

## Internal Review

**Case number:** 2019PL432751

**Name Organisation under review:** Institute of Nature Conservation Polish Academy of Sciences

**Organisation's contact details:** Al. Mickiewicza 33, Kraków, Poland, Małopolska district, 31-120

**Submission date to the European Commission:** 29/11/2019

### 1. Organisational Information

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

The Institute of Nature Conservation is an institution of Division II (Biological Sciences) of the Polish Academy of Sciences. The Institute carries out research in the fields of ecology, conservation biology, and geology.

The main task of the Institute of Nature Conservation is to create the scientific basis for modern nature conservation and environmental protection.

The Institute's work is centered around two integrating issues: "Prospects for protection of the natural heritage through sustainable development" and "Protection and conservation of the natural (biological and geological) biodiversity of Poland". Those issues are studied on species, population and ecosystem levels.

### 2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

**Note:** Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

#### Ethical and professional aspects\*



##### Strengths and Weaknesses (Initial Phase)

##### Strengths and Weaknesses (Interim Assessment)

###### Strengths:

- great research freedom and no limitations to research topics,
- belonging to the Polish Academy of Sciences (PAS), one of the leading scientific institutions in Poland, INC PAS guarantees compliance with the principles contained in The Code of Ethics for Research Workers and other regulations which are fully accepted, implemented and abided by INC PAS.

- access to regulations, documentation and legal advice regarding the intellectual property rights, industrial property rights, and principles of scientific and applied research results commercialization,
- INC PAS is a socially engaged institution, taking active part in events, such as the Science and Art Festival or the Garden Festival. Institute's employees share knowledge and promote our research findings not only through scientific publications, but also *via* interviews on TV and radio, various presentations, including for children and elderly people in nursing homes, hospitals, special-needs schools etc.

Weaknesses:

- not sufficient employees' knowledge and awareness of the C&C principles and their implementation at the INC PAS,
- limited soft skills, especially related to HR, human resource management among senior researchers and PhD supervisors.

Remarks (max 500 words)

Action "Improvement of staff awareness of C&C" added to revised Action Plan. Trainings on "how to be good supervisor and career advisor" to be conducted.

Recruitment and selection\*



Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Strengths:

- the rules and standards are clearly specified in the Regulations on the recruitment of new researchers for INC PAS and other documents available in the Institute,
- all advertisements are submitted to the Euraxess portal and published on the Institute's website and all candidates are informed after the recruitment process about the final decision together with short feedback,
- selection committees consist of experts in a specific field, and the committee is carefully selected for each recruitment,
- INC PAS takes into account career breaks related to maternal/parental leaves, periods of sickness or recovery benefit.

Weaknesses:

- OTM-R Policy is not yet available on the institute's website.

Remarks (max 500 words)

Action "To develop and publish on the website the OTM-R policy in the form of a single document collecting the existing rules and regulations" added to revised Action Plan.

## Working conditions\*



### Strengths and Weaknesses (Interim Assessment)

#### Strengths:

- requirements for employment on the research and technical positions at INC PAS were adopted,
- Research Development Specialist was appointed and is currently responsible for the issues of (1) informing on national and international external grants and projects opportunities, (2) administrative care over research projects, (3) mediations and facilitations of contacts between Institute's administration and research staff, as well as institutions such as the „National Science Centre” or the „National Centre of Research and Development”;
- creation of new and modernization of existing laboratories and office space,
- increased salaries.

#### Weaknesses:

- limited office and laboratory space.

## Training and development\*



### Strengths and Weaknesses (Initial Phase)

### Strengths and Weaknesses (Interim Assessment)

#### Strengths:

- three Institute's funds were created: 1) for the distribution of subsidies for young scientists and PhD students conducting basic or applied scientific research, financed in the internal competition procedure, 2) for conducting basic or applied scientific research, financed in the internal competition procedure - "mini-grants", 3) for participation in scientific internships and trainings, financed in the internal competition procedure - "mini-internships and training",
- organization of semi-formal meetings, dedicated especially for young researchers, where in friendly atmosphere they can discuss ideas for new projects, train presentations before the conference, ask for advice on their research, get help in preparing for interviews, etc.,
- conducting discussions with all researchers by Institute's principals (Director and Deputy Director) on the strategy, requirements and expectations for their current stage of a career, and proposed clear consecutive steps for career development.

#### Weaknesses:

- limited financial resources for trainings.



