



***Hirsfeld Institute of Immunology and Experimental Therapy
Polish Academy of Sciences
in Wrocław***

HR STRATEGY FOR SCIENTISTS (HRS4R)

Summary of the gap analysis and action plan

for the implementation of the principles of the European Charter for
Researchers and the Code of Conduct for the Recruitment of
Researchers at the Hirsfeld Institute of Immunology and Experimental
Therapy Polish Academy of Sciences in Wrocław

December 2022

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1. Introduction

Published on March 11, 2005, the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers are a set of principles recommended to scientific and research institutions by the European Commission (Recommendation of the European Commission 2005/251/EC) with an aim to ensure friendly working conditions, promote the development of academic career, and provide clear processes for the recruitment of researchers. The principles included in the Charter and Code are addressed to researchers, employers, and research funding agencies who operate in the public and private sectors and are aimed to increase the attractiveness of working conditions in academic settings and to enhance career development of researchers in Europe.

The European Charter for Researchers establishes general principles and requirements defining the roles, responsibilities, and authorities of researchers as well as their employers and/or funders. The Charter aims to ensure that the nature of relationship between scientists and their employers or funders is conducive to achieve positive results in the creation, transfer, exchange, and dissemination of knowledge and technological development as well as favors career development of researchers. The Charter also recognizes the value of all forms of mobility by serving as the means for further professional development of researchers.

The Code of Conduct for the Recruitment of Researchers includes general principles and requirements that should be followed by employers and/or funders when designating or recruiting scientists. These principles and requirements ensure compliance with values such as transparency of the recruitment process and equal treatment of all candidates, in particular with a view to develop an attractive, open, and sustainable European labor market for researchers; they also complement the principles and requirements framed in the European Charter for Researchers. Institutions and employers observing the Code of Conduct will openly honor their commitment to act responsibly and respectfully and will provide researchers with a fair framework with the clear intention of contributing to the development of the European Research Area.

In April 2015, the Ministry of Science and Higher Education of Poland recognized that the universal introduction of the Charter and Code is important for Polish science, as it supports the process of European integration and allows the creation of the European Research Area in terms of creating a working environment attractive for scientists as well as observing compliance with ethical standards in both professional relations and conducting of scientific research.

Following the analysis of the contents of the aforementioned documents, the Hirszfeld Institute of Immunology and Experimental Therapy (Iiet) at the Polish Academy of Sciences (PAS), represented by its Director, PhD., Professor Andrzej Gamian, on September 29, 2021, expressed support for the recommendations of the European Commission No. 2005/251/EC (Appendix No. 1), pointing to the convergence of the European Charter for Researchers (the Charter) and the Code of Conduct for the Recruitment of Researchers (the Code), with the strategy for the development of the Iiet PAS. On October 21, 2021, the European Commission informed the Institute about the start of the procedure with an aim to include it in the group of scientific units supporting the provisions of the Charter and the Code (Appendix No. 2).

1.1 General characteristics of the Hirszfeld Institute of Immunology and Experimental Therapy at the Polish Academy of Sciences (IET PAS)

Full name of the institution (applicant):		Hirszfeld Institute of Immunology and Experimental Therapy at the Polish Academy of Sciences	
Form of ownership:		Property of the State Treasury Number in the Register of Scientific Institutes of PAN - registration no.: RIN-VI-56/98	
The institution has existed since (including legal transformations):		1952	
Street, building number:	Rudolfa Weigla 12	City:	Wrocław
Postal code:	53-114	Country:	Poland
Phone number with dial code:	(71) 337 11 72	Fax:	(71) 337 21 71
Website:	https://hirszfeld.pl	E-mail address:	secretary@hirszfeld.pl
NIP:	896-000-56-96	REGON:	000325883
Person managing the Institution: (full name and position):		PhD., Professor Andrzej Gamian, Director	
Phone:		(71) 370 99 05	

The IET PAS was established in 1952 by the PAS, and its first director was PhD., Professor Ludwik Hirszfeld, a well-known Polish immunologist and microbiologist.

The Institute has rights to confer the degree:

- of Doctor of Philosophy and Post-doctoral degree in the field of science and natural sciences, in the discipline of biology.
- of Doctor of Philosophy and Post-doctoral degree in the field of medical sciences and health sciences in the discipline of medical sciences.

The Institute conducts basic research and development studies in the field of immunology, microbiology, glycobiology, and immunochemistry as well as applied research studies in the field of medicine, veterinary medicine, pharmacy, and biotechnology. The Institute has 23 laboratories or scientific departments, whose activities are closely related to integral units such as the Medical Center - which is unique on a global scale in terms of experience in treating patients - Phage Therapy Unit, Polish Collection of Microorganisms (PCM), Cell Lines, NeoLek Laboratory, specialist apparatus laboratories, Animal House, and Laboratory of General Chemistry. A Laboratory of Tissue Immunology (LTI) (a part of the Medical Center) is the only laboratory in Poland with European Federation for Immunogenetics (EFI) accreditation and EU certificates. LCI&P organises HLA Proficiency Testing Workshops (67 laboratories from 16 countries), recognised by the Polish Ministry of Health. The PCM, one of the two culture collection centers in Poland and one of the 48 centers globally, was granted the status of International Depository Authority (IDA) for patent purposes by the World Intellectual Property Organization (WIPO) in 2000. It is a global leader in terms of the number of deposits accepted

throughout Central Europe. The PCM is registered in the World Federation for Culture Collections (WFCC) under no. 106 with the acronym PCM and in the European Culture Collections' Organisation (ECCO). The sphere of commercialization and contact with the industry is supported by the company Centrum Transferu Technologii IITD Sp. z o. o.

In the parametric assessment for the years 2017–2021, according to the decision of the Ministry of Education and Science dated July 24, 2022, the IIET PAS was awarded scientific category A in the discipline of biological sciences and scientific category A+ in the discipline of medical sciences. This ranking was based on the following criteria: the scientific level of the conducted scientific work, the financial effects of the scientific research and development works conducted at the Institute, and the impact of scientific activity on the functioning of society and the economy. According to the SciMago ranking in 2022, IIET PAS is ranked 4th in Poland and 522nd globally.

The Institute owns several hundred patents for diagnostic tests for oncology, microbiological diagnostics, and antibacterial and antiviral vaccines and medications, which are in various stages of commercialization. The research projects include a range of innovative solutions and are conducted in consortia with national and foreign institutions as well as infrastructural organizations. The scope of cooperation with the industry includes obtaining monoclonal antibodies; determination of endotoxins in biological, environmental, and industrial materials; determination of glycation end products in food and clinical materials; identification of microorganisms at the species level; determination of drug resistance of microorganisms; receiving patent deposits of microorganisms; development of new antibacterial conjugate vaccines; development of new diagnostics for bacterial infection and cancer; antibacterial and anticancer medications; and methodology research, including several hundred methods and tests in the field of glycobiology, biochemistry, immunochemistry, immunology, and microbiology.

1.2 Location of the IIET PAS

IIET PAS has its registered office in Wrocław.

Wrocław is a city with county rights located in southwestern Poland, the headquarters of the Lower Silesian Voivodeship and the county of Wrocław. It is located in Central Europe, on the Silesian Lowland, at the Oder river and its four affluents. It is the historical capital of Lower Silesia, and Silesia in general. The population of Wrocław is around 670,000.

Wrocław is a unique city of 12 islands and 112 bridges, situated on the Oder River. Lower Silesia and Wrocław have numerous monuments including two UNESCO World Heritage Sites: Wrocław Centennial Hall and the Churches of Peace in Jawor and Świdnica.

Wrocław is a strong university center with 5 most important universities, including the University of Wrocław, Wrocław University of Science and Technology, and Wrocław Medical University and the University of Life Sciences.

Wrocław is a place of many important conferences, congresses, international events, as well as an important cultural center. The prestigious Jazz nad Odrą festival (since 1963) and the International Festival Wratislavia Cantans (since 1966), one of the most important in the field of classical music, are held in Wrocław annually. Other annual artistic events include: the Stage Song Review Festival, Dialog - Wrocław International Theatre Festival, and the international WRO Media Art Biennale.

1.3 Mission of the Hirszfeld Institute

The mission of the Hirszfeld IET PAS is in line with the idea of Professor Hirszfeld, the founder of the Institute, whose personality, passion for creation, sense of curiosity about the world, and unwillingness to remain passive toward human diseases continue to inspire the team of the Institute. The Institute conducts scientific research at the global level, with an aim to solve contemporary problems of broadly understood immunology, oncology, and microbiology and to provide the scientific world and the economy with modern solutions for sustainable development of the country and regions. The developed technologies and scientific experience are made available to the public through the Medical Center, the NeoLek Laboratory certified by GLP, and the Technology Transfer Centre Sp. z o.o. The mission for the development of science and economy is accompanied by popularizing activities as well as educating and inspiring future leaders of science and highly specialized staff through multidisciplinary education as part of the interdisciplinary Wrocław Doctoral School of the Institutes at the Polish Academy of Sciences, the “Implementation Doctorates” project, and the proprietary environmental doctoral program POWER - BioTechNan.

1.4 General characteristics of the staff structure at the IET PAS

The most valuable asset of the IET PAS is its employees and doctoral students.

Presently, the Institute has 250 employees (as of December 2, 2022). The Institute comprises of 9 departments, and research is carried out in 23 laboratories or departments.

The scientific staff of the Institute consists of 99 researchers, including 17 (full) professors (R4) and 24 professors of the Institute (R3), 55 research assistants and assistant professor (R2), 4 research and technical employees (R1), and 66 doctoral students. The professors and professors of the Institute are scientific staff with an established position in the scientific and professional environment, and they are also experts in the management and conduct of research projects.

The remaining employees constitute the support for the scientific staff in terms of science and technology and administrative services.

The education of future scientific staff is conducted primarily as part of the Wrocław Doctoral School of Institutes at the Polish Academy of Sciences (WSD IPAN). This school was established by two Institutes in Wrocław: The IET and the Institute of Low Temperatures at the Polish Academy of Sciences. It has the rights to confer doctoral degrees in four disciplines: biological sciences, medical sciences, physical sciences, and chemical sciences. The IET PAS also has a Doctoral Study program, which, in connection with the reform of the education system in Poland carried out in 2018, will end its activity in 2026. In 2022, education at the WSD IPAS was started by 5 doctoral students who participated in the “Implementation Doctorate” program - doctors or diagnosticians of the Lower Silesian Oncology Center.

At present, 66 doctoral students are studying at the Institute, including 2 students from abroad and 5 students within the framework of the “Implementation Doctorate” program for physicians and diagnosticians of the Lower Silesian Oncology Center.

1.4.1. Scientific collaboration

IJET PAS conducts scientific collaboration with the following national centers:

1. 4th Military Clinical Hospital with Polyclinic in Wrocław
2. Internal Security Agency
3. AGH University of Science and Technology in Krakow
4. University of Physical Education in Wrocław
5. Collegium Medicum of the Jagiellonian University, Krakow
6. Lower Silesian Center for Cell Transplantation with the National Bank of Bone Marrow Donors, Wrocław
7. Lower Silesian Oncology Center, Wrocław
8. Gdańsk Medical University
9. Institute of Archaeology and Ethnology at the Polish Academy of Sciences
10. Institute of Biochemistry and Biophysics at the Polish Academy of Sciences, Warsaw
11. Institute of Biocybernetics and Biomedical Engineering at the Polish Academy of Sciences, Warsaw
12. Institute of Medical Biology at the Polish Academy of Sciences, Łódź
13. Nencki Institute of Experimental Biology at the Polish Academy of Sciences, Warsaw
14. Institute Centre of Polish Mother's Health, Łódź
15. Institute of Tuberculosis and Lung Diseases in Warsaw
16. Children's Memorial Health Centre Institute in Warsaw
17. John Paul II Catholic University of Lublin
18. Cardinal Stefan Wyszyński National Institute - National Research Institute
19. National Institute of Public Health - National Institute of Hygiene
20. Gdańsk University of Technology
21. Łódź University of Technology
22. Warsaw University of Technology
 - a. - Faculty of Electrical Engineering
23. Wrocław University of Technology
 - a. - Faculty of Chemistry
 - b. - Faculty of Microsystem Electronics and Photonics
 - c. - Faculty of Fundamental Problems of Technology
24. Pomeranian Medical University in Szczecin
25. Autonomous Public Teaching Hospital of the Silesian Medical University in Katowice
26. Independent Public Voivodeship Complex Hospital in Szczecin
27. Independent Public Health Care Center of the Ministry of the Interior and Administration in Wrocław
28. Łukasiewicz Research Network – PORT Polish Center for Technology Development, Wrocław
29. Warsaw University of Life Sciences
30. Gameta Hospital in Rzgów and Kielce
31. St. Jadwiga Śląska Hospital in Trzebnica
32. Infant Jesus Hospital in Warsaw
33. Voivodeship Hospitals in Gdynia
34. Silesian Centre for Heart Diseases in Zabrze
35. Medical University of Silesia in Katowice
36. J. Mikulicz Radecki University Clinical Hospital in Wrocław
37. University of Gdańsk
 - a. - Faculty of Biology
 - b. - Faculty of Chemistry
38. Adam Mickiewicz University in Poznań
39. Jagiellonian University in Kraków

