property rights:

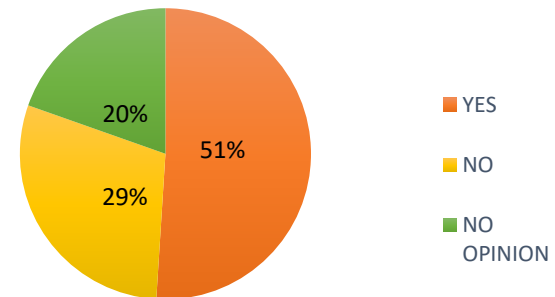


Chart 39

Not only authorship, but also co-authorship of papers, patents etc. is recognised at the Institute:

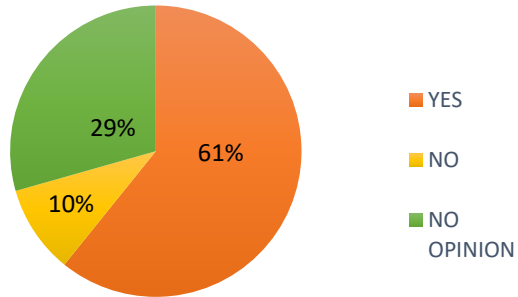


Chart 40

Teaching is a proven method of effective organization and dissemination of knowledge, therefore it should be perceived as a valuable opportunity within the frame of researchers' career development:

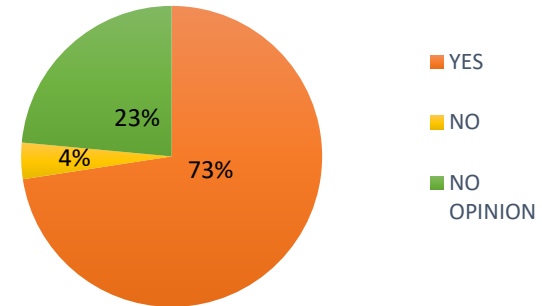


Chart 41

At the Institute, there are procedures which guarantee confidential and informal support in resolving work-related conflicts:

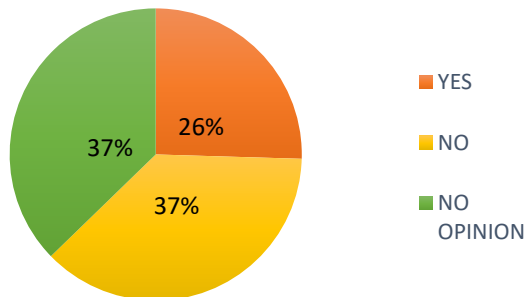


Chart 42

Researchers have their representatives at Institute's decision-making bodies, ensuring that their interests are presented and that they can take an active part in Institute's actions:

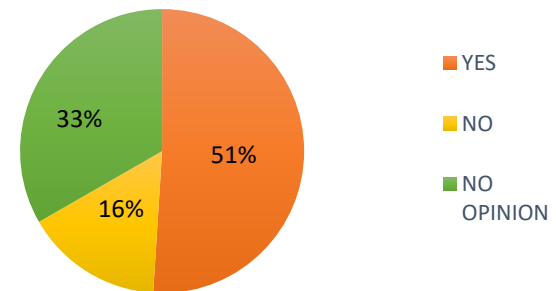


Chart 43

The supervisor-subordinate/mentor-PhD student relationship should be more structured and include recording of the progress of all research and their results, as well as receiving feedback through reports and seminars, and working according to a set schedule

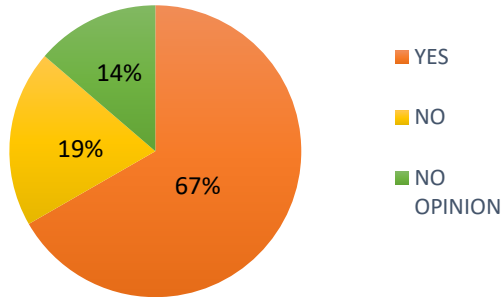


Chart 44

At the Institute, senior researchers build constructive and positive relations with early career researchers for the benefit of effective knowledge transfer and successful career development of these researchers:

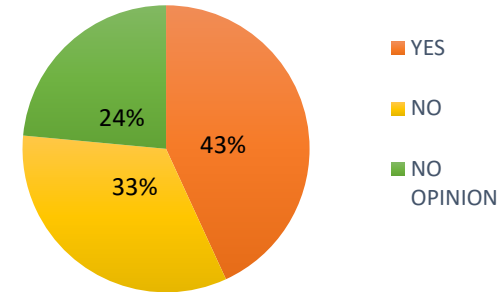


Chart 45

I search for possibilities of a constant development through updating and extending the scope of my skills and qualifications at all career stages:

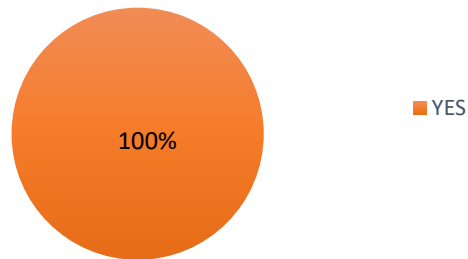


Chart 46

Institute provides me with the opportunities for career development, improving qualifications/skills:

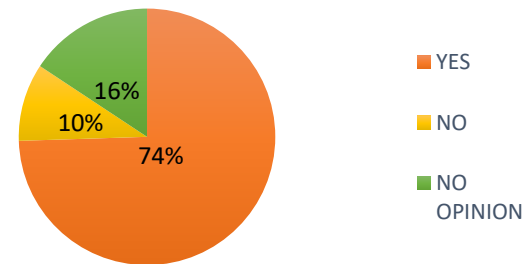


Chart 47

Young researchers at the Institute are provided with the support of supervising scientists who have time, knowledge, experience, competences and committment necessary to offer adequate assistance:

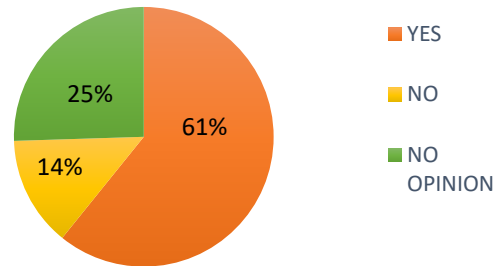


Chart 48

The Institute has carried out a substantial part of the activities planned, when it comes to both short-term and long-term actions. However, some of the tasks require rescheduling, as there is a need for longer internal consultations and works in extended teams. Some of the activities have longer than 2-year implementation periods.

Results of the action plan adopted for the years 2016-2020 against the principles of the European Charter for Researchers and Code of Conduit for the Recruitment of Researchers

(http://pan.olsztyn.pl/wp-content/uploads/2016/08/Internal_Analysis_and_Action_Plan.pdf):

Task number from the Action Plan/section of the Charter and the Code	Aim	Implementation period	Responsible unit	Current implementation status
1 / Working conditions and social security	Development of a procedure for a systemic growth of remuneration.	15 months	Commission for European Charter for Researchers	in progress / Due to the priority of regulating royalties for researchers and determining the bonus rules, this aim was rescheduled (necessity of extended consultations and requirement for combining all the issues in one procedure).
2 / Trainings	Training of the management and supervising staff as well as group leaders in the area of human resources management.	36 months	External training unit	completed / Training “Recruitment, HR management and research career management” was organized for 2 target groups: <ul style="list-style-type: none"> management staff and heads of organizational units (21 people); leaders of research projects (24 people); The trainings took place on 01.12.2017 and 15.11.2018.
3/ Working conditions and social security	Development and implementation of the human resources management strategy.	36 months	ECR Commission	in progress / In March 2019 “Policy of Open, Transparent and Merit-Based Recruitment of Researchers” (OTMR) and “Rules of recruitment for scientific positions at IARFR” were published (http://pan.olsztyn.pl/institute/hr-excellence-in-research/). The works on the “HR management strategy” are in progress, and the above documents will be included in the procedure in focus.
4/ Working conditions and social security	Elaboration of a career development strategy for researchers at any career stage, starting from a PhD student, through assistant to associate professor (within the HR management strategy).	36 months	ECR Commission	in progress / Element of the “HR management strategy”.
5/ Working conditions and social security	Unification of the staff documentation on the basis of the HR management strategy developed.	36 months	ECR Commission	in progress / Element of the “HR management strategy”.
6/ Working conditions and social security	Elaboration of procedures concerning the access to career advice (within the HR management strategy).	40 months	ECR Commission	in progress / On 25 February, 2019 the Institute was the first unit of the Polish Academy of Sciences to join the Interuniversity Careers Office. This collaboration will allow researchers access catalogues of nationwide job advertisements, workshops, trainings and wide-scope career advice. They will also have a possibility to participate online in both national and international conferences, trainings and