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

The main priorities of INC PAS remain unchanged:

- striving for excellence in every field of activity,
- improving the attractiveness for researchers looking for a new employer or for a host for their research project,
- improving the working conditions and working environment,
- increasing the international recognition through publishing in the highest-ranked international scientific journals.

In 2017-2019, the priorities for the short- and medium term were as follows:

- improvement of staff awareness of C&C,
- adaptation of INC PAS Regulations (Intellectual Property Rights, Funding and Salaries, Career Development),
- improvement of information flow between the Institute's employees,
- developing of strategy for researchers at all stages and all kinds of employment, but with a special attention to young scientists and to PhD students
- changes in administration work in order to improve administrative support in the process of applying for research stays,
- appointing an advisor and supervisor for young researchers and designation of a person who will facilitate and assist in resolving work-related conflicts,
- solving problems and conflicts between early stage researchers and older staff.

Due to the progress in the implementation of actions regarding the above issues some of them do not need not be prioritized any more.

In 2020-2022 the priorities are as follows:

- improvement of staff awareness of C&C,
- improvement of information flow between the Institute's employees,
- OTM-R policy available on the website in Polish and English,
- development of the strategy for young scientists and PhD students.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

New Law on Higher Education and Science in Poland is currently being implemented (Constitution for Science in October 2018 and amendment to the Act on the Polish Academy of Sciences in October 2019). The changes apply to both universities and institutes of the Polish Academy of Sciences. This Law and its implementing regulations form the first in years comprehensive change of the attitude to education, conducting research and university and institutes of the Polish Academy of Sciences governance. Due to these changes, our institution is now facing the challenges of adapting the internal regulations and schemes to the new law. We are currently in the process of developing new rules which should result in a better accordance with the C&C principles.

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

No substantial strategic decisions that could influence the Action Plan are foreseen.

### 3. Actions

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also add new objectives.

**Note:** Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

#### Proposed ACTIONS

Action 1	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Training how to be good supervisor, career advisor etc., and how to build proper relationships with early stage researchers. Professional training should be conducted.	40. Supervision	Q4 2017	Director, Administration	Trainings how to be good supervisor and career advisor to be conducted
	Current Status	Remarks		
	Current Status	Remarks		
	IN PROGRESS	Actions taken: - Director and Scientific Director conducted individual talks with PhD promoters and leaders of research teams and groups; - funds for appropriate trainings have been reserved in the Institute's budget. Comments: Due to the personal and formal changes in our institution, since January 1st 2019 a new Director and Scientific Director had been designated, as well as a new contact person responsible for reporting to the HRS4R. Following those changes, there were changes in the Institute's budget and the decision to organize training was postponed to the following years. Future actions: - organization of trainings for supervisor and team/group leaders		

**Action 2**

Creation of a list of available equipment and of new scopes of responsibility. Applying for grants focused on the purchase of new equipment. Modernisation of the existing research environment by creating new laboratories.

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
23. Research environment	Q1 2018	Director, Administration	Modernisation of research environment by optimising existing space and by creating new laboratories
<b>Current Status</b>	<b>Remarks</b>		
COMPLETED	Actions taken: - applying for equipment grants to the Ministry of Science and Higher Education; - an inventory and update of the list of available equipment completed; - a person responsible for providing information on the equipment and helping in this regard was appointed; - the chemical laboratory modernized and retrofitted; - the laboratory of the Department of Ecosystem Conservation modernized; - a new eco-physiological laboratory established; - the Institute's library modernized and published materials Digitization Unit created; - ongoing modernization of the office rooms. Comments: The headquarters of our institution is located in an old, antique building in the centre of Krakow and therefore the amount of office space and possibilities of creating new laboratory space are limited. Despite that, the Institute's principals take actions and initiatives focused on a better use and transformation of existing space. Future actions: - continuing to improve the available space - applying for funds to purchase new modern equipment - modernization of the conference room		



**Action 3**

Improve access to training for fixed-term employees and ensure that fixed-term employees are informed about a permanent job during the maternity period and out of it.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
25. Stability and permanence of employment	Q4 2017	Director, Administration	Trainings for fixed-term employees to be conducted

**Current Status****Remarks**

IN PROGRESS

Actions taken: - Institute's principals (Director and Deputy Director) held interviews with young researchers and technical assistants employed under civil law contracts for a longer time or fixed-term employment contracts and offered to change the contract to a more stable one after meeting certain conditions; - due to personal changes in the HR Department, a better access to information related to this issue was assured. Comments: In October 2019, an amendment to the Act on the Polish Academy of Sciences was adopted. It guarantees better working conditions for researchers. INC PAS is currently in the process of adapting internal regulations to the amended Act. Future actions: - trainings for fixed-term employees will be conducted

**Action 4**

Encourage researchers to apply for different types of grants/ projects that allow for an increase of funding and salaries. Provide all types of information about seeking for external grant/project contractors. Improve the reward system for the best researchers and for publishing in good scientific journals.