- a. - Faculty of Biology
- 40. University of Łódź
 - a. - Faculty of Biology and Environmental Protection
- 41. Maria Curie-Skłodowska University in Lublin
- 42. Medical University of Białystok
- 43. Medical University of Łódź
- 44. Wrocław Medical University
 - a. - Department of Health Sciences.
 - b. - Department of Chemistry and Immunochemistry
 - c. - Department and Clinic of Thoracic Surgery
 - d. - Department and Clinic of Vascular, General and Transplant Surgery
 - e. - Department and Clinic of Dermatology, Venereology and Allergology
 - f. - Department and Clinic of Paediatric Nephrology
 - g. - Department and Clinic of Neurology
 - h. - Department and Clinic of Pulmonology and Lung Cancer
 - i. - Department of Physiology
 - j. - Department of Genetics
 - k. - Department of Experimental Dentistry
 - l. - 1st Clinic of Gynaecology and Obstetrics
 - m. - Clinic of Urology and Urological Oncology
 - n. - Department of Experimental Surgery and Biomaterial Testing
- 45. Nicolaus Copernicus University in Toruń
- 46. University of Life Sciences in Lublin
- 47. University of Life Sciences in Wrocław
 - a. - Faculty of Biology and Animal Science
 - b. - Faculty of Biotechnology and Food Science
 - c. - Faculty of Veterinary Medicine
- 48. Silesian University in Katowice
 - a. - Faculty of Biology and Environmental Protection
- 49. University of Wrocław
 - a. - Faculty of Biotechnology
 - b. - Faculty of Chemistry
 - c. - Faculty of Biological Sciences
- 50. University of Zielona Góra
- 51. Medical University of Warsaw
- 52. J. Gromkowski Voivodeship Specialist Hospital in Wrocław
- 53. Military Academy of Technology in Warsaw
- 54. Wrocław Zoological Garden

The 23rd edition of the Lower Silesian Science Festival was held in 2020. The festival included 600 lectures, shows, workshops, and discussions on every field of knowledge. Every year, the employees of the IIET PAS conduct several scientific lectures and competitions for young people and adults.

As part of signed contracts, IIET PAS conducts scientific collaboration with the following foreign research centers:

1. Augusta University, USA
2. Dinabandhu Mahavidyalaya, Bongaon, India
3. Institute of Bioscience and Biotechnology Research, University of Maryland, USA

4. FFI - Forsvarets Forskningsinstitut, Norway
5. Organic Synthesis Institute in Riga, Latvia
6. Countries of the Central and Eastern Europe (9 countries) – HLA Typing Quality Control Workshop
7. LEA, UNIFESP, São Paulo, Brazil
8. Medical University of South Carolina, Charleston, USA
9. Plateforme d'Analyse Protéomique de Paris Sud Ouest (PAPPSO)
10. University of Maryland, Rockville, USA
11. University of Winnipeg, Canada
12. Vidyasagar University, Midnapore, India

IJET PAS conducts scientific collaboration with the following foreign centers without formally signed contracts:

1. Academy of Sciences of the Czech Republic, Prague, Czechia
2. Belgian Federal Science Policy Office, Brussels, Belgium
3. BOKU – University of Natural Resources and Life Sciences, Vienna, Austria
4. California Institute of Medical Research, San Jose, USA
5. Deutsche Gesellschaft für Auxologie, Altenhof, Germany
6. EMSKE Phytochem, San Francisco, USA
7. Evangelismos Hospital, Athens, Greece
8. Federal Institute for Risk Assessment (BfR), Berlin, Germany
9. German Cancer Research Center, Heidelberg, Germany
10. Immune Compass Ltd., London, UK
11. Imperial College London, UK
12. INRA - Institut National de la Recherche Agronomique, Paris, France
13. Evolutionary Biology Institute (CSIC-UPF), Barcelona, Spain
14. Institute of Medical Biology, Chinese Academy of Medical Sciences & Peking Union Medical College, Kunming, China
15. Microbiology Institute of the Academy of Sciences of the Czech Republic, Novy Hradek, Czechia
16. Pasteur Institute, Paris, France
17. Ruđer Bošković Institute, Zagreb, Croatia
18. International Research Council of Italy, Institute of Biomolecular Chemistry, Pozzuoli, Naples, Italy
19. JAFRAL, Lublana, Slovenia
20. Leiden University, Leiden, The Netherlands
21. Masaryk University, Brno, Czechia
22. National Centre for Scientific Research Demokritos, Athens, Greece
23. Newcastle University, UK
24. Research Center Borstel, Germany
25. Sars International Centre for Marine Molecular Biology, Bergen, Norway
26. School of Physics & Astronomy, University of St Andrews, Scotland
27. Southern Research Institute, Phoenix, USA
28. Swedish University of Agricultural Sciences, Uppsala, Sweden
29. Technical University Dresden, Germany
30. Toyama Prefectural University, Toyama, Japan
31. Universität Bayreuth, Germany
32. Universitat de Valencia, Valencia, Spain
33. Université de Genève, Switzerland
34. University College London, Great Britain
35. University of Naples Federico II, Naples, Italy
36. University of Barcelona, Spain
37. University of Antwerpen, Belgium

38. University of California Los Angeles, David Geffen School of Medicine, UCLA Immunogenetic Center, Los Angeles, USA
39. University of Kent, UK
40. University of Minho, Braga, Portugal
41. University of Nevada, Reno, USA
42. University of Nyiregyhaza, Hungary
43. University of Stirling, UK
44. University of Texas, Austin, USA
45. Charles University, Prague, Czechia
46. Michigan University, Ann Arbor, USA
47. VIBT – Vienna Institute of Biotechnology, Austria
48. Wellcome Trust Sanger Institute, Cambridge, UK
49. Westerdijk Fungal Biodiversity Institute, Utrecht, the Netherlands
50. Yale University, New Haven, USA

1.5 Funding of scientific activity

The financial sources supporting the research and development work conducted at the Institute depend on the thematic scope. Researchers at the Institute exhibit high efficiency in securing financial funds. Presently, the projects are funded by international (Norway Grants, ERA.NET, Transatlantic project, The Polish National Agency For Academic Exchange, COST actions) and national (National Centre for Research and Development, the National Science Centre, The Ministry of the Interior and Administration, the Medical Research Agency, the Ministry of Education and Science, Digital Poland Projects Centre, the National Fund for Environmental Protection and Water Management, and the Information Processing Center - National Research Institute) agencies.

2. Methodology

2.1 Declaration of support for C&C guidelines

After analyzing the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) - documents published in 2005 by the European Commission, the Hirsfeld IET PAS, represented by its Director, PhD., Professor Andrzej Gamian, expressed support on September 29, 2021 (Appendix No. 1) for the recommendations of the European Commission No. 2005/251/EC. The Institute pointed to the convergence of the principles of the European Charter for Researchers (the Charter) and the Code of Conduct for the Recruitment of Researchers (the Code), with the Institute's development strategy. On October 21, 2021, the European Commission informed the Institute about the start of the procedure with an aim to include it in the group of scientific units supporting the provisions of the Charter and the Code (Appendix No. 2).

2.2 Legal basis for actions

Based on the Ordinance No. 7/2022 dated August 12, 2022 (Appendix No. 3), the Director of IET established two teams:

1. A Monitoring Team for the HRS4R, which comprised the Commission for Research and Development of the scientific and research staff at the Scientific Council of IET PAS. The tasks of the team include the following:

- providing opinions on activities and documents prepared by the Work Team for the HRS4R, along with reporting of the work conducted by the Scientific Council of the IET PAS;
- performing advisory function for the IET PAS Scientific Council and Director of IET PAS; and
- systematic monitoring of the implementation of the European Charter for Researchers; the Code of Conduct for the Recruitment of Researchers; and the Policy of Open, Transparent, and Merit-based Recruitment of Researchers, hereinafter referred to as the "OTM-R Policy", at IET PAS within the competence of the Scientific Council of IET PAS.

2. A Work Team for the HRS4R comprising the following:

- Ph.D. Katarzyna Szczauńska-Nowak – Proxy of the Director for Quality - chairwoman of the commission;
- Ph.D., Professor Jolanta Łukasiewicz – Deputy Director for Scientific Affairs, professor, head of laboratory
- M.Sc. Małgorzata Sachs – Head of the Human Resources Department;
- Ph.D., Professor Sabina Górńska – professor of the Institute, head of laboratory, Laboratory of Microbiome Immunology;
- Ph.D., Professor Wojciech Kałas – professor of the Institute, head of laboratory, Laboratory of Tumor Molecular Immunobiology;

- Ph.D. Honorata Kraśkiewicz – assistant professor, Independent Laboratory of Biology of Stem and Neoplastic Cells;
- Ph. D. Łukasz Sobala – assistant professor, Glycobiology Laboratory
- M. Sc. Marta Piksa – doctoral student, Chairwoman of the Doctoral Self-government

The tasks of the team included the following:

- performing advisory function for the Director of the IIET PAS;
- analysis of gaps regarding the functioning of the principles of the Charter, the Code, and the OTM-R policy at IIET PAS, based on lists of internal legal acts as well as procedures and practices used at IIET PAS;
- development of proposals for formal and organizational solutions (action plan) in accordance with the standards of the Charter, the Code, and the OTM-R policy;
- systematic monitoring of the implementation of the standards of the Charter, the Code, and the OTM-R policy by individual units of IIET PAS, in accordance with the guidelines of the European Commission;
- monitoring and coordinating activities in the field of adapting internal legal acts of IIET PAS and organizational solutions to the requirements of the Charter, the Code, and the OTM-R policy based on the adopted schedule of activities;
- informing the community of IIET PAS about the tasks in progress and motivating its employees to cooperate with the team to enable the implementation of tasks;
- updating the action plan;
- development of documentation submitted to the European Commission by using the HRS4R e-tool of the EURAXESS portal.

Based on Ordinance No. 8/2022 dated August 12, 2022, the Director of the Institute decided to introduce the OTM-R policy at the Institute (OTM-R Policy - Appendix No. 4)

2.3 Work methodology of teams

In July 2022, researchers of the Institute received information that the Institute is making efforts to obtain the prestigious HR Excellence Research award. A request was also sent to these employees to complete an anonymous survey regarding the guidelines of the European Human Resources Strategy.

The survey was developed by the Work Team for the HRS4R in IIET PAS in accordance with the standards of the European Charter for Researchers, the Code of Conduct for the Recruitment of Researchers, and the OTM-R Policy.

The survey aimed to assess the degree to which the functioning of the Institute complies with the Charter and the Code. The survey was used to identify weaknesses of working at the Institute.

Subsequently, a gap analysis was conducted based on the responses of the survey. Based on the results of the gap analysis, an action plan was prepared to increase the attractiveness of working conditions and career development of researchers working at the Institute.

The action plan was informed to the employees of the Institute through its publication on the website of the Institute (PL: <https://hirszfeld.pl/instytut/hrs4r-europejska-strategia-kadrowa/>; ENG: <https://hirszfeld.pl/en/Institute/hrs4r-human-resources-strategy-for-researchers/>).

Further progress related to the implementation of HRS4R will be monitored on an ongoing basis through the following:

1. The Human Resources Department (current control and records of all competition procedures and collection of documents regarding the recruitment process, annual report presented to the Director of the Institute and the Scientific Council);
2. The Work Team for the HRS4R (one meeting per quarter; analysis of the progress in the implementation of indicators and their compliance with the schedule);
3. The Monitoring Team for the HRS4R (one meeting per quarter; providing opinion regarding the progress in the implementation of indicators and their compliance with the schedule);
4. Proxy of the Director for Quality (one internal audit per year; activities monitoring the quality of the recruitment process, analysis of selected competition procedures, verification of information and promotion activities, correctness of procedures, and completeness of documentation); and
5. The Scientific Council (at least one meeting per year; providing opinion regarding the effects of works related to the implementation of HRS4R and their compliance with the schedule).

2.3.1. Schedule of works:

September-October 2021: declaration of support for the C&C guidelines

November 2021 – January 2022: an overview of the C&C guidelines as well as the methods of their implementation in various institutions

February 2022 – May 2022: analysis of legal acts as well as internal documents and practices in force at IIET PAS

June 2022: Approval of the Director of IIET PAS to establish:

- the Monitoring Team for the HRS4R
- the Work Team for the HRS4R

July 2022 – August 2022: preparation and conduct of a survey among researchers (155 respondents)

August 2022: appointment of the Monitoring Team and the Work Team based on Order No. 7/2022 of the Director of the IIET PAS

August 2022: Introduction of the Open, Transparent, and Merit-based Recruitment Policy at the IIET PAS in accordance with Order No. 8/2022 of the Director of the IITD PAN.