				meetings oriented at upgrading researchers' competences and skills. Currently, technical works are being conducted to launch the access platform to the interuniversity system.
7/ Trainings	Organization of trainings for group leaders in the area of research career development.	40 months	ECR Commission	completed/ The trainings were held on 01.12.2017 and 15.11.2018. Based on consultations and surveys on the training preferences of researchers, the main focus was put on the courses dedicated to the topics of positive motivation and problem-solving. The training "How to positively motivate your personnel?" was held on 27.11.2018 and was addressed to the management staff and heads of organizational units (13 people were trained). The 2019/2020 training plan includes the course on conflict solving.
8/ Trainings	Staff training in the field of teaching and leading trainings.	40 months	HR Department, Research Support Office	in progress / Included in the 2019/2020 trainings plan.
9/ Trainings	Organizing lectures on combining science, career and research management – open lectures informing about career development prospects.	40 months	External training unit	in progress / Researchers are provided with the opportunity to improve their qualifications within the course of soft trainings. Joining the Interuniversity Careers Office allows researchers to get access to workshops, trainings and wide-scope career advice. They will also have a possibility to participate online in both national and international conferences, trainings and meetings oriented at upgrading researchers' competences and skills.
10/ Trainings	Organizing open lectures on entrepreneurship (obligatory for PhD students).	40 months	Head of Doctoral Studies, Research Support Office	completed/ Introduced in the doctoral studies programme.
11/ Recruitment	Establishing cooperation with recruitment agencies, companies employing researchers or other entities dealing with the recruitment of researchers.	40 months	Research Support Office	in progress / The scope of tasks undertaken by the Research Support Office include among others commercialization of research results. The Office facilitates cooperation with entrepreneurs, engaging researchers in knowledge transfer and innovation-driven activities. On the other hand, the funds obtained from the scientific project KNOW "Healthy Animal – Safe Food" allowed doctoral students and researchers to take advantage of internships at international research organizations in Spain, Australia, England, Italy, France, Germany, Hungary and USA (a total of 42 internships took place in 2016-2019). The above initiatives guarantee maintaining a permanent professional collaboration and further recruitment to selected institutions.

12/ Recruitment	Creating links at the Institute's website featuring job vacancies at the national and international market.	40 months	IT service	in progress / On Institute's webpage, a tab "Supporting career mobility" was established with links that help researchers navigate across international labor markets, prepare application, get familiarized with social conditions on international markets, and take advantage of the access to training platforms (http://pan.olsztyn.pl/institute/available-position/). Launching of the Careers Office platform will further facilitate the access to job offers.
13/ Recruitment	Creating a link at the Institute's website featuring open trainings on career advice.	40 months	IT service	in progress / Joining the Interuniversity Careers Office will facilitate researchers' access to workshops, trainings and wide-scope career advice.
14/ Recruitment	Providing information at the Institute's website dedicated to 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 on job vacancies.	40 months	IT service	in progress / Tabs with links at Institute's webpage are under construction.
15/16/17 Working conditions and social security	Preparing and introducing amendments to the "Regulations of periodic evaluation of researchers in IAR&FR PAS", ensuring adequate scoring of other activities (organizational, educational and reviewing) undertaken by researchers, regardless of the publication and patenting results.	11 months	Scientific Council	in progress / Draft amendments have been prepared, yet not implemented on time due to: <ul style="list-style-type: none"> awaiting new criteria of the Ministry of Science and Higher Education in reference to the evaluation of scientific institutions. The criteria are to be announced in June 2019 and will constitute the starting point to develop a new system of researchers' evaluation; expiry of the Scientific Council's term and necessity to select a new Council and to appoint a new Commission for the evaluation of researchers (the term of the new Council is 2019-2022).
18/ Working conditions and social security	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 months	Scientific Council	in progress / The procedures will be introduced in the "HR management strategy".