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
26. Funding and salaries	Q1 2017	Director, Administration	Number of researchers applying for / receiving research projects. Number of publications in good scientific journals.

**Current Status****Remarks**

COMPLETED

Actions taken: - Research Development Specialist was appointed and is currently responsible for the issues of (1) informing on national and international external grants and projects opportunities, (2) administrative care over research projects, (3) mediations and facilitations of contacts between Institute's administration and research staff, as well as institutions such as the „National Science Centre” or the „National Centre of Research and Development”; - Institute's managerial staff and administration have been providing information on the new grant calls formal and legal issues; - new regulations for scientific publications bonus have been adopted (INC PAS Director Ordinance No. 21/2019); - salaries for researchers have increased according to new Law on Higher Education and Science in Poland. Comments: Improvements related to this issue were one of the most important actions for researchers and were prioritized. Future actions: - continuation of actions taken in this respect



**Action 5**

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Current Status	Remarks		
COMPLETED	<p>Actions taken: - an internal Institute's fund was created and a board was appointed for the distribution of subsidies for young scientists and PhD students conducting base or applied scientific research, financed via the internal competition procedure (INC PAS Director Ordinance No. 4/2019, INC PAS Director Ordinance No. 5/2019); - a fund was created and a board was appointed for the distribution of subsidies for all research and technical staff members for conducting base or applied scientific research, financed via the internal competition procedure - "mini-grants" (INC PAS Director Ordinance No. 6/2019, INC PAS Director Ordinance No. 7/2019); - a fund was created and a board was appointed for the distribution for all research and technical staff members for participation in scientific internships and trainings, financed via the internal competition procedure - "mini-internships and training" (INC PAS Director Ordinance No. 8/2019, INC PAS Director Ordinance No. 9/2019); - requirements for employment on the research and technical positions at INC PAS were adopted (INC PAS Director Ordinance No. 22/2019); - Institute's principals (Director and Deputy Director) discussed the strategy, requirements and expectations for their current stage of a career, and proposed clear consecutive steps for career development with all employees; - INC PAS, together with four other institutes, created in 2019 the Doctoral School and developed its regulations, allowing for better education of PhD students. The Doctoral School aims at providing excellent education, possibility of gaining experience and guarantees better working conditions for young researchers (scholarships, insurance, pension and retirement contributions). Comments: Actions related to the development of researchers' scientific careers were recognized as priorities in 2019. Future actions: - continuation of actions taken in this respect</p>		

**Action 6**

Improving of information actions on the perspectives of professional career development through applications for Polish and international grants/projects. Improving administrative support in the process of

**GAP Principle(s)**

39. Access to research training and continuous development

**Timing (at least by year's quarter/semester)**

Q3 2017

**Responsible Unit**

Deputy Director, Administration

**Indicator(s) / Target(s)**

A person providing administrative support for researchers will be appointed.  
Various trainings to be conducted.

IN PROGRESS

**Actions taken:**

- Research Development Specialist was appointed (see Action 4)
- Institute's researchers and technical assistants have been regularly updated on the newly released grant calls, internships and trainings, announced by both national (National Science Centre, National Centre of Research and Development, Polish National Agency for Academic Exchange) and international bodies;
- three regular trainings in the statistical methods using SPSS and R were organized;
- three new internal funds were created and commissions were appointed for conducting base or applied scientific research and for participation in scientific internships and trainings (see Action 4);
- Deputy Director together with the scientists from other PAS Institutes regularly organizes semi-formal meetings, dedicated especially to young researchers, where they can discuss, in friendly atmosphere, ideas for new projects, rehearse presentations, ask for advice on their research, get help in preparing for interviews, etc.