September – November 2022: Gap analysis, preparation of the action plan, and development of the HR Strategy for scientists

13 X 2022 Presentation of the report on the HRS4R implementation activities to the Scientific Council.

November 2022: Presenting gap analysis, action plan, OTM-R Policy, and HR Strategy for Researchers to the Monitoring Team for the HRS4R.

December 2022: Presenting gap analysis, action plan, OTM-R Policy, and HR Strategy for Researchers to the Scientific Council

December 8, 2022: Submitting the required documentation to the European Commission

January 2023 – December 2024: Ongoing monitoring of the progress of HRS4R implementation

3. Analysis of legal acts as well as internal documents and practices in force at IIET PAS

Analysis of legal acts as well as internal documents and practices in force at the Institute of Immunology and Experimental Therapy at the Polish Academy of Sciences	
<p style="text-align: center;">ETHICS AND PROFESSIONALISM</p> <p>This area includes analysis within the scope consistent with the provisions of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, i.e.,</p> <ol style="list-style-type: none"> 1. Freedom of scientific research 2. Ethical principles 3. Professional responsibility 4. Professional approach 5. Obligations resulting from contract or regulations 6. Responsibility 7. Principles of good practice in scientific research 8. Dissemination and use of results 9. Social involvement 10. Nondiscrimination principle 11. Employee assessment systems 	
<i>National legislation</i>	<i>Regulations or practices in force at the IIET PAS</i>
Law on Higher Education and Science Act on the Polish Academy of Sciences Law on Intellectual Property Act on Copyrights and Related Rights Act on Industrial Property Rights Act on database protection Act on combating unfair competition Act on principles of financing science Public Finance Act Act on liability for violation of public finance discipline Public Procurement Law Act on personal data protection Act on protection of classified information Act on database protection Act on access to public information Labor Code Civil Code Penal Code Code of the National Science Centre concerning the reliability of scientific research and applying for funds for research (Resolution No. 20/2016 of the NSC Council) Reliability in scientific research and respect for intellectual property of the Ministry of Science and Higher Education 2012. Code of Ethics for Researchers (attachment to Resolution No. 2/2020 of the General	IIET PAS Work Regulations IIET PAS Remuneration Regulations Statute of the Institute Regulations for Conducting Competitions for Research Positions at the IIET PAS Regulations for the assessment of scientific activity of researchers Regulations of appeals against the assessment of professional activity of researchers of scientific units of the Polish Academy of Sciences Regulations for the management of copyright Principles of awarding a scientific benefit for scientific activity to the researchers employed at the IIET PAS Code of Ethics of Scientific Employee Ordinance No. 2/2020 of the Director of the IIET PAS in Wrocław on the rules and method of applying 50% tax deductible costs from the employment relationship of the Institute's employees Order No. 14/2020 of the Director of IIET PAS in Wrocław on the Regulations of the Management Control System at IIET PAS and the Risk Management Policy at IIET PAS Ordinance No. 15/2020 of the Director of the IIET PAS in Wrocław on the introduction of the Anti-Corruption Policy at the IIET PAS Ordinance No. 16/2020 of the Director of the IIET PAS in Wrocław on the appointment of

<p>Assembly of the Polish Academy of Sciences, June 25, 2020</p> <p>Medical Code of Ethics</p> <p>Recommendations of the Council of the National Science Center on research involving human subjects, 2016</p> <p>Good practices in review procedures in science (Team for Ethics in Science at the Minister of Science and Higher Education in 2009-2010)</p> <p>Principles of Good Clinical Practice</p> <p>Ordinance of the Minister of Health of May 2, 2012 on Good Clinical Practice</p> <p>Regulation of the Minister of Finance of April 30, 2004 on compulsory third party liability insurance for researchers and sponsors</p> <p>Occupational Medicine Service Act</p> <p>Act of April 15, 2011 on medical activity</p> <p>Act of September 6, 2001 on Pharmaceutical Law</p> <p>Act of July 1, 2005 on the collection, storage, and transplanting of cells, tissues, and organs</p> <p>Act of January 21, 2005 on experiments on animals</p> <p>Act of January 15, 2015 on the protection of animals used for scientific or educational purposes</p> <p>Act of June 26, 2001 on genetically modified organisms</p> <p>Ordinance of the Minister of Health of May 2, 2012 on Good Clinical Practice</p> <p>Act on medical devices</p>	<p>the Coordinator of Management Control and Risk Management, the coordinator of the Governmental Anti-Corruption Program and the Ethical Advisor</p> <p>Internal Anti-mobbing Policy at IIET PAS.</p> <p>Ordinance No. 18/2021 of the Director of the IIET PAS in Wrocław on the introduction of the Action Plan in the field of gender balance in the IIET PAS</p> <p>Order No. 17/2021 of the Director of the IITD PAN in Wrocław on the detailed rules for the appointment and financing as well as the mode of operation of ethics committees</p>
RECRUITMENT AND SELECTION	
<p>This area includes analysis within the scope consistent with the provisions of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, i.e.,</p> <ol style="list-style-type: none"> 1. Recruitment 2. Recruitment processes 3. Staff selection processes 4. Transparency 5. Assessment criteria 6. Recognition of experience in terms of mobility 7. Recognition of qualifications 8. Seniority 9. Positions for employees with doctoral degree 	
<i>National legislation</i>	<i>Regulations or practices in force at the IIET PAS</i>
<p>Act on the Polish Academy of Sciences</p> <p>Law on Higher Education and Science</p> <p>Act on higher education, the amended act on the academic degrees and academic title as well as the art degrees and title</p>	<p>IIET PAS Work Regulations</p> <p>IIET PAS Remuneration Regulations</p> <p>Statute of the Institute</p> <p>Regulations for Conducting Competitions for Research Positions at the IIET PAS</p>

<p>Labor Code Act of March 3, 2000 on remuneration paid to managers of certain legal entities Regulation of the Ministry of Labor and Social Policy on the procedure and conditions for issuing a work permit for a foreigner Provisions of the Erasmus University Charter for Higher Education Regulation of the Ministry of Science and Higher Education on the criteria for evaluating the achievements of a person applying for the degree of doktor habilitowany Regulation of the Ministry of Science and Higher Education on the detailed procedure and conditions for conducting activities in the doctoral procedure, in the habilitation procedure and in the procedure for conferring the title of professor International Exchange Department of the Ministry of Science and Higher Education, guide http://www.nauka.gov.pl/uznawanie-wykształcenia/dla-uczelni.html http://www.nauka.gov.pl/uznawanie-kwalifikacji-zawodowych/</p>	<p>Regulations for the assessment of scientific activity of researchers Regulations of appeals against the assessment of professional activity of researchers of scientific units of the Polish Academy of Sciences Regulations of the Company Social Benefits Fund of the IIET PAS Regulations for the management of copyright Regulations of providing orders at the IIET PAS Code of Ethics of Scientific Employee Internal Anti-mobbing Policy at IIET PAS. Ordinance No. 16/2020 of the Director of the IIET PAS in Wrocław on the appointment of the Coordinator of Management Control and Risk Management, the coordinator of the Governmental Anti-Corruption Program and the Ethical Advisor Ordinance No. 18/2021 of the Director of the IIET PAS in Wrocław on the introduction of the Action Plan in the field of gender balance in the IIET PAS Order No. 8/2021 of the Director of the IIET PAS in Wrocław on the introduction of the Regulations of the Doctoral Scholarship Committee's work and the Procedure and Rules for granting a doctoral scholarship for doctoral students of the Doctoral Study Ordinance No. 7/2021 of the Director of the IIET PAS in Wrocław on the payment of doctoral scholarships</p>
WORKING CONDITIONS AND SAFETY	
<p>This area includes analysis within the scope consistent with the provisions of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, i.e.,</p> <ol style="list-style-type: none"> 1. Recognition of profession 2. Scientific research environment 3. Working conditions 4. Stability and permanence of employment 5. Funding and salaries 6. Gender balance 7. Career development 8. Value of mobility 9. Access to career advice 10. Intellectual Property Rights 11. Co-authorship 12. Teaching 13. Complaints/appeals 14. Participation in decision-making bodies 	
<i>National legislation</i>	<i>Regulations or practices in force at the IIET PAS</i>
<p>Labor Code Act on the Polish Academy of Sciences</p>	<p>IIET PAS Work Regulations IIET PAS Remuneration Regulations</p>

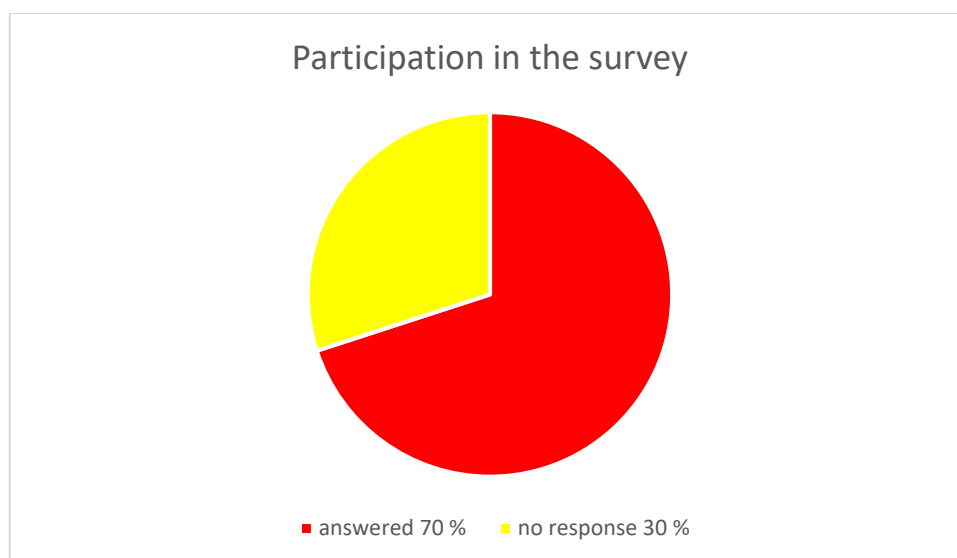
<p>Law on Higher Education and Science</p> <p>Act on financing science</p> <p>Act on the social insurance system</p> <p>Act on higher education, the amended act on the academic degrees and academic title as well as the art degrees and title</p> <p>Act on vocational and social rehabilitation and employment of people with disabilities</p> <p>Act on the principles of recognition of professional qualifications acquired in the Member States of the European Union</p> <p>Act on the National Labor Inspection</p> <p>Act on National Sanitary Inspection</p> <p>Act on the Social Labor Inspection</p> <p>Act on trade unions</p> <p>Occupational Medicine Service Act</p> <p>Regulation of the Ministry of Labor and Social Policy of September 26, 1997. on general OHS regulations</p> <p>Act on fire protection</p> <p>Act on preventing and combating infections and infectious conditions in humans</p> <p>Act on chemical substances and their mixtures</p> <p>Act on genetically modified organisms</p> <p>Regulation of the Minister of Health of February 18, 2011 on the safe use of ionizing radiation for all types of medical exposure</p> <p>Regulation of the Minister of Health of December 30, 2004 on occupational health and safety related to the presence of chemical agents in the workplace</p> <p>Regulation of the Minister of Health of April 22, 2005 on harmful biological agents for health in the working environment and health protection of workers occupationally exposed to these agents</p> <p>Act on Copyrights and Related Rights</p> <p>Act on database protection</p> <p>Act on Industrial Property Rights</p> <p>Resolution No. 20/2016 of the Council of the National Science Center on the adoption of the principles of research integrity</p> <p>Regulation of the Ministry of Science and Higher Education on the criteria for evaluating the achievements of a person applying for the degree of doktor habilitowany</p> <p>Regulation of the Ministry of Science and Higher Education on the detailed conditions and procedure for granting and paying doctoral students Minister's scholarships for outstanding achievements</p>	<p>Statute of the Institute</p> <p>Regulations for Conducting Competitions for Research Positions at the IIET PAS</p> <p>Regulations for the assessment of scientific activity of researchers</p> <p>Regulations of appeals against the assessment of professional activity of researchers of scientific units of the Polish Academy of Sciences</p> <p>Regulations of the Company Social Benefits Fund of the IIET PAS</p> <p>Regulations on defining the rules for delegating and settling the costs of business trips and trips as part of study and training leaves at the IIET PAS</p> <p>IT System Regulations</p> <p>Code of Ethics of Scientific Employee</p> <p>Internal Anti-mobbing Policy at IIET PAS.</p> <p>Ordinance No. 2/2020 of the Director of the IIET PAS in Wrocław on the rules and method of applying 50% tax deductible costs from the employment relationship of the Institute's employees</p> <p>Ordinance No. 18/2021 of the Director of the IIET PAS in Wrocław on the introduction of the Action Plan in the field of gender balance in the IIET PAS</p> <p>OHS Instructions and procedures:</p> <p>Safe work with biological material</p> <p>Laboratory OHS Instructions</p> <p>Proceeding during elimination, neutralization of liquid leaks, spills of hazardous substances</p> <p>Proceeding during elimination and disposal of chemical substances</p> <p>Handling waste produced at IIET</p> <p>Management and storage of waste produced at IIET</p> <p>OHS Instructions for the operation of a photocopier</p> <p>OHS Instructions for the work at storage racks</p> <p>OHS Instructions for the operation of a computer and printer</p> <p>OHS at the office</p> <p>Laptop work ergonomics</p> <p>GMO/GMM</p> <p>Instruction for safe work during closed use of genetically modified organisms (GMO)</p> <p>Instruction for safe work during closed use of genetically modified microorganisms GMM I</p> <p>Instruction for safe work during closed use of genetically modified microorganisms GMM II</p> <p>Internal safety regulations for persons participating in a closed use of GMM I</p>
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<p>Regulation of the Ministry of Science and Higher Education on doctoral studies and doctoral scholarships</p> <p>Regulation of the Ministry of Science and Higher Education on the conditions of granting scholarships to people for whom doctoral procedure was commenced</p> <p>Regulation of the Ministry of Science and Higher Education on the conditions for sending people abroad for research, teaching, and training purposes and the specific rights of these people</p> <p>Regulation of the Ministry of Science and Higher Education on undertaking and pursuing studies and training by foreigners and their participation in scientific research and development works</p> <p>Regulation of the Minister of Infrastructure on the technical conditions to be met by buildings and their location</p> <p>Act of May 20, 2010 on medical devices</p> <p>Provisions of the Erasmus University Charter for Higher Education</p> <p>Reliability in scientific research and respect for intellectual property of the Ministry of Science and Higher Education 2012.</p>	<p>Internal safety regulations for persons participating in a closed use of GMM II</p>
DEVELOPMENT AND TRAININGS	
<p>This area includes analysis within the scope consistent with the provisions of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, i.e.,</p> <ol style="list-style-type: none"> 1. Relationship with the supervisor 2. Supervision and management obligations 3. Continuation of professional development 4. Access to scientific training and possibility of continuous professional development 5. Scientific supervision 	
<i>National legislation</i>	<i>Regulations or practices in force at the IIET PAS</i>
<p>Labor Code</p> <p>Regulation of the Ministry of Science and Higher Education on the conditions for sending people abroad for research, teaching, and training purposes and the specific rights of these people</p> <p>Regulation of the Ministry of Science and Higher Education on doctoral studies and doctoral scholarships</p> <p>Act on the principles of recognition of professional qualifications acquired in the Member States of the European Union</p> <p>Act on the promotion of employment and institutions of the labor market</p> <p>Regulation of the Minister of Science and Higher Education on the recognition of</p>	<p>Work regulations</p> <p>Regulations on defining the rules for delegating and settling the costs of business trips and trips as part of study and training leaves at the IIET PAS</p> <p>Order No. 8/2021 of the Director of the IIET PAS in Wrocław on the introduction of the Regulations of the Doctoral Scholarship Committee's work and the Procedure and Rules for granting a doctoral scholarship for doctoral students of the Doctoral Study</p> <p>Ordinance No. 7/2021 of the Director of the IIET PAS in Wrocław on the payment of doctoral scholarships</p>