19/ Recruitment	Amendment of the "Rules and proceedings for academic appointments in IAR&FR PAS" with provisions on determining deadlines in the recruitment process.	8 months	Scientific Council	completed / An appropriate provision has been introduced in the regulations.
20/ Recruitment	Introduction to vacancy advertisements information on the working conditions and career development prospects for the candidate applying for the scientific position.	immediately	Selection Committees	completed / Template of a job advertisement includes information on working conditions and career development prospects for candidates applying for scientific positions.
21/ Recruitment	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 months	Scientific Council	completed / An appropriate provision has been introduced in the regulations.
22/ Trainings	Training in recruitment methods for members of selection committees.	18 months	External training unit	completed / Training "Recruitment, HR management and research career management" was organized for 2 target groups: <ul style="list-style-type: none"> • management staff and heads of organizational units (21 people); • leaders of research projects (24 people); The trainings took place on 01.12.2017 and 15.11.2018.
23/ Recruitment	Amendment of the "Rules and proceedings for academic appointments in IAR&FR PAS" with 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 candidacy after the selection process.	8 months	Scientific Council	completed / An appropriate provision has been introduced in the regulations.
24/ Working conditions and social security	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	36 months	ECR Commission	cancelled / Provision concerning statutory periods of employment of associate professors was repealed from the Act on the Polish Academy of Sciences.

	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.			
25/ Ethical and professional aspects	Elaboration of procedures aiming at gender balance at the recruitment stage and in the selection committees.	12 months	Selection Committees	improvement in progress

Modified ACTION PLAN (HRS4R) until 2022

No.	Charter and Code section	Description of due activities	Responsible unit	Implementation period
1	Recruitment	Improvement of recruitment processes through creation of as open and transparent recruitment procedures as possible.	HR Department	March 2019 – December 2022
2	Working conditions and social security Trainings	Increasing the awareness and activity of researchers in the area of entrepreneurship and commercialization of research results through contacts with business representatives and trainings on knowledge transfer.	Research Support Office	June 2019 - December 2021
3	Working conditions and social security	Preparing and introducing amendments to the “Regulations of periodic evaluation of researchers in IAR&FR PAS”, ensuring adequate scoring of other activities (organizational, educational and reviewing) undertaken by researchers, regardless of the publication and patenting results.	Commission of the Scientific Council for Researchers Evaluation	June 2019 - December 2022
4	Working conditions and social security Trainings	Elaboration of procedures that guarantee confidential solving of work-related conflicts. Planning and implementation of trainings on conflict solving and team building.	HR Department, Commission appointed by the Director	December 2019 – December 2021
5	Working conditions and social security	Development of procedures ensuring attractive and fair remuneration system and stable working conditions.	HR Department, Commission appointed by the Director	December 2019
6	Recruitment	Elaboration of a complaint system in the recruitment process	HR Department, Commission appointed by the Director	December 2019

7	Working conditions and social security	Elaboration of procedures concerning the access to career advice.	HR Department, IT company	December 2019
8	Trainings	Staff training in the field of teaching and leading trainings.	HR Department, external training unit	December 2020
9	Working conditions and social security	Elaboration of a career development strategy for researchers at any career stage, starting from a PhD student, through assistant to associate professor (within the HR management strategy).	HR Department, Commission appointed by the Director	December 2020
10	Working conditions and social security	Unification of the staff documentation on the basis of the HR management strategy developed.	HR Department	January 2021