**Comments:**

INC PAS plans to organized regular trainings for employees matched to their current needs. INC PAS also encourages employees who have

**Future actions:**

- soft skills trainings will be organized
- continuation of actions taken in this respect

**Action 7**

Improving of information actions on the perspectives of professional career development through applications for Polish and international grants/projects. Improving administrative support in the process of

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
30. Access to career advice	Q3 2017	Deputy Director, Administration	A person providing administrative support for researchers will be appointed.
<b>Current Status</b>	<b>Remarks</b>		
<b>Current Status</b>	<b>Remarks</b>		
COMPLETED	<p>Actions taken:</p> <ul style="list-style-type: none"><li>- Research Development Specialist was appointed (see Action 4)</li><li>- Institute's principals (Director and Deputy Director) discussed the strategy, requirements and expectations for their current stage of a career, and proposed clear consecutive steps for career development (see Action 5), with all employees;</li><li>- Deputy Director together with the scientist from other PAS Institutes regularly organizes semi-formal meetings, dedicated especially for young researchers (see Action 6)</li></ul> <p>Comments:</p> <p>INC PAS is a relatively small institute, where direct contact between the employees and principals is easily possible. None of the researchers remains anonymous, which is important in matters of access to career advice and development. Senior researchers are open for support, advice and help for younger colleagues.</p> <p>Future actions:</p> <ul style="list-style-type: none"><li>- continuation of actions taken in this respect</li></ul>		



**Action 8**

Placing the Regulations of Intellectual Property Protection etc. on the website of the Institute in order to inform all employees about the existing regulations. Circulating information about

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
31. Intellectual Property Rights	Q1 2017	Director, Administration, IT Network Administrator	Regulations of the Intellectual Property Rights to be adopted. A commercialization coordinator to be appointed
<b>Current Status</b>	<b>Remarks</b>		
<b>Current Status</b>	<b>Remarks</b>		
COMPLETED	<p>Actions taken:</p> <ul style="list-style-type: none"> <li>- appropriate rules and procedures for the qualification and documentation of services performed for the Institute, for which remuneration is paid as income, securing and regulating authors' intellectual property rights was adopted (INC PAS Director Ordinance No. 1/2018)</li> <li>- regulations for the management of intellectual property rights, industrial property rights, and principles of scientific and applied research results commercialization have been adopted (INC PAS Director Ordinance No. 3/2018);</li> <li>- four trainings and workshops on Intellectual Property Rights and possibilities of scientific research results commercialization were conducted by lawyers specialized in those issues and by technology brokers;</li> <li>- individual consultations with lawyers on intellectual property rights have been made possible for the Institute's employees;</li> <li>- a commercialization coordinator was appointed;</li> <li>- properly prepared and secured storage space was created on the Institute servers, to store and secure items, to which INC PAS holds the copyright.</li> </ul> <p>Comments:</p> <p>Actions related to the intellectual property rights and scientific research results commercialization were recognized as one of the priorities in 2017 and 2018.</p> <p>Future actions:</p> <ul style="list-style-type: none"> <li>- regular update on the issues related to intellectual property rights and scientific research results commercialization</li> </ul>		

**Action 9**

Appointing a guardian for young researchers.

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
37. Supervision and managerial duties	Q2 2017	Deputy Director	A guardian for young researchers to be appointed.
<b>Current Status</b>	<b>Remarks</b>		
<b>Current Status</b>	<b>Remarks</b>		
IN PROGRESS	Actions taken: - an advisor and supervisor to young researchers was appointed (Agnieszka Bednarska, associate professor); - Deputy Director regularly organizes semi-formal meetings dedicated mainly to young researchers and PhD students, where in friendly and informal atmosphere they can discuss ideas of ongoing and new research and applied projects, train presentations, get help in preparing for interviews, etc.; - Research Development Specialist regularly updates young researchers on funding opportunities and provides information on possibilities of scientific career development at INC PAS.		
	Comments: INC PAS aims on providing best possible working conditions for young researchers, putting special attention to their career development. During the evaluation of the 2016 Action Plan, young researchers and PhD students expressed their acceptance and satisfaction with the changes introduced in INC PAS related to "HR Excellence in Research" award.		
	Future actions: - organization of trainings for young researchers and PhD students supervisors		

**Action 10**

Adding a new criteria to the Regulations of the evaluation of researchers.