<p>academic degrees and degrees in the arts awarded abroad</p> <p>Regulation of the Ministry of Science and Higher Education on the conditions for sending people abroad for research, teaching, and training purposes and the specific rights of these people</p>	
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4. Discussion of survey results

A total of 155 doctoral students, researchers, and specialists of IJET PAS participated in the survey, who constituted 100% of people covered by the “N” number. We wanted the highest possible percentage of employees who participated in the survey. A total of 109 people responded to the survey (70% of the respondents).



4.1. Study concept and plan

Survey objective – the objective was to collect information that will allow to assess the degree to which the functioning of the Institute complies with the Charter and the Code and to develop a constructive action plan for the upcoming years. The survey enabled to identify weaknesses of working at the Institute. On the basis of the survey, an action plan was prepared to increase the attractiveness of working conditions and career development of the Institute's researchers.

The survey questionnaire comprised 115 questions divided into 5 blocks:

- profile of the surveyed researcher or doctoral student,
- professional and ethical aspects of scientific work,
- recruitment and assessment of candidates,
- conditions of work and social security, and
- training and development of employees.

The scale of answers depended on the context of each question, which allowed a precise and diversified response (in terms of age, gender, academic degree, and experience) in the surveyed group. Thus, the respondent could add their opinion or comment to each question.

4.2. Characteristics of the respondents

Seventy percent of the eligible research staff of the Institute participated in the survey conducted in July and August 2022. Of the total respondents, 73.4% were women and 26.6% were men.

Most of the respondents were doctoral students and junior researchers (20–49 years old), and this group constituted 73.4% of the total respondents.

20–29 years	31 people (28.4%)
30–39 years	22 people (20.2%)
40–49 years	27 people (24.8%)
50–59 years	15 people (13.8%)
60–69 years	7 people (6.4%)
70–79 years	7 people (6.4%)
80+ years	0 people (0%)

Based on the positions held at the Institute, the respondents were most often employed as assistant professors (28.4%) and PhD students of the Doctoral School (18.3%).

Professor	13 people (12%)
Professor of the Institute	17 people (15.5%)
Assistant professor	31 people (28.4%)
Assistant	5 people (4.6%)
student of the Doctoral School	20 people (18.3%)
student of the Doctoral Study	10 people (9.2%)
Specialist conducting scientific research	13 people (12%)

Based on the academic degrees and titles held, the respondents were most often people with the academic qualification of MSc (34%) or PhD/PhD Eng. (33%).

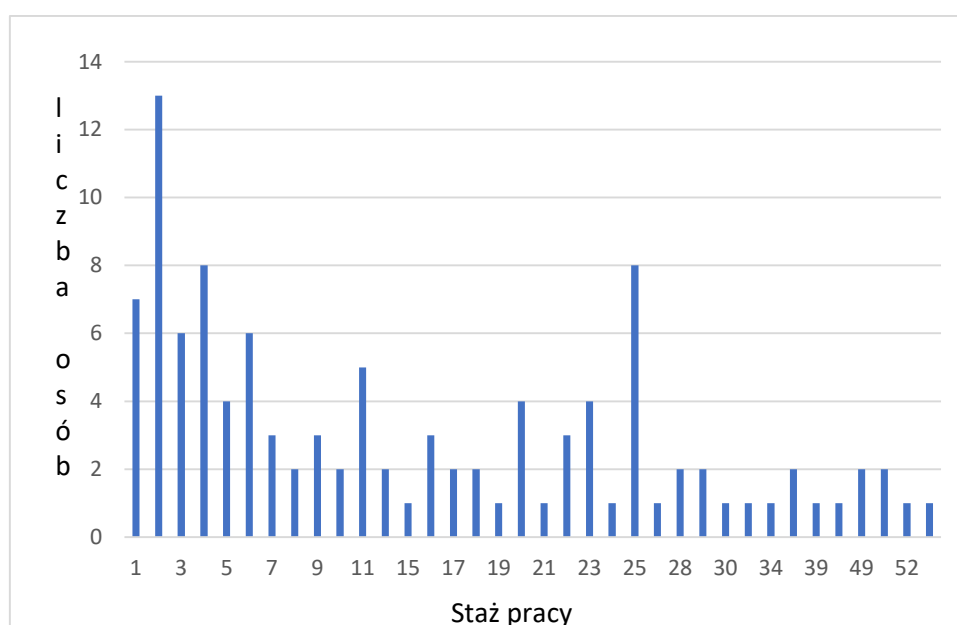
Ph.D., Professor /PhD Eng., Professor	14 people (13%)
PhD. / PhD Eng.	22 people (20%)
PhD/PhD Eng.	36 people (33%)
MSc/MSc Eng.	37 people (34%)

A total of 59.5% of the respondents had gone abroad for an internship. These internships were mostly for short term (up to 3 months) or long term (over 24 months).

Furthermore, 31% of the respondents participated in national internships, which were mostly for short-term (up to 3 months).

	Abroad internship/s	National internship/s
NO	44 people (40.5%)	75 people (69%)
YES (up to 3 months)	24 people (22%)	25 people (23%)
YES (3–6 months)	9 people (8.2%)	7 people (6.4%)
YES (6–24 months)	12 people (11%)	2 people (1.6%)
YES (over 24 months)	20 people (18.3%)	0 people (0%)

The characteristics of the respondents in terms of seniority (which includes the period of doctoral studies) highlight that apart from a large group of doctoral students (1-4 years of work), the second largest group included researchers who have been working at the Institute for 25 years. The respondents also included individuals whose seniority at the Institute was 50 or more years.



The respondents gave the following answers when asked whether they were a graduate of the IIET PAS (several answers could be given):

NO	44 people (40.5%)
YES (I have completed a BA thesis at the Institute)	5 people (4.6%)
YES (I have completed a MSc thesis at the Institute)	39 people (36%)
YES (I have completed a PhD thesis at the Institute)	53 people (49%)

4.3. Data analysis

The gap analysis aimed to answer the questions “where are we?” and “where do we want to be?” as an institution, in relation to the 40 C&C principles. The following aspects were analyzed

Ethical and professional aspects

1. Research freedom
2. Ethical principles
3. Professional responsibility
4. Professional attitude
5. Contractual and legal obligations
6. Accountability
7. Good practice in research
8. Dissemination and exploitation of results
9. Public engagement
10. Nondiscrimination
11. Evaluation/appraisal systems

Recruitment and selection

12. Recruitment
13. Recruitment (Code)
14. Selection (Code)
15. Transparency (Code)
16. Judging merit (Code)
17. Variations in the chronological order of curriculum vitae (CV) (Code)
18. Recognition of mobility experience (Code)
19. Recognition of qualifications (Code)
20. Seniority (Code)
21. Postdoctoral appointments (Code)

Working conditions

22. Recognition of profession
23. Scientific research environment
24. Working conditions
25. Stability and permanence of employment
26. Funding and salaries
27. Gender balance
28. Career development
29. Value of mobility
30. Access to career advice
31. Intellectual Property Rights
32. Co-authorship
33. Teaching
34. Complaints/appeals
35. Participation in decision-making bodies

Training and development

36. Relation with supervisors
37. Supervision and managerial duties
38. Continuing professional development

- 39. Access to research training and continuous development
- 40. Supervision

The gap analysis identified aspects requiring improvement. It allowed to set priorities, as well as determine the amount of work that will be required to implement them.

The OTM-R Checklist, which is the Institute's self-assessment document, has also been prepared to report to the European Commission on the state of play in the implementation of Open, Transparent and Merit-based Recruitment (OTM-R) policies and practices. Combined with the gap analysis, it will provide the Institute with a clearer picture of development needs that will be prioritized and addressed through concrete actions as part of the roadmap to be implemented in the coming years.

4.4 Strengths and weaknesses

The Action Plan for the implementation of HRS4R describes in detail the identified strengths of the Institute's HR strategy.

STRENGTHS:

(1) Research freedom: Researchers and doctoral students strive to expand the boundaries of scientific knowledge; they also very positively assess the possibility of exercising freedom of opinion and expression and thus choose methods for solving problems in accordance with the recognized ethical principles and practices. The possibility of choosing research areas (81.6% of the respondents) and the openness of scientific supervisors to embrace new techniques (91.3% of the respondents) were rated very high.

(2) Ethical principles: Researchers and doctoral students rated very high (4.2 points/5 points) for adherence to ethical principles of the disciplines in which they were working.

(3) Professional responsibility: Researchers and doctoral students put all efforts to make their research highly relevant for society. A total of 89% of the respondents agreed that the research conducted at the Institute is of significance for society, and 78% of the respondents underlined how their research was critical for society. There is high awareness among the Institute's researchers regarding the problem related to plagiarism. No such violations have occurred at the Institute in the last 30 years. The office of the Institute's scientific committee routinely uses an antiplagiarism system to control doctoral theses. Half of the respondents mentioned that the principles and practices regarding intellectual property rights are appropriately followed, while the second half of the respondents answered "I don't know."

(4) Professional attitude: The respondents are aware of the strategic aims of their environment and the mechanisms of research funding. They obtain the necessary permits prior to commencing scientific research or before gaining access to funds. A total of 68.2% of the respondents know the formal actions they need to take in the event of changes in the grant schedule, substantial changes, or grant completion. In this field, the support is offered by the Department of Projects and the Financial and Accounting Department of the Institute as well as the funding agencies (e.g., NSC and NCRD).

(5) Contractual and legal obligations: At all stages of their professional career, researchers are aware of the national and institutional rules regulating the conditions for training, work, and intellectual property rights. Employees managing grants understand and know how to meet the formal requirements for projects. Approximately 94% of the respondents who managed the grant answered affirmatively to the survey question regarding the knowledge of formal actions that should be taken in the event of delays in the project.

(6) Accountability: Employees rated very high for adherence to principles of professional responsibility, including efficient use of public funds. The Institute's researchers are aware of their responsibility toward their employers, funders, and the general public for ethical reasons. A total of 94% of the respondents who were grant managers replied that they had never made an ineligible expenditure using the grant funds. Furthermore, 67% of the employees believe

that the Institute offers the possibility of archiving results of the completed study. Additionally, 93% of the employees, whose grants were managed by an external control, believed that the administration of the Institute sufficiently supported them.

