



HR EXCELLENCE IN RESEARCH

# **HR STRATEGY FOR RESEARCHERS for 2025-2028**

## **Gap Analysis Summary**

and

## **of the Action Plan for 2023-2025**

implementation of the principles of the European Charter for Researchers

at the Ludwik Hirsztfeld

Institute of Immunology and Experimental Therapy

of the Polish Academy of Sciences in Wrocław

May 2025

## Table of contents

1. Introduction .....	3
1.1. General data about the Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences (HIIET PAS) .....	4
1.2. Location of the HIIET PAS .....	5
1.3. Mission of the Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences ..	6
1.4. OTM-R Policy .....	6
1.5. General characteristics of the staff structure at HIIET PAS .....	7
1.5.1. Scientific cooperation .....	9
1.6. Financing of scientific activity .....	12
2. Methodology for the development of the "Action Plan for 2025-2028" .....	12
2.1. Legal basis of actions .....	14
2.2. Stages of implementation of the European Human Resources Strategy at the Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences .....	16
2.3. Monitoring the implementation of the "Action Plan 2023-2025" and the effectiveness of the implementation of the planned activities .....	18
2.4. Methodology for involving the scientific community and key stakeholders in the implementation of the "Action Plan 2023-2025" .....	19
2.5. Alignment of the organisational policy with HRS4R .....	20
2.6. HIIET PAS policy aimed at ensuring the implementation of the "Action Plan for 2023-2025" and the "Action Plan for 2025-2028" .....	21
3. Methodology for the preparation of the internal review .....	21
3.1. Analysis of legal acts, internal documents and practices in force at the HIIET PAS in relation to the 20 principles of the European Charter for Researchers. ....	22
3.2.1. Concept and organisation of the survey .....	27
3.2.2. Characteristics of respondents .....	28
3.2.3. Data analysis .....	29
3.2.4. Strengths and weaknesses – the level of implementation of the European Personnel Strategy at HIIET PAS .....	30
3.2.5. Priorities of HIIET PAS in the short and medium term that have changed .....	36
3.2.6. Circumstances in which HIIET PAS operates, which have changed and therefore had an impact on the HR strategy of the Institute .....	37
3.2.7. Strategic decisions of HIIET PAS that have an impact on the "Action Plan 2025-2028" .....	37
3.2.8. Degree of implementation of the "Action Plan 2023-2025" and the "Action Plan 2025-2028" .....	38
3.2.9. Monitoring the implementation of the Action Plan 2023-2025 and the effectiveness of the implementation of the planned actions .....	80
3.2.10. How progress (indicators) is measured in view of the next evaluation .....	80
4. Summary of the HR STRATEGY FOR RESEARCHERS for 2023-2025, summary of the gap analysis and action plan for the implementation of the Principles of the European Charter for Researchers at HIIET PAS	81
5. Attachments .....	82

## 1. Introduction

The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers is a set of principles recommended to scientific and research institutions by the European Commission, published on 11 March 2005. (Recommendation of the European Commission 2005/251/EC) aimed at ensuring friendly working conditions and career development as well as transparent processes for the recruitment of researchers. The principles contained in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers were addressed to researchers, employers and research funders operating in the public and private sectors and were aimed at increasing the attractiveness of working conditions and career development of researchers in Europe.

The European Charter for Researchers establishes general principles and requirements defining the roles, responsibilities and powers of researchers, as well as their employers and/or funders. The European Charter for Researchers aimed to ensure that the nature of the relationship between researchers and their employers or funders is conducive to achieving positive outcomes in terms of the creation, transfer, exchange and dissemination of knowledge and technological development, as well as the career development of researchers. The European Charter for Researchers also recognises the value of all forms of mobility as a means to further the professional development of researchers.

The Code of Conduct for the Recruitment of Researchers included general principles and requirements that employers and/or funders should comply with when appointing or recruiting researchers. The principles and requirements in question should ensure compliance with values such as transparency of the recruitment process and equal treatment of all candidates, with a view to developing an attractive, open and sustainable European labour market for researchers, and complement the principles and requirements set out in the European Charter for Researchers. Institutions and employers that adhere to the Code of Conduct shall openly uphold their commitment to act responsibly and respectfully and provide researchers with fair framework conditions with the clear intention of contributing to the development of the European Research Area.

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

After analyzing the content of the above-mentioned documents, the Ludwik Hirszfeld Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences (ITD PAS), represented by the Director of the Institute, Prof. Andrzej Gamian, on 29 September 2021 expressed his support for the recommendations of the European Commission No. 2005/251/EC (Appendix No. 1), indicating the convergence of the principles of the European Charter for Researchers (Charter) and the Code of Conduct for the Recruitment of Researchers (Code), with the Institute's development strategy.