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
33. Teaching	Q4 2016	Deputy Director	Criteria connected with teaching to be added to the "Regulations of the evaluation of researchers".
<b>Current Status</b>	<b>Remarks</b>		
<b>Current Status</b>	<b>Remarks</b>		
COMPLETED	Actions taken:		
	- criteria related to teaching were included in the requirements for employment on the research and technical positions at INC PAS (INC PAS Director Ordinance No. 22/2019);		
	- teaching is one of the additional issues in the individual researchers evaluation (Regulations of 20.09.2018 approved by the Vice President of the Polish Academy of Sciences - Resolution RN / 3/2018).		
	Comments:		
COMPLETED	The INC PAS by definition is not an institution providing education for regular students and teaching is not a part of the basic activity of the Institute's employees. Although teaching is not imposed in the researchers' duties, yet it is necessary to achieve higher degrees of scientific career. INC PAS adopted its regulations, so teaching was recognized as an additional researchers' activity.		
	Future actions:		
COMPLETED	No further action is needed.		



**Action 11**

Formulating the rules of lodging a complaint/appeal. Designation of a person who will assist in resolving work-related conflicts, with special attention paid to solving the problems and conflicts between early stage

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
34. Complains/appeals	Q3 2017	Director, Deputy Director	A person who will assist in resolving work-related conflicts to be appointed. Rules of the internal anti-mobbing procedure have to be introduced.
<b>Current Status</b>	<b>Remarks</b>		
<b>Current Status</b>	<b>Remarks</b>		
IN PROGRESS	<p><b>Actions taken:</b></p> <ul style="list-style-type: none"> <li>- a person facilitating and assisting Institute's employees in work-related conflicts was selected in a democratic voting. Dr. Agnieszka Bednarska (associate professor) was appointed for this position;</li> <li>- Disciplinary Commission chosen in the democratic voting was appointed (INC PAS Director Ordinance No. 14/2019);</li> <li>- rules of the internal anti-mobbing procedure were introduced (INC PAS Director Ordinance No. 19/2019);</li> <li>- Anti-mobbing Board was chosen in the democratic voting was appointed (INC PAS Director Ordinance No. 20/2019);</li> <li>- regulations related to work-related conflicts were included in rules and regulations of the newly established Doctoral School.</li> </ul> <p><b>Comments:</b></p> <p>INC PAS principals have always aimed to provide excellent, transparent and stable working conditions, also in relation to dealing with personal issues. INC PAS appointed appropriate persons and commissions to handle potential conflicts and ease the communication between conflicted parties.</p> <p><b>Future actions:</b></p> <ul style="list-style-type: none"> <li>- elaboration of a good practice guide related to complaints and appeals in INC PAS</li> </ul>		

**Action 12**

Improving the knowledge of employees about relevant representatives in a decision making-body.

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
35. Participation in decision-making bodies	Q4 2016	Deputy Director	The knowledge of employees about relevant representatives in a decision making-body to be improved.
<b>Current Status</b>	<b>Remarks</b>		
<b>Current Status</b>	<b>Remarks</b>		
COMPLETED	<p>Actions taken:</p> <ul style="list-style-type: none"><li>- INC PAS employees are regularly updated by e-mails on the on-going Institute's activities, both scientific and administrative;</li><li>- Institute's Director regularly convenes the general assembly, obligatory for all the Institute's staff members, where most important issues are discussed and voted in a democratic voting;</li><li>- all the senior researchers (associate professors, holding the "dr hab." degree) were invited to the INC PAS Scientific Council, which is the higher decision-taking body at the Institute;</li><li>- young researchers and PhD students in democratic voting elected their representatives for the INC PAS Scientific Council;</li><li>- INC PAS employees are informed by e-mail, several days in advance, about the INC PAS Scientific Council assembly and are invited to present their notions and requests.</li></ul> <p>Comments:</p> <p>INC PAS Scientific Council and the Director are responsible for decision-taking at the Institute, yet they aim on ensuring open and democratic principles of Institute's governance. Both, senior and young researchers have their representatives in the INC PAS Scientific Council and each and every employee is allowed to submit an issue to be discussed.</p> <p>Future actions:</p> <ul style="list-style-type: none"><li>- regular updates on the ongoing Institute's activities, both scientific and administrative</li><li>- taking into account Institute's employees notions and requests</li></ul>		

**Action 13**

Conducting dedicated meetings for the Institute's employees to improve staff awareness of the C&C principles and their implementation at the INC PAS

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
17. Variations in the chronological order of CVs (Code)	Q1 2017	Director	Meetings for the Institute's employees to improve staff awareness of the C&C principles and their implementation at the INC PAS to be held.
<b>Current Status</b>	<b>Remarks</b>		
	Actions taken: - Institute's Director with help of Research Development Specialist organised three general assembly meetings (obligatory to all the INC PAS staff), dedicated to presenting, incorporating and evaluating C&C principles at the Institute.		
COMPLETED	Comments: The Interim Assessment showed that INC PAS employees' knowledge and awareness of the C&C principles and their implementation at the INC PAS is not sufficient, therefore further action and emphasis will be put to familiarize researchers and technical assistants with the Charter and Code regulations.  Future actions: - continuing the process of improving staff awareness of the C&C principles and their implementation at the INC PAS through dedicated meetings and "HR Excellence in Research" open day organization.		