(7) Good practice in research: A considerable majority (82%) of the employees confirmed adherence to OHS regulations during implementation of scientific research. The Institute has been awarded the Good Laboratory Practice Certificate since 2016. In 2019, the Institute introduced the "Data Protection Policy," the "Guide for the use of network, IT devices, and systems at the IIET PAS," and the "Instructions for the creation and verification of backup copies." During the survey, the researchers were asked whether the Institute provides them with the possibility of archiving the results of completed research. A total of 67% of the employees have an affirmative response. In 2022, the Institute was awarded the *European Quality Certificate® 2022 – Bronze Distinction* in the Science Category.

(8) Dissemination and exploitation of results: In accordance with the provisions of grant contracts, all researchers ensure that their study results are disseminated. Approximately 75% of the respondents participate personally in the popularization of science. Furthermore, 45% of the respondents have felt that the results of the studies conducted at the Institute are disseminated in a sufficient manner. However, 35% of the respondents did not have an opinion on this issue. Almost 90% of the respondents answered that they did not encounter any formal difficulties while disseminating study results.

(9) Public engagement: The employees ensure that their scientific activities are presented to the general public in a way that is understandable for nonspecialists. Thus, they increase the general understanding of science. As part of cooperation with the Children's University Foundation, employees of the Institute have conducted lectures and workshops for children and youth for promoting scientific achievements. For many years, the Institute has been participating in the annual Festival of Science and has contributed to the education of children, youth, and adults in the field of biology, medicine, and immunology. In 2022, the Institute received a project of the Ministry of Education and Science entitled "Social responsibility of science - Popularization of science and promotion of sport," which is implemented under the motto "IITD Station - popularization of science in the field of modern epidemiology." During the survey, approximately 60% of the participants expressed a positive opinion on the provision of sufficient possibilities by the Institute to popularize science, and approximately 64% of the employees stated that they participate in activities aimed at popularizing science.

(10) Nondiscrimination: A survey was conducted to assess whether the respondents have experienced discrimination at the workplace. The environment of the Institute was rated very good (4.27 points/5 points) in terms of tolerance and lack of discrimination due to gender, age, origin, language, sexual orientation, beliefs, and religion.

(11) Evaluation/appraisal systems: The Institute conducts periodic assessment of researchers at all stages of their scientific career to regularly verify their professional results. The evaluation is conducted in a transparent manner by an independent committee. From 2011 to July 14, 2022, the Institute kept the (currently outdated) regulations for the evaluation of scientific employees. The perception of the employees regarding this issue is highly diverse. A total of 24% of the respondents found it unfair and ineffective. However, 34% of the respondents had a contrasting view, while 41% of the respondents had no opinion on this subject. The Working group stated that this assessment has a historical value, because on July 14, 2022, a new, modified "Regulations for the Assessment of Scientific Activity of the Institute's Researchers" was introduced, which was widely consulted with the researchers and discussed during 3 Boards and 3 meetings of the Institute's Scientific Council. Participants of the Doctoral School are subject to mid-term evaluation in accordance with the regulations of the WSD IPAN.

(12) Recruitment: The procedure of recruitment of researchers at the Institute was rated as effective and transparent by approximately 60% of the respondents, and the composition of the recruitment committee resulting from the provisions of the applicable Regulations for Conducting Competitions for Research Positions at the IIET PAS was similarly rated positively. Considering the diversity of the respondents (employees and doctoral students), knowledge of the Regulations for Conducting Competitions for Research Positions at the IIET PAS was good (55% of the respondents answered positively). For recruitment to the WSD IPAN Doctoral

School, approximately 60% of the respondents are aware of the procedures and rated its rules positively, which is a very good result considering that 37% of the respondents indicated that the question does not apply to them because of the stage of their career development.

(13) Recruitment (Code): Of the main traits of recruitment compliant with the requirements of HRS4R, the Institute's strength lies in the conduct of recruitment in an open manner. Other features (effectiveness, transparency, administrative support for candidates, and comparability on an international scale) require strengthening or implementation for recruitment for scientific positions and for the Doctoral School of WSD IPAN.

(14) Selection (Code): The composition of the recruitment commission for researchers was rated positively (60% of the respondents). Only 29% of the respondents participated in the commission. The strength of the Institute was the fact that the recruitment is based on direct meetings of the recruitment commission with candidates, thus allowing for online meetings in justified cases.

(15) Transparency (Code): The Institute conducts recruitment in accordance with the Regulations for Conducting Competitions for Research Positions at the ILET PAS, which is known to the respondents. For the WSD IPAN Doctoral School, the guidelines in the scope of recruitment are presented in the Principles of Recruitment to WSD IPAN and are known to the respondents.

(16) Judging merit (Code): A total of 63% of the respondents agreed that the recruitment of researchers is based not only on bibliometric indicators but also on the assessment of scientific achievements and professional experience. The verification process of the candidates was rated very high (56%), considering the fact that approximately 38% of the respondents did not participate in this process.

(17) Variations in the chronological order of curriculum vitae (CV) (Code): Although the respondents see challenges associated with breaks in a scientific career, they did not indicate this factor as a significant element hindering their professional development at the Institute or the possibility of employment in a scientific position.

(18) Recognition of mobility experience (Code): The recruitment process at the Institute considers the element of professional mobility as a positive and important element of professional experience, and this experience is considered against the background of all scientific and professional achievements of candidates. This approach complies with answers of the respondents, and 41% of the respondents believed that mobility should not be the decisive criterion in the recruitment process.

(19) Recognition of qualifications (Code): The verification process of candidates applying for a scientific position or the Doctoral School of the WSD IPAN was rated very high (56%), considering the fact that approximately 38% of the respondents did not participate in this process.

(20) Seniority (Code): The process of candidate verification was rated very high (56%). The respondents see challenges related to breaks in the scientific career because of motherhood, scientific internship, or periodic change of the work environment to a university or a biotechnology company; however, they did not indicate these breaks as a significant element that might hinder with applying for a scientific position and professional development at the Institute. The approach of the Institute in supporting the Science-Business relationship was rated as good (3 points/5 points).

(21) Postdoctoral appointments (Code): The respondents rated the Institute in this scope as good (3.3 points/5 points). According to its financial capabilities, the Institute strives to employ talented graduates of the Doctoral Study, and in the future, graduates of the WSD IPAN Doctoral School will be recruited. In the initial period of their career, graduates of the Doctoral Study are usually employed as research and technical specialists or chief specialists in scientific and research equipment.

(22) Recognition of profession: The recognition of researchers (3.8 points/5 points) and Doctoral Study' graduates (3.2 points/5 points) as professionals was rated as good.

(23) Scientific research environment: The respondents gave a good rating (3.66 points/5 points) to maintaining a friendly research environment by the Institute in the field of research infrastructure. A good rating (3.34 points/5 points) was given to the Institute for enabling the

use of funding streams available in the country and abroad for scientific research and developmental works. The cooperation with the majority of the Institute's units supporting the research was assessed positively.

(24) Working conditions: Working conditions in terms of compliance with OHS regulations were rated very well (82% of positive responses). The Institute's provision of flexibility in the organization of work supporting the reconciliation of family and professional life was assessed as high (3.76 points/5 points).

(25) Stability and permanence of employment: The employees assessed well (3.75 points/5 pts) the stability of employment conditions at the Institute.

(26) Funding and salaries: Most of the respondents have so far used extra-time remuneration for work, i.e., external projects (66%), cooperation with the industry (20%), discretionary bonus for scientific activity (), and regulations of remuneration for the so-called PAKT projects for the active researchers (4.6%).

(28) Career development: A total of 39% of the respondents answered that the Institute offers procedures regarding the professional development path for scientists.

(29) Value of mobility: The respondents positively (3.51 points/5 points) assessed the motivation of employees and doctoral students by the Institute to remain active in the field of various forms of mobility.

(30) Access to career advice: The employees positively (3.91 points/5 points) assessed the support from the Institute regarding obtaining information about formal requirements associated with acquiring the PhD degree, postdoctoral degree, or professor degree. Furthermore, 45% of the respondents expressed the expectation for activities related to career counseling from the Institute.

(31) Intellectual Property Rights: More than half of the respondents (54%) stated that the principles and practices concerning the intellectual property rights are appropriately followed at the Institute, while 44% of the respondents answered "I do not know" and only 2% responded "no."

(32) Co-authorship: A total of 37% of the researchers believed that the principles and practices regarding co-authorship are clearly outlined at the Institute. Moreover, 71% of the respondents did not experience problems related to co-authorship when publishing their study results.

(33) Teaching: Over 70% of the employees stated that the teaching activity does not constitute an obstacle in conducting research.

(34) Complaints/appeals: Many employees rated high (3.01 points/5 points) the efficiency of solving conflicts between an employee and the Institute or between employees.

(35) Participation in decision-making bodies: Approximately half (2.89/5) of the respondents expressed that they feel they have impact on ensuring the interests of their professional group within the organizational and administrative works of the Institute.

(36) Relation with supervisors: Around 60% of the respondents (employees and doctoral students) were of the opinion that they have a research supervisor. These people assessed the support they received from their supervisors as very good (4.36 points/5 points).

(37) Supervision and managerial duties: The survey showed very good use of the development potential of the individual relationship between young and senior scientists. A total of 89% of the surveyed researchers were involved in supervising less experienced colleagues. Moreover, this kind of interaction has been functioning very well. Relations with junior scientists and senior ones were rated high (4.58 and 4.29 points, respectively/5 points).

(38) Continuing professional development: The awareness of the need to continue improving the qualification is predominant among the respondents. Around 73% of the respondents declared that they made use of external training. The primary topics of these training exercises were familiarizing with new methods and operation of equipment. This high percentage is attributed to the fact that in the period of 2014–2018, the Institute in a consortium with other local units had the KNOW status - National Leading Scientific Center, which was linked to funds for training and development. Weekly internal lectures at the Institute were also appreciated, giving the possibility of acquiring knowledge and practical transfer of knowledge. The teaching classes conducted as part of the Doctoral Study are well perceived and that the extension of the availability of lectures to all employees is perceived highly positively.

(39) Access to research training and continuous development: Over 50% of the respondents believed that the Institute gives them the opportunity to develop continuously through participation in training, conferences, courses, etc., while only 20% of the respondents had a contrasting view. Regular lectures are held at the Institute, and approximately 75% of the respondents have attended external training. Among those who received training, most of them participated in training devoted to more than one specialty.

(40) Supervision: Researchers with supervisors rated the support they received from their supervisors as high (4.36 points/5 points). A total of 85% of the surveyed respondents participate in seminars of their teams, of which 65% participate regularly.

WEAKNESSES:

(2) Ethical Principles: The respondents were asked whether they are aware that the Commission for Ethics in Science exists or if they know where to find documents and legal regulations linked to the problem. Approximately 40% negative answers were received for both questions. This shows that despite ethical principles being observed, scientific research needs actions that can facilitate access to information in this area.

(6) Accountability: Despite the technical capabilities provided by the Institute in the field of data archiving and backup, knowledge regarding the available methods of archiving and their use is insufficient.

(7) Good practice in research: Approximately 50% of the employees expressed uncertainty (answered as “difficult to say”) regarding the possibilities offered by the Institute in the field of electronic data storage and recovery of data lost due to IT failures. Approximately half of the respondents (2.96 points/5 points) had knowledge on the protection of data and ensuring confidentiality at the Institute. Despite the very high rating for adherence to OHS principles during the conduct of scientific research, 18% of the respondents rated this aspect negatively.

(8) Dissemination and exploitation of results: In addition to the high awareness of social importance of the conducted research, approximately 12% of the respondents believed that the Institute does not provide sufficient opportunities to popularize science.

(10) Nondiscrimination: The respondents have a high regard for the Institute in terms of the lack of discrimination. Around 90% of the employees did not observe signs of discrimination. Only 10% of the respondents gave a positive answer to the question regarding discrimination. These people represented a wide range of positions (age). Gender of the respondents with a positive answer reflected the general structure of the staff. Despite the very good perception of the work environment at the Institute in terms of nondiscrimination, we believe that the reasons why 10% of the respondents experienced discrimination should be investigated. Moreover, as many as 70% of the surveyed employees do not know where to report such cases, and half of these respondents had encountered cases of nontolerance. Following the Directive of the European Parliament and of the Council (EU) 2019/1937 dated October 23, 2019 on the protection of people reporting violations of the law of the Union, the Member States by December 17, 2021 had to establish national regulations implementing the directive on the protection of whistleblowers. Although Poland has not yet developed the above directive, the Institute is ready to implement solutions on this issue. By reaching out to meet requirements of the European Union, the Institute established a Proxy of the Director for reporting in 2022. After the entry into force of national regulations, the Institute's regulations on accepting internal reports of violations of law and taking follow-up actions in force at the Hirszfeld IIET PAS in Wrocław will be implemented. The position of the Proxy of the Director for reporting will be entered in the organizational scheme of the Institute.