**Action 14**

Obtaining information for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
19. Recognition of qualifications (Code)	Q3 2017	Deputy Director, IT Network Administrator	Employment requirements for individual scientific and technical positions at INC PAS to be adopted.
<b>Current Status</b>	<b>Remarks</b>		
COMPLETED	Actions taken: - requirements for employment on the research and technical positions at INC PAS were adopted (INC PAS Director Ordinance No. 22/2019); - rules for creating independent research teams were adopted (INC PAS Director Ordinance No. 23/2019); - INC PAS Director organised numerous meetings dedicated to the issue of assessment and evaluation of the academic and professional qualifications.		
	Comments: New Law on Higher Education and Science in Poland is currently being implemented in Poland. Those changes apply to all scientific institutions, including universities and institutes of the Polish Academy of Sciences. This Law and its implementing regulations, form the comprehensive and substantial change of attitude to education and research conducted at universities and institutes of the Polish Academy of Sciences governance. Due to those changes, our institution is currently adapting its internal regulations and schemes of assessment and evaluation of the academic and professional qualifications to the new law. We are currently in the process of developing new rules and regulations, in line with C&C principles.		
	Future actions: - monitoring and establishing new actions if necessary		

**Action 15**

Establishment of a  
"Research Development  
Specialist" position

**GAP  
Principle(s)**

Timing (at least by  
year's  
quarter/semester)

Responsible Unit

Indicator(s) / Target(s)

23. Research  
environment

30. Access to  
career advice

39. Access to  
research  
training and  
continuous  
development

Q1 2018

Director

"Research Development  
Specialist" position to be  
established.

**Current Status****Remarks**

Action taken:

- Research Development Specialist position was assigned and a person was appointed to this position.

Comments:

Research Development Specialist has been appointed and is currently responsible for informing on national and international external grants and projects opportunities, administrative care over research projects, facilitation of contacts between Institute's administration and research staff. She also assist scientists in their scientific careers development by organizing appropriate trainings and workshops and supporting them in formal issues and requirements while applying for grants or higher scientific degrees.

NEW

Future actions:

- adjusting the scope of Research Development Specialist duties, depending on the current needs of researchers and Directors if necessary

<b>Action 16</b>				
Improvement of staff awareness of C&C	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
	All	Q1 2020, Q1 2021, Q1 2022	Research Development Specialist	"HR Excellence in Research" open day at the INS PAS to be organized annually.
	<b>Current Status</b>	<b>Remarks</b>		
	NEW	<p>Comments:</p> <p>The Interim Assessment showed that employees' knowledge and awareness of the C&amp;C principles and their implementation at the INC PAS is not sufficient. Researchers at various levels of career development have shown interest and willingness to know more, and are open for regular updates on C&amp;C principles implementation in INC PAS.</p> <p>Future actions:</p> <ul style="list-style-type: none"> <li>- continuing the process of improving staff awareness of the C&amp;C principles and their implementation at the INC PAS through organization of dedicated meetings and "HR Excellence in Research" open days</li> </ul>		



**Action 17**

To develop and publish on the website the OTM-R policy in the form of a single document collecting the existing rules and regulations

**GAP  
Principle(s)****Code - All****Timing (at least by  
year's  
quarter/semester)**Q2 2020**Responsible Unit**

Director, Research  
Development  
Specialst. HR  
Specialist

**Indicator(s) / Target(s)**

OTM-R policy available on  
the website in Polish and  
English

**Current Status****NEW****Remarks**

A number of documents available and implemented in INC PAS fully corresponds to the requirements of the "Charter & Code", but are not collected in one document and are not available on the institute's website. Changes in this area will be given priority.

**The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.**

Please provide the link to the dedicated webpage(s) on your organisation's web site \*:

URL \*: [http://www.iop.krakow.pl/europejska\\_karta\\_nauki](http://www.iop.krakow.pl/europejska_karta_nauki)

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles (Initial Phase)

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

A number of documents available and implemented in INC PAS fully corresponds to the requirements of the "Charter & Code", but are not collected in one document and are not available on the Institute's website. Changes in this area will be given priority.