(12) Recruitment: The procedure of researcher recruitment was rated negatively by 17% of the respondents. The following aspects were indicated: unintuitive access to information on the Institute's website, the need to improve the procedure for all stages of the recruitment process, with a clear indication of the responsible units and persons and the scope of their activities. The respondents assessed the reach of job advertisements as good (3 points/5 points). Furthermore, 41% of the respondents indicated the need to supplement the

regulations with a candidate assessment form template in accordance with the HRS4R principles.

(13) Recruitment (Code): Efficiency (3 points/5 points), clarity, administrative support for candidates, and comparability of recruitment procedures on an international scale require enforcing or implementing for the recruitment for scientific position, as well as for the WSD IPAN Doctoral School.

(15) Transparency (Code): The respondents had no access to the Regulations for Conducting Competitions for Research Positions at the IIET PAS on the open access website of the Institute. There was also a lack of an English version of the regulations. The survey showed that not all recruitments ended with informing all applicants about the results of the competition. Moreover, the nonrecruited candidates did not receive any information regarding their strengths and weaknesses.

(16) Judging merit (Code): Although the survey did not indicate any shortcomings in this respect, the analysis of the procedure for recruiting researchers to the Work Team for the HRS4R functioning at the Institute showed that the candidate's evaluation form should be supplemented with an assessment in terms of creativity, independence, teaching, student care, teamwork skills, knowledge transfer, and popularizing science or innovative activities (for candidates from the industry).

(17) Variations in the chronological order of CVs (Code): Lack of the requirement for candidates to submit their Curriculum Vitae as an "evidence-based CV" form.

(19) Recognition of qualifications (Code): The procedure for the assessment of candidates for scientific positions does not include suggestions in the field of consultations of accepting qualifications of foreign candidates.

(21) Postdoctoral appointments (Code): The respondents indicated a lack of policy for managing human potential, which consists of the graduates of the Doctoral Study/WSD IPAN Doctoral School. The respondents expected support in the organization of foreign internships and open competitions addressed to the most promising graduates of the Doctoral Study and employing them in scientific positions with requirements matching the stage of their scientific career, and not in the positions of specialists (below their qualifications, according to the respondents).

(22) Recognition of profession: The assessment (3.1-3.8 points/5 points) was based on the recognition of the profession of researcher for the suspension (partially for 2021 and completely for 2022) of discretionary bonus and burdening the researchers with administrative and technical work (substituting secretaries, entering orders and invoices into the ITFlow system, performing repairs of technical equipment, coordination and approval of changes in contract contents, etc.). Recognition of doctoral students as professionals was given a positive rating (3.21 points /5 points).

(23) Scientific research environment: Approximately one half of the respondents assessed positively the provision of a friendly research environment by the Institute in the scope of scientific trainings (2.75 points/5 points), administration (2.94 points/5 points), and commercialization of scientific research (2.44 points/ 5 points). A similar rating (2.44 points/ 5 points) was given to the provision of sufficient support for scientific research by the grant system functioning in Poland. Negative opinions of the respondents (>10% of answers) were related to the cooperation of researchers and doctoral students with the Human Resources Department (13.7%) and the Inter-departmental Laboratory of Cytometry and Confocal Microscopy (11.9%). The preparation of the Institute's administration to employ researchers and doctoral students from abroad was rated poor (language barrier, lack of documents and contracts in English, etc.).

(24) Working conditions: A total of 5.5% of the respondents stated that OHS regulations are not observed, while 12% responded "difficult to say."

(26) Funding and salaries: Researchers expressed dissatisfaction with low basic salary and suspension of the discretionary bonus. Doctoral students are dissatisfied with the low scholarship, which, on the 1st and 2nd year of the WSD IPAN Doctoral School, in terms of net amounts to less than the national minimum wage. The scholarship of a participant of the WSD

IPAN Doctoral School is PLN2370, which is approximately net PLN 2100, and is lower than the present minimum wage of PLN3010 / net PLN2360.

(27) Gender balance: There is no gender balance among the employees (about 70% are women). This disproportion is related to the financial conditions in force in Polish science. The vast majority of the employees (4.16 points/5 points) believe that the Institute has a policy of equal opportunities in terms of gender at the recruitment stage, at subsequent stages of professional career, as well as in access to managerial positions. In 2021, based on the Ordinance of the Director no. 18/2021, the Institute introduced an action plan for gender balance at the ILET PAS.

(28) Career development: Approximately 55% of the respondents do not know that the detailed mode of proceeding on conferring the PhD and postdoctoral degree is in place at the Institute. Moreover, approximately one half of the respondents assessed well the support from the Institute for the planning of scientific career of the employees (2.83 points/5 points).

(29) Value of mobility: The employees (2.95 points) the degree of preparation of the Institute in administrative terms to accept scientists from abroad; however, the lack of English versions of forms and the fact that the majority of administrative employees do not speak English effectively requires corrective actions.

(30) Access to career advice: A total of 43% of the respondents answered that there is no access to career counseling at the Institute, while the other employees did not have knowledge in this area. Because of the small number of administrative staff and limited financial capabilities, the Institute does not have an employee responsible for career counseling.

(31) Intellectual Property Rights: Only 2% of the respondents believed that intellectual property rights are not appropriately respected in the Institute.

(32) Co-authorship: Around 33% of the respondents indicated that the principles and practices concerning co-authorship are not clearly outlined, while 30% answered that they are not aware of this issue.

(33) Teaching: Many (3.27 points/5 points) researchers expressed the need to gain access to training in the field of transferring knowledge and teaching.

(34) Complaints/appeals: A total of 68% of the respondents do not have the knowledge regarding whether the Institute provides confidential and informal help in the case of conflicts and disputes related to work. Furthermore, 54% of the research employees do not know whom to contact in the case of conflicts, disputes, and disorders.

(35) Participation in decision-making bodies: Approximately one-third of the respondents gave a negative answer, stating that they do not feel to have influence on ensuring the interests of their professional group.

(39) Access to research training and continuous development: A total of 26% of the respondents did not participate in external trainings. Considering the specificity of scientific work, care should be taken to ensure that the highest possible number of employees receive training and can regularly upgrade their qualifications. Only 50% of the respondents mentioned that the Institute provides opportunities for professional development through participation in training and scientific conferences. A similar rating (2.72 points/5 points) was given for the stimulating environment in terms of scientific training. In line with these results, despite the good assessment of the relationship with supervisors and subordinates, 33% of the respondents expressed the need to acquire skills related to providing scientific supervision. Moreover, despite the good perception of scientific supervision, 26% of the respondents mentioned that their scientific supervisor needs to upgrade qualifications related to scientific supervision.

(40) Supervision: Despite the good perception of the support received from supervisors, 44% of the respondents did not attend regular meetings of their team. Moreover, 16 people of 40% respondents, who do not have a supervisor, are researchers with a PhD degree. Thus, it should be considered whether these are truly independent people or people without proper tutorship or under the care of a person who does not fit in the meaning of the term "supervisor."

4.5 Action plan and schedule for the implementation of the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers at the IIET PAS

The Action Plan will be implemented for a period of 2 years, starting from January 2023, and the planned implementation stage will end on December 31, 2024. The implementation of Actions 1-14 in accordance with the proposed schedule will be coordinated by the Work Team for the Implementation of the HRS4R led by the Proxy of the Director for Quality. However, the results of consultations under Action 14 may result in the formulation of additional actions to be implemented in 2024. Organizational units and/or persons responsible for the implementation of a given action and deadlines are indicated above in the Action Plan. It should be noted that part of the implementations will be linked to the introduction of ordinances of the Institute's Director (Actions 3 and 4). Beginning January 2023, the Work Team will meet once per quarter to monitor the progress of works (implementation of tasks, indicators, and targets) and to react to any delays and difficulties in the implementation. The meetings will be participated by managers of the units responsible for the implementation of actions and by the IIET PAS management. At least once every six months, the Work Team will provide the Director of the Institute and members of the Scientific Board of the Institute (including the Monitoring Team for the HRS4R) with a report on the implementation of the strategy. The Scientific Board will provide an opinion on the aforementioned report at least once a year. The actions remaining with the competences of the Scientific Board will be realized on an ongoing basis and will be considered in the meeting schedule (Actions 3, 4, and 14.1). The progress of the work and the effects of implementing the strategy will be consulted on an ongoing basis with the employees and doctoral students of the Institute as part of the Boards, which are held 4 times a year before each meeting of the Scientific Board and through the Work Team for the HRS4R. The annual meetings "Institute in a nutshell" will promote HRS4R strategy. Milestones related to the implementation of the Action Plan will be reported in the news of the HRS4R tab created on the website of the Institute (PL: <https://hirszfeld.pl/instytut/hrs4r-europejska-strategia-kadrowa/>; ENG: <https://hirszfeld.pl/en/Institute/hrs4r-human-resources-strategy-for-researchers/>).

ACTION	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicators/Target(s)
<p>Action 1:</p> <p><i>Supplementing and improving the functionality of the Institute's public and intranet website in terms of popularizing issues related to the HRS4R requirements:</i></p> <p>A1.1 Creation of a tab related to the HRS4R strategy, including its key aspects such as ethics in science, recruitment, work conditions and safety, and training and development, including the indication of representatives of employee groups in the bodies and commissions of the Institute.</p> <p>A1.2 Uploading documents, ordinances, and regulations as well as</p>	<p>2,12, 13, 15, 32, 35, 30, 39</p>	<p>A.1.1 Q1 2023 – Q2 2024</p> <p>A.1.2 Q1 2023 – Q4 2024</p>	<p>1.1. Work Team for the HRS4R – guidelines / IT Department and individual units - implementation</p> <p>1.2. Director's Office</p>	<p>1.1 Increasing the percentage of employees with the knowledge of where to find information on the Institute's internal procedures and regulations and of those having knowledge of the functioning of the Ethical Advisor at the Institute and the Disciplinary Committee of the first instance and the Disciplinary Ombudsman, the national Commission for Ethics in Science at the Polish Academy of Sciences, and the Proxy of the Director for reporting.</p> <p>Increasing the percentage of respondents with knowledge of whom to contact in the event of conflicts, disputes, and disorders.</p> <p>1.2 Making public and describing representatives of all employee groups in bodies and commissions of the Institute.</p>

letter templates in a format that allows for text searching.				----- T1.1 Enhancing the functionality of the Institute's website in the scope of popularization of issues related to the HR strategy of the Institute, measured based on the number of news and announcements published on the Institute's website and increasing the number of visits to the website.
Action 2: Creating an interactive tool that can facilitate access to information related to work at the Institute and procedures in force at the Institute: It is proposed that the tool will be based on an alphabetical list of entries with links to the most important information and documents related to the four main pillars of the HRS4R strategy.	2, 13, 15, 24, 34	Q1 2023 – Q2 2024	Work Team for the HRS4R in cooperation with the IT Department	I2.1. Percentage of surveyed employees who declare improved access to information related to work at the Institute, following the implementation of the interactive tool . I2.2 Visit counter/Tool use counter. ----- T2. Improved assessment of the availability of information and documents related to recruitment. T2. Improved assessment of the support for career development of employees and doctoral students.
Action 3: Change in the regulations of conducting competitions for	12, 13, 15, 16, 17, 19	Q1 2023 – Q3 2023	Manager of the Human Resources Department in consultation with the	I3.1-10: Change in the regulations for recruitment for scientific positions based on the ordinance of the Institute's Director.

<p>scientific positions considering the HRS4R rules:</p> <p>A3.1 Addition of a complete description of the recruitment procedure, including the indication of organizational units responsible for individual stages of the recruitment procedure.</p> <p>A3.2 Inclusion of a candidate evaluation form that considers the evaluation criteria in accordance with the guidelines of the HRS4R Code, including creativity, independence, experience gained from teaching and supervising students, teamwork skills, knowledge transfer, and popularizing science or innovative activities (for candidates with professional experience in the industrial sector).</p> <p>A3.3. Indication of obligatory places for publishing announcements, including the Institute's website, BIP, EURAXESS, websites of grant funding agencies, LinkedIn, Facebook, and Twitter.</p> <p>A3.4 Prolonging the time of announcement publication to 30 days,</p>			<p>Director for Academic Affairs</p>	<p>I3.4, I3.10, I3.8: Determination of the percentage of applicants from underrepresented groups (currently not monitored).</p> <p>I3.3, I3.4, I3. I3.10, I3.8: Determination of the percentage of candidates who are not graduates of the Institute, including candidates from abroad.</p> <p>I3.3: Determination of additional tools used to publish job advertisements.</p> <p>-----</p> <p>T3: The rules of the recruitment process at the Institute are consistent with the HRS4R and OTM-R Strategy - both at the organizational process and monitoring levels.</p>
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<p>with maintaining the possibility to shorten it to 14 days for positions funded by grants.</p> <p>A3.5 The recruitment procedure (Regulations) will be supplemented with the requirement to submit curriculum vitae as an “evidence-based-CV.”</p> <p>A3.6 The procedure for evaluating candidates for scientific positions will be supplemented with guidelines for consulting the recognition of qualifications of candidates from abroad, based on the guidelines of associations such as the National Academic Recognition Information Centers and the ENIC Network (European Network of Information Centres).</p> <p>A3.7 Recruitment procedure will be supplemented on its organizational side with the r to inform about competition results as well as strengths and weaknesses of the assessed applicants.</p>				
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<p>A3.8 Recruitment procedure will be supplemented with an appeal procedure, with 10 days given for making an appeal.</p> <p>A3.9 Developing a bilingual (Polish and English) template for job advertisement.</p> <p>A 3.10 Translation of the regulations and making the document available on the open access website of the Institute.</p>				
<p>Action 4: Developing and implementing criteria for employment and promotion of employees with scientific positions.</p>	<p>21, 30</p>	<p>Q1 2023 – Q4 2023</p>	<p>Manager of the Human Resources Department in consultation with the Director for Academic Affairs, Scientific Board</p>	<p>14.1. Introducing criteria for employment and promotion of employees with scientific positions.</p> <p>14.2. Quality control of promotion applications at the PAN Institute.</p> <p>.....</p> <p>T4.1: The employees are aware of the minimum requirements concerning the employment and promotion on scientific positions.</p> <p>T4.2. The Institute provides the employees with an equal and fair access to the promotion path.</p>

Action 5: Using the potential of social media to increase the Institute's recognition, recruitment range, and popularization of science	8, 12, 13, 18, 21, 23, 39	Q1 2023 – Q4 2024	5.1 Documentation and Scientific Information Department; IT Department	I5.1 Number of scientific achievements of the Institute promoted in social media and events organized at the Institute; number of job offers on social media profiles; number of events shared on social media profiles.
A5.1 Setting up and running the Institute's profiles on Facebook and LinkedIn.			5.2. Documentation and Scientific Information Department; PhD. Professor Marcin Czerwiński	I5.2 Increasing the number of contacts and messages on social media, the number of job offers on social media profiles, and the number of events shared on social media profiles.
A5.2 Updating and running the Twitter profile.			5.3. Doctoral Self-government, Technology Transfer Centre, Proxy of the Director for Scientific Affairs	I5.3 Creating a LinkedIn profile, number of job offers on social media profiles, number of events shared on social media profiles.
A5.3 Making LinkedIn contacts with collaborators of the Institute, Institute partners, and graduates of the Doctoral Study and the WSD IPAN Doctoral School.				I5.4 Number of contacts with colleagues, partners of the Institute, graduates of the Doctoral Study and doctoral schools established through LinkedIn.
				I5.5 Number of candidates applying for competitions.
				I5.6 Number of candidates for the doctoral school in the annual recruitment.

				<p>-----</p> <p>T5.1 Improved accessibility to job offers.</p> <p>T5.2 Improving access to information related to recruitment to the doctoral school, events organized at the Institute, and local scientific events.</p> <p>T5.3. Improved accessibility to training offers.</p> <p>T5.4 Increasing the number of followers of the Institute's social media profiles.</p>
<p>Action 6:</p> <p>Actions for foreigners</p> <p>A6.1 Translation and publication of important documents and regulations into English.</p> <p>A6.2 Translation and publication of the recruitment regulations and recruitment-related documents into English.</p>	15, 18, 21, 29	Q1 2023 – Q2 2024	<p>6.1. Human Resources Department</p> <p>6.2. Human Resources Department</p> <p>6.3. Director's Office</p> <p>6.4. Director</p> <p>6.5. Department of Scientific Documentation</p>	<p>I6.1 Number of translated and published HR documents.</p> <p>I6.2 Timely publishing of the English version of the recruitment regulations and documents on the website.</p> <p>I6.3 Number of tabs on the website.</p> <p>I6.4 Number of bilingual announcements.</p> <p>I6.5 Number of employees of auxiliary departments participating in the English language courses.</p> <p>I6.6. Number of employees of auxiliary departments with adequate knowledge of the English language.</p>

<p>A6.3 Dissemination of announcements important for employees and doctoral students in English.</p> <p>A6.4 Conducting English courses for employees of auxiliary departments.</p> <p>A6.5. Improvement of the English version of the website.</p>			and Information/IT Department	<p>-----</p> <p>T6.1 Improvement of the adaptation of the Institute to accept employees from abroad.</p> <p>T6.2 Increasing the percentage of respondents positively assessing support for mobility.</p> <p>T6.3 Increasing the percentage of respondents positively assessing adaptation of the Institute to accept researchers from abroad.</p>
<p>Action 7:</p> <p>Actions for the support of personal development and mobility</p> <p>A7.1 Presentation and promotion of the existing cooperation of the Institute with the commercial sector.</p> <p>A7.2 Establishing/renewing contacts with former employees of the Institute currently employed in the industry or in other scientific and research units by creating a network of contacts through social media, e.g., LinkedIn.</p>	21, 22, 23, 28, 30	Q1 2023 – Q4 2024	<p>7.1. Technology Transfer Centre</p> <p>7.2. Doctoral Self-government/Documentation and Scientific Information Department/Technology Transfer Centre</p> <p>7.3. Doctoral Self-government</p>	<p>I7.1 Creation of a LinkedIn profile.</p> <p>I7.2 Number of contacts on the LinkedIn profile.</p> <p>I7.3 Number of meetings organized.</p> <p>-----</p> <p>T7.1 Improvement of the assessment of scientific research environment.</p> <p>T7.2 Provision of professional counseling for doctoral students.</p> <p>T7.3 Improvement of the assessment of the support for career planning.</p> <p>T7.4 Improvement of the assessment of the research environment in terms of commercialization.</p>

A7.3 Organization of meetings with former PhD students or employees of the Institute who are currently employed in the industry. Promoting discussion on professional development, career, and commercialization of research.				
Action 8: Diagnosis and tools to solve problems related to working conditions, discrimination, and conflicts A8.1. Conducting a survey providing details on the signals regarding discrimination at the Institute. A8.2 Presentation of the competencies of the Proxy of the Director for Reporting and development of the Regulations on accepting internal reports of violations of the law and taking follow-up actions in force at the Institute of Immunology and Experimental Therapy at the Polish Academy of Sciences (update of the Institute's organizational chart).	10, 24, 34, 35	Q1 2023 – Q4 2024	8.1. Human Resources Department 8.2. Director 8.3. Proxy of the Director for Reporting 8.4. Ethical Advisor of the IIET PAS 8.5. OHS Inspector 8.6. OHS Inspector 8.7. Human Resources Department 8.8. Director, Director's Office	I8.1 Results and analysis of the survey for diagnosing signals regarding discrimination. I8.2. Presentation of competences of the Proxy of the Director for Reporting to employees of the Institute. I8.3 Publication of the regulations of the function of the Proxy of the Director for Reporting on the Institute's websites. I8.4 Creation of a tab devoted to Ethics in Science on the website of the Institute. I8.5 Revision and dissemination of the principles of conducting on-the-job OHS instructions. I8.6 Number of proceedings conducted by the representative of the Proxy of the Director for Reporting, the Ethical Advisor and the Disciplinary Committee of the first instance, and the Disciplinary Ombudsman of the IIET PAS. I8.7 Results and analysis of a survey for diagnosing communication between

<p>A8.3 Ensuring knowledge of the regulations on accepting internal reports of violations of law and taking follow-up actions applicable at the Institute of Immunology and Experimental Therapy at the Polish Academy of Sciences and the procedure for reporting complaints and conflicts to the appropriate representative.</p> <p>A8.4 Increasing the knowledge of regulations and the procedure for reporting complaints and conflicts to the Ethical Advisor at the IIET PAS.</p> <p>A8.5 Increasing the knowledge on the procedure of reporting OHS deficiencies to the OHS Inspector.</p> <p>A8.6 Conducting a survey concerning the potential violations/deficiencies in terms of OHS.</p> <p>A8.7. Increasing the awareness regarding the Internal Anti-mobbing Policy at the IIET PAS.</p>				<p>laboratory/department managers and employees and PhD students.</p> <p>-----</p> <p>T8.1 Reducing the number of people declaring that they experienced signs of discrimination.</p> <p>T8.2 Increasing the percentage of people with awareness of the functioning of the Proxy of the Director for Reporting, the Ethical Advisor and the Disciplinary Committee of the first instance, and the Disciplinary Ombudsman of the IIET PAS.</p> <p>T8.3 Increasing the percentage of people with knowledge about the scope of powers and duties of the Proxy of the Director for Reporting.</p> <p>T8.4 Increasing the percentage of respondents with awareness of whom to contact in the event of conflicts, disputes, and irregularities.</p> <p>T8.5 Raising the awareness on the confidential and informal aid regarding solving disputes at the Institute.</p> <p>T8.6 Improving the assessment of the effectiveness of solving problems between an employee and the Institute or between employees.</p>
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A8.8 Dissemination of information regarding planned colleges among all employees and doctoral students to facilitate the path of reporting problems.				<p>T8.7 Reducing the number of employees showing noncompliance or answering “I don't know.”</p> <p>T8.8 Increasing the sense of impact on the interests of one’s professional group as part of the organizational and administrative activities of the Institute.</p>
<p>Action 9:</p> <p><i>Organization of the annual meeting “Institute in a nutshell” to present departments supporting research in terms of regulations, procedures, and support offered.</i></p> <p>A9.1. Presentation of administration departments, the Director’s department, and departments supporting research, including the Technology Transfer Centre.</p> <p>A9.2. Presentation of the competences and procedures of units and proxies of the Director’s department.</p> <p>A9.3. Presentation of units supporting the research and key research equipment.</p>	7, 23, 24	Q1 2023 – Q4 2024	<p>9.1. Deputy Director for Administrative Affairs, Managers of organizational units</p> <p>9.2. Director and Managers of organizational units and proxies.</p> <p>9.3. Deputy Director for Scientific Affairs, Managers of organizational units</p> <p>9.4. Deputy Director for Scientific Affairs, Managers of Laboratories/Departments</p> <p>9.5. Deputy Director for Administrative Affairs</p>	<p>I9.1 Number/percentage of participants attending the meeting.</p> <p>-----</p> <p>T9.1 The percentage of respondents with knowledge about the scope of rights and duties of the Director’s proxies and advisers being over 80% of the respondents.</p> <p>T9.2 Increasing the percentage of respondents with awareness regarding whom to contact in the event of conflicts, disputes, and irregularities.</p> <p>T9.3 Increasing the awareness on the confidential and informal aid regarding solving disputes at the Institute.</p> <p>T9.4 Improving the assessment of the Institute’s support in administrative terms</p> <p>T9.5 Percentage of people with knowledge about the equipment, the scope of services</p>

<p>A9.4. Presentation of the key equipment and unique research methods at the laboratories.</p> <p>A9.5. Creating an Internet website/tab and increasing the recognition of the IIET PAS Technology Transfer Centre.</p>				<p>provided by the laboratories, and the unique research methods of the Institute.</p>
<p>Action 10:</p> <p>Dissemination of knowledge and practices regarding ethics in science</p> <p>A10.1. Organization of a lecture concerning ethics in science once a year.</p> <p>A10.2. Providing the employees and doctoral students with articles concerning the issues related to ethics published in the journal <i>Forum Akademickie</i>.</p> <p>A10.3. Dissemination of the Code of Ethics for Researchers developed and implemented by the Polish Academy of</p>	2, 32	Q1 2023 – Q4 2024	<p>10.1 IIET PAS Ethical Advisor – PhD Professor Aleksandra Klimczak</p> <p>10.2 Documentation and Scientific Information Department/Deputy Director for Scientific Affairs</p> <p>10.3 Deputy Director for Scientific Affairs / IIET PAS Ethical Advisor – PhD Professor Aleksandra Klimczak</p> <p>10.4. Deputy Director for Administrative Affairs</p>	<p>I.10.1. Number of lectures held in the field of ethics in science.</p> <p>I.10.2. Number of articles from the journal <i>Forum Akademickie</i> concerning the issues of ethics in science.</p> <p>I.10.3. Increasing the percentage of respondents with awareness of where to find the documents and regulations regarding ethics in science.</p> <p>.....</p> <p>T10.1: Employees and doctoral students declare that they have knowledge of literature, principles related to ethics in science, and regulations and organizational structures supporting this aspect of scientific work.</p>

<p>Sciences in 2020, which presents, among other topics, the principles of co-authorship in scientific works.</p> <p>A10.4 Supplement regulations for the management of copyright and related rights as well as industrial property rights and the rules for the commercialization of scientific research and development work results at the Institute with a template of a confidentiality agreement.</p>				<p>T10.2: Employees follow on an ongoing basis for news concerning the issues of ethics in science.</p> <p>T10.3 Increasing the percentage of respondents with knowledge of the functioning of the IIET PAS Ethical Advisor.</p> <p>T10.4: Reducing the percentage of negative responses regarding the transparency of principles and co-authoring issues.</p> <p>T10.5 Increasing the percentage of those declaring knowledge of the functioning of the national Ethics Committee at the PAN.</p>
<p>Action 11:</p> <p><i>Expanding the scope of professional trainings at the Institute</i></p> <p>A11.1 Organizing obligatory personnel management training for grant managers and heads of organizational units (every 2 years).</p> <p>A11.2 Continue the offer of the English language course for administrative and scientific employees.</p>	7, 22, 23, 33, 39, 40	Q1 2023 – Q4 2024	<p>11.1. Human Resources Department</p> <p>11.2. Director of the Institute</p> <p>11.3. A Work Team for the HRS4R</p> <p>11.4. Doctoral School</p>	<p>I11.1 Number of trainings and participants in soft skills training.</p> <p>I11.2 Number of courses and participants in the English language courses.</p> <p>I11.3 Number of trainings and participants in teaching training.</p> <p>I11.4 Making available the list of institutions abroad that organize training.</p> <p>-----</p> <p>T11.1 Increasing the availability of training.</p> <p>T11.2 Reducing the percentage of people who have not attended training.</p>