## 4. Implementation

General overview of the implementation process: (max. 1000 words)

Institute of Nature Conservation Polish Academy of Sciences in Krakow continues its efforts to provide excellent, transparent and stimulating work conditions for researchers and supporting, technical staff. Following its standards, in 2016 Institute started the procedure to endorse principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. We carried out internal survey among the INC PAS employees, based on the European Charter guidelines, resulting with the gap analyses and proposed Action Plan. Results of the gap analysis and proposed Action Plan were presented and discussed with the Institute's employees on the general assembly, obligatory for all the Institute's staff members. We planned performing self-assessment by the end of 2018, however, due to a protracting procedure of appointing a new director and changes in the positions of Director and Deputy Directors, we postponed that action and performed Action Plan evaluation and self-assessment in 2019.

Principles and requirements of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers recognized in the Action Plan triggered organizational and administrative changes in the Institute's functioning.

In January 2018 Working Group for European Charter Implementation was established at the Institute. Following the INC PAS Director Ordinance No. 22/2019, new employment requirements for individual scientific and technical positions at INC PAS were adopted. Additionally, in October 2019, an amendment to the Act on the Polish Academy of Sciences and new Law on Higher Education and Science was adopted, which guarantees better working conditions and salaries for researchers employed in the Academy. Our Institute is adapting its internal regulations to the amended Act. The Institute's Scientific Council recommended and the Director endorsed regulations for scientific publications bonus (INC PAS Director Ordinance No. 21/2019) to



promote highest standards for publishing study results. To ensure and ease career development, three new internal funds and subsidies were established within the Institute: (1) fund for young scientists and doctoral students conducting base or applied scientific research (INC PAS Director Ordinance No. 4/2019, INC PAS Director Ordinance No. 5/2019), (2) fund open for all research and technical staff members for conducting base or applied scientific research (INC PAS Director Ordinance No. 6/2019, INC PAS Director Ordinance No. 7/2019), (3) fund open for all research and technical staff members for participation in scientific internships and trainings (INC PAS Director Ordinance No. 8/2019, INC PAS Director Ordinance No. 9/2019) – all the funds are financed in the internal competition procedure.

The Director assigned a Research Development Specialist position and appointed a person responsible for providing formal and substantive information research and applied projects, on calls for external grants, mediations and contacts between administrative units (internal and external) and scientists.

In summer 2019, we carried out focus group interviews with three groups of research staff: (1) young scientists (without PhD), PhD students and technical assistants, (2) researchers with PhD degree, (3) independent researchers (adjuncts, associate professors and professors). The results of those interviews served as an insight to the Institute's employees opinions on the Action Plan implementation, as well as the source of information for the new action to be undertaken.

#### How have you prepared the internal review?\*



Detailed description and duly justification (max. 500 words)

The Gap Analysis in 2016 was conducted on the basis of a survey/questionnaire distributed among the scientific and technical staff. In subsequent conversations with researchers it turned out that the survey in some cases was not received positively, due to the lack of understanding of some questions and their background, difficult language and the time necessary to complete the questionnaire. Institute's Working Group for European Charter Implementation decided that the evaluation of the undertaken actions should be based researchers' opinions, using focus group interviews as a method, as well as during formal and informal meetings and discussions with the managerial staff.

In August 2019 all the Institute's research and technical employees were invited to participate in the facilitated focus group interviews, in order to evaluate and give insight to the actions proposed in the 2016 Action Plan. Interviews were conducted separately for three groups of employees: young researchers (R1), researchers with PhD degree (R2) and experienced researchers (R3/R4), in order to provide participants with the possibility of free expression of their opinions and insights. Twenty-six researchers (R1=10, R2=10, R3/R4=6) participated in the study.

The Internal Review was focused on the level of implementation of all C&C principles, with a particular focus on those, which received the lowest overall satisfaction scores in the Gap Analysis and on those where improvements and changes were required. The aim of the Internal Review was to assess what actions have been completed, which ones are in progress and should be continued and what actions should be added, as well as what topics should be a subject of particular attention in HRS4R implementation in INC PAS during the next three years and should be included in the revised Action Plan.