<p>A11.3 Organizing training on transferring knowledge and presentations.</p> <p>A11.4 Organizing periodic training for supervisors of doctoral dissertations (once a year).</p> <p>A11.5 Development of a list of foreign institutions that can finance training in soft skills and personnel management.</p>			<p>11.5. Proxy of the Director for Scientific Affairs</p>	<p>T11.3 Reducing the number of people declaring the need for support in acquiring qualifications related to scientific supervision.</p> <p>T11.4 Reducing the number of people declaring that their supervisor requires support in acquiring qualifications related to providing scientific supervision.</p> <p>T11.5 Improving the quality of scientific supervision.</p>
<p>Action 12: Actions for the support of scientific work</p> <p>A12.1a Reducing the workload of the scientific staff with technical and administrative activities – preparation and submission of survey reports to be given to managers of units.</p> <p>A12.1b Development of remedial programs by the research supporting departments (if valid).</p> <p>A12.2 Improving the function of scientific laboratory/department offices.</p> <p>A12.3 Update of the Institute's profile and description of the research infrastructure and current metric</p>	22, 23, 24	Q1 2023 – Q4 2024	<p>12.1a. A Work Team for the HRS4R</p> <p>12.1b. Managers of organizational units of the Institute.</p> <p>12.2. Director.</p> <p>12.3. Project Department in cooperation with the Documentation and Scientific Information Department and Deputy</p>	<p>I12.1: Reducing the percentage of people declaring that researchers are burdened with technical or administrative tasks.</p> <p>I12.2. Number of remedial programs developed by the research supporting departments.</p> <p>I12.3. Increasing the percentage of respondents who confirm improvement of the function of offices.</p> <p>T12.1. Support for researchers by reducing their burden of technical and administrative activities.</p>

<p>information of the Institute in Polish and English for the use of grant applications. Preparation of templates of the most frequently required information when applying for projects.</p> <p>A12.4 Developing a list of key research equipment together with supervisors and posting it on the Institute's website.</p> <p>A12.5 Creation of tabs presenting the administration division and the Director's department on the Institute's website.</p>			<p>Director for Scientific Affairs</p> <p>12.4. A Work Team for the HRS4R</p> <p>12.5. IT Department/managers of organizational units</p>	<p>T12.2 Improving the assessment of recognition as professionals in the group of employees and doctoral students.</p>
<p>Action 13. Improved knowledge on the duties and possibilities of archiving data. Increasing accessibility to the archive.</p> <p>A.13.1 Familiarizing the employees of the Institute with the "Data Protection Policy," with Annex 7 to this Policy, which is the "User's guide for networks, devices and IT systems at IIET PAS," and with Annex 6d containing the "Instructions for creating and verifying backup copies."</p>	6, 7	Q1 2023 – Q4 2024	IT Department	<p>I13.1 Increasing the number of users of the digital archive.</p> <p>I13.4 Implementing/expanding the functioning of the digital archive.</p> <p>-----</p> <p>T13.1 Increasing the knowledge on the obligation and possibility of archiving data.</p> <p>T13.2 Improving the accessibility of archiving.</p> <p>T13.3 Improving the assessment of the Institute's research environment by the respondents.</p>

<p>A13.2 Conducting a survey among employees and laboratory/grant managers on the demand for archiving.</p> <p>A13.3 Presentation of the technical possibilities and procedures for data archiving at the Institute (annual periodic meeting).</p> <p>A13.4 Ensuring access to the digital archive.</p>				
<p>Action 14:</p> <p><i>Internal consultation regarding the possibility of implementing solutions proposed by the respondents:</i></p> <p>The consultation will cover the following:</p> <p>A14.1 Open recruitment for the positions of laboratory and research department managers.</p> <p>A14.2 Principles and policy regarding partial remote working for employees.</p>	<p>8, 11, 12, 13, 22, 23, 24, 26, 28, 30, 35, 39</p>	<p>Q1 2023 – Q4 2024</p>	<p>14.1. Proxy of the Director for Scientific Affairs</p> <p>14.2. Human Resources Manager</p> <p>14.3. Management of the WSD IPAN Doctoral School / Doctoral Studies</p> <p>14.4. Human Resources Department/Deputy Director for Scientific Affairs</p>	<p>14.1 Consultation report.</p> <p>14.2 Consultation report.</p> <p>14.3. Consultation report.</p> <p>14.4 Consultation report.</p> <p>14.5 Results of the survey and consultation report.</p> <p>14.6 Consultation report.</p> <p>14.7 Consultation report.</p> <p>14.8 Consultation report.</p> <p>14.9 Consultation report.</p> <p>-----</p>

<p>A14.3 Legal and financial possibilities of increasing doctoral scholarships and/or possibilities of obtaining additional financial (motivational) benefits by doctoral students.</p> <p>A14.4 Analysis of the functioning and future of the discretionary bonus regulated by the rules for granting discretionary bonus for scientific activity.</p> <p>A14.5 A survey of the opinions of research workers on the functioning of the newly introduced regulations for the evaluation of scientific activity of research workers of the ILET PAS in the form of a survey. It will be conducted after a full cycle of the upcoming periodic assessment of researchers.</p> <p>A14.6 Opportunities and forms of financial support for participation in external training.</p>			<p>14.5. Commission of the Scientific Committee for the Assessment of Researchers</p> <p>14.6. A Work Team for the HRS4R</p> <p>14.7. Documentation and Scientific Information Department</p> <p>14.8. Human Resources Department</p> <p>14.9. Management of the WSD IPAN Doctoral School</p>	<p>T14.1. Increasing the sense of impact on the interests of one's professional group as part of the organizational and administrative activities of the Institute.</p> <p>T14.2 Improvement of the assessment of recognition as professionals in the group of employees and doctoral students.</p>
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<p>A14.7 Possibilities and legitimacy of creating an Institute repository of manuscripts as part of the open access policy in science.</p>				
<p>A14.8. Legitimacy and possibilities of concluding an agreement with scientific institutions of Wrocław for collaboration in career counseling.</p>				
<p>A14.9. Possibility of the employees to participate in the classes offered to the doctoral students of the WSD IPAN Doctoral School.</p>				

4.6. Monitoring of the implementation and efficiency of planned actions

The progress related to the implementation of HRS4R will be monitored on an ongoing basis through:

1. Human Resources Department (ongoing control, annual report presented to the Director and Scientific Council of the Institute)
2. A Work Team for the HRS4R (one meeting per quarter)
3. A Monitoring Team for the HRS4R (one meeting per quarter)
4. Scientific Board (at least one meeting per year)
5. Proxy of the Director for Quality (one internal audit per year)

To ensure compliance with the principles established in the European Charter for Researchers, the Code of Conduct for the Recruitment of Researchers, and the guidelines of the OTM-R Policy, the recruitment process of candidates will be conducted as follows:

1. The Human Resources Department at the IIET PAS will keep records of all competition procedures on an ongoing basis and collect all documents related to the recruitment process;
2. The Work Team for the HRS4R will hold at least one meeting per quarter. During the meeting, the progress of the implementation of the indicators and their compliance with the schedule will be analyzed;
3. The Monitoring Team for the HRS4R will hold at least one meeting per quarter. During the meeting, opinion will be provided on the progress of the implementation of the indicators and their compliance with the schedule;
4. During the annual internal audit carried out as part of the quality monitoring of the recruitment process, the Proxy of the Director for Quality will conduct an analysis of the selected competition procedures, which includes verification of information and promotion activities, correctness of procedures, and completeness of documentation; and
5. The Scientific Board of the Institute will provide an opinion on the effects of works related to the implementation of HRS4R and their compliance with the schedule.

5. Summary

The 'HR Strategy for Researchers' supports research institutions and funding organizations in implementing the Charter and Code in their policies and practices. The implementation of the principles of the Charter and the Code at the Institute will make it more attractive for scientists looking for a new employer or host for their research project.

The "HR Excellence in Research" award for which we are applying will be an expression of public recognition for the Institute of Immunology and Experimental Therapy. Ludwik Hirszfeld PAN. Institutions that have been granted the right to use the HR LOGO may use it to emphasize their commitment to implementing fair and transparent procedures for the recruitment and evaluation of researchers.

Annexure
Appendix No. 1 Letter of support for C&C



**LUDWIK HIRSZFELD INSTITUTE
OF IMMUNOLOGY AND EXPERIMENTAL THERAPY**
Polish Academy of Sciences
Centre of Excellence: IMMUNE

Rudolfa Weigla 12, 53-114 Wrocław, Poland
tel. (+48-71) 337 11 72, (+48-71) 337 12 75, fax: (+48-71) 337 13 82
<http://immuno.iitd.pan.wroc.pl>

Wrocław, 29 September 2021

European Commission
Directorate-General for Research

**Declaration of endorsement
the "European Charter for Researchers and the Code of Conduct for the Recruitment of
Researchers"**

The Ludwik Hirsfeld Institute of Immunology and Experimental Therapy, Polish Academy of Sciences (HIIET PAS) welcomes and supports the growing attention the Commission of the European Communities pays to issues related to the profession and the career of researchers within the European Research Area. Therefore the Ludwik Hirsfeld Institute of Immunology and Experimental Therapy is pleased to endorse the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

HIIET PAS is the research institute focused on basic research on immunology, oncology, experimental therapy and microbiology. The Medical Centre of the HIIET PAS includes the Phage Therapy Unit dedicated to unique in EU phage therapy of drug-resistant bacterial infections, Laboratory of Tissue Immunology performing transplant and immune system disorders diagnostics and SARS-CoV-2 Infection Diagnosis Laboratory. The Institute collaborates extensively with universities and scientific research centres in Poland and abroad. Most of the cooperation concerns the implementation of joint research projects, carrying out research in collaboration with SMEs, mostly from pharmaceutical and biotechnological sector.

HIIET PAS recognises importance and values of the principles laid down in the Charter & Code for its attractiveness to researchers and further development of the Institute. The Institute will adopt or develop its regulation according to the Charter & Code recommendations to provide transparent recruitment procedures and supportive environment to researchers.

Yours sincerely

Andrzej Gamian, Ph. D., Professor
Director

Appendix No. 2 Confirmation by the European Commission of the initiation on October 21, 2021 of procedures aimed at including the IIET PAS among the scientific units supporting the provisions of the Charter and the Code

Od: "EURAXESS" <noreply@euraxess.org>

Do: "katarzyna kogut" <katarzyna.kogut@hirszfeld.pl>

Wysłane: czwartek, 21 października, 2021 12:27:01

Temat: EURAXESS - HRS4R C&C Endorsement: Commitment Letter Compliant

EURAXESS - HRS4R C&C Endorsement: Commitment Letter Compliant

Dear Madam/Sir,

We hereby acknowledge your institution's endorsement of the 40 principles of the "European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers".

Hirszfeld Institute of Immunology and Experimental Therapy Polish Academy of Sciences will be listed on the EURAXESS portal under 'Charter and Code Endorsements'
<https://euraxess.ec.europa.eu/jobs/charter>.

Your institution's case number on EURAXESS regarding the HRS4R is the following: 2021PL699209. This number should be quoted in all the future correspondence with the European Commission regarding the HRS4R project.

We kindly remind you that your institution committed to complete the first step of the HRS4R within the next 12 months. Please consult the expert report 'Shaping the future of the Human Resources Strategy for Researchers – HRS4R' for further information. By implementing the 'Charter and Code' principles, your institution will be joining a community of European universities, institutions and funders, including a number of international institutions, which are committed to continuously improve their HR practices. Implementing these principles is important in order to ensure the availability of motivated, highly qualified and skilled human resources in research and innovation. Your institution's declaration of commitment will send a clear signal to researchers that you are determined to make research careers in Europe more attractive and sustainable.

From now on, your institution has 12 months to prepare the application documentation. Please also consult the guidelines on the EURAXESS website at <https://euraxess.ec.europa.eu/jobs/hrs4r> for next steps.

HRS4R case workflow can be viewed [here](#).

Should you need further information, please do not hesitate to contact our functional mailbox RTD-CHARTER@ec.europa.eu.

I wish you every success in implementing the principles of the 'Charter and Code' in your institution.

Best regards,
Apostolia Karamali
Head of Unit
DG Research & Innovation
RTD.A.3. - Research & Innovation Actors and Research Careers