How have you involved the research community, your main stakeholders, in the implementation process? \*

Detailed description and duly justification (max. 500 words)

INC PAS managerial staff has always considered its priority to create an atmosphere of democratic governance of our institution. The participation of the research community in the implementation process relies mainly on involvement in decision making related to the Institute's activities (INC PAS Scientific Council) and various open discussions during seminars, meetings and individual and group interviews. Researchers could express their opinions on the newly proposed solutions, planned new actions, changes in the Institute's regulations, propose their own solutions or propose topics for necessary HR-related trainings. Some researchers actively engaged in the Action Plan implementation, some were appointed new roles (like the mediation, mentoring of young researchers and PhD students) and some became involved in the particular committees appointed by the Institute's Director.

Lawyers specializing in intellectual property rights, technology brokers, HR specialists cooperating with the Institute have been involved in the preparation of trainings and workshops. They also assisted Institute's Directors on elaboration of new regulations (concerning intellectual property rights, etc.).

Do you have an implementation committee and/or steering group regularly overseeing progress? \*

Detailed description and duly justification (max. 500 words)

In June 2016, the Working Group for European Charter Implementation (WGECI) was established as follows:

Prof. Henryk Okarma – Director of the Institute  
Dr hab. Elżbieta Wilk-Woźniak – Deputy Director  
Dr Wojciech Solarz – research staff representative  
Dr Jan Urban – other employees representative

In January 2018, the position of the Director and Deputy Director of INC PAS changed and the new Working Group for European Charter Implementation (WGECI) was established as follows:

Dr hab. Elżbieta Wilk-Woźniak – Director of the Institute  
Dr hab. Piotr Skórka – Deputy Director  
Dr Agnieszka Olszańska – research staff representative  
MSc Katarzyna Chrzęścik – Research Development Specialist

Meetings of the whole team take place once a year or more often if needed. During the meetings, the state-of-play of HRS4R implementation is discussed, progress is monitored and evaluation of the accomplished actions is talked over. WGECI discusses and proposes actions for the new Action Plan, both overall implementation and individual tasks, proposes to widen or introduce new actions to better address the issues identified by the Institute's employees and managerial staff. Research Development Specialist is mainly responsible for regular overseeing of the progress and convening the whole group when necessary.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy

\*



Detailed description and duly justification (max. 500 words)

The regulations in force at the INC PAS do not differ significantly from the rules of European Charter for Researchers and Code of Conduct for the Recruitment of Researchers, however the Institute is constantly striving for improvement the organisational policies and increases its compliance with the HRS4R.

How has your organisation ensured that the proposed actions would be also implemented?\*



Detailed description and duly justification (max. 500 words)

Working Group for European Charter Implementation (WGECI) includes both, Director and Deputy Director, persons responsible for decision taking at INC PAS, which guarantees their acceptance and the support the new Action Plan elaboration and implementation.

The HRS4R implementation process is coordinated by Research Development Specialist, who is in contact with managerial staff, researchers and technical assistance staff. Undertaken actions are presented and discussed with the Institute's employees on the compulsory assemblies convened once or twice a year, during which one can oversee implementation progress, propose new solutions and necessary actions.

How are you monitoring progress (timeline)?\*



Detailed description and duly justification (max. 500 words)

Research Development Specialist monitors the progress of the Action Plan implementation. Each year, a summary of undertaken actions is prepared to inform Institute's employees about progress regarding the implementation of HRS4R by Working Group for European Charter Implementation (WGECI). The monitoring of the progress is based on targets and indicators set out in the Revised Action Plan.



How will you measure progress (indicators) in view of the next assessment?\*



Detailed description and duly justification (max. 500 words)

The progress will be measured according to indicators and targets set out in the revised Action Plan. Where possible, numerical summaries will be prepared, such as: 1) the number of new or adopted regulations, 2) the number of trainings conducted, 3) the number of researchers participating in a training, 4) the number of researchers applying for / receiving grants / scientific projects / internships, 5) the number of researchers, who have obtained a higher degree of scientific career, 6) the number of publications, etc. Due to the very positive reception by researchers and the informations and results obtained thanks to them, facilitated focus group interviews will be used as an effective tool for discussion and evaluation, separately for researchers and technical assistance staff on various levels of career development (R1, R2, R3/R4).

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



Detailed description and duly justification (max. 500 words)

Preparation for the external review will consist mostly of the regular works, including monitoring of the progress and documents collection. INC PAS will take appropriate steps: (1) facilitate understanding of the Institute's situation in the context of applicable law and higher education structures in Poland by external assessors, (2) present the implementation process of HRS4R at INC PAS (both already achieved action and planned activities).