**On May 12, 2023, the European Commission awarded the Ludwik Hirszfeld Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences with the "HR Excellence in Research" LOGO.**

## 1.1. General data about the Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences (HIIET PAS)

Table 1. Contact details of HIIET PAS.

<b>Full name of the Institution</b> (applicant):		Ludwik Hirszfeld Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences	
<b>Form of ownership:</b>		Property of the State Treasury Number in the Register of Scientific Institutes of the Polish Academy of Sciences - registration number: RIN-VI-56/98	
<b>The institution has existed since</b> (taking into account legal transformations):		1952	
<b>Street, number:</b>	Rudolfa Weigl 12	<b>City:</b>	Wroclaw
<b>Postal code:</b>	53-114	<b>State:</b>	Poland
<b>Tel. no. w/ area code</b>	(71) 337 11 72	<b>Fax No.:</b>	(71) 337 21 71
<b>Web:</b>	<a href="https://hirszfeld.pl">https://hirszfeld.pl</a>	<b>email:</b>	secretary@hirszfeld.pl
<b>TIN (NIP):</b>	896-000-56-96	<b>REGON:</b>	000325883
<b>Person managing the Institution:</b>		Prof. dr hab. Andrzej Gamian, Director of HIIET PAS	
<b>Phone number:</b>		(+48 71) 370 99 05	

The Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences was founded in 1952 by the Polish Academy of Sciences, and the first Director of the Institute was Professor Ludwik Hirszfeld, a well-known Polish immunologist and microbiologist.

The Institute is authorized to confer the degree of:

- doctor and habilitated doctor in the field of exact and natural sciences in the discipline of biological sciences.
- doctor and habilitated doctor in the field of medical sciences and health sciences in the discipline of medical sciences.

The Institute (Table 1) conducts basic research and development work in the field of immunology, microbiology, glycobiology, immunochemistry, as well as applied research in the field of medicine, veterinary medicine, pharmacy and biotechnology. There are 24 laboratories at the Institute, the activities of which are closely related to integral units, such as the Medical Center, which is unique on a global scale in terms of experience in the experimental therapy of drug-resistant bacterial infections - the Phage Therapy Center, the Polish Collection of Microorganisms (PCM), the Cell Lines Collection, the NeoLek Laboratory, specialized apparatus laboratories, the Animal House and the General Chemistry Laboratory. The Laboratory of Tissue Immunology of the Medical Center is the only laboratory in Poland that conducts diagnostic activities for organ transplantation accredited by the European Federation of Immunogenetics (EFI). It organizes cyclical HLA Typing Quality Control Workshops (by 2024, the workshops covered 70 facilities from 15 countries) honored by the Ministry of Health. In 2000, the BIOBANK PCM Biological Resources Centre was one of the two collections

in Poland among 48 in the world to obtain the status of an International Depository Authority (IDA) for patent purposes from the World Intellectual Property Organization (WIPO) and is the leader in the number of deposits accepted in the entire Central Europe. The Polish Collection of Microorganisms is registered in the World Federation of Microbial Collections (WFCC) under number 106 with the acronym PCM and in the European Organization of Microorganism Collection (ECCO). The sphere of commercialization and contacts with industry is supported by the MediTransfer Sp. z o.o. technology transfer center established by the Institute.

In the parametric evaluation for the years 2017-2021, by the decision of the Minister of Education and Science of 24 July 2022, the Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences was awarded scientific category A in the discipline of biological sciences and scientific category A+ in the discipline of medical sciences. The assessment covered the level of scientific activity, the financial effects of scientific research and development works, and the impact of scientific activity on the functioning of society and the economy.

The Institute owns several hundred patents for diagnostic tests for oncology, microbiological diagnostics, antibacterial and antiviral vaccines and drugs, in various phases of commercialization. Research projects include several innovative solutions and are carried out in consortia with domestic and foreign institutions. The Institute also implements infrastructure projects. The scope of cooperation with industry includes the production of monoclonal antibodies, the determination of endotoxins in biological and environmental materials, the determination of glycation products in food and clinical materials, the identification of species of microorganisms, the determination of drug resistance of microorganisms, the acceptance of patent deposits of microorganisms, the development of new vaccines, the development of new diagnostics for bacteria and cancer, antibacterial and anticancer drugs, an offer including several hundred methods and tests in the field of glycobiology, biochemistry, immunochemistry, immunology and microbiology.

## **1.2. Location of the IIET PAS**

The Ludwik Hirszfeld Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences has its headquarters in Wrocław.

Wrocław is a city with county rights in south-western Poland, the seat of the authorities of the Lower Silesian Voivodeship and the Wrocław County. The population of Wrocław oscillates around 673,000. It is a unique city of 12 islands and 112 bridges, located on the Oder River. Among the many monuments of Lower Silesia and Wrocław, there are buildings inscribed on the UNESCO World Heritage List: the Centennial Hall in Wrocław and the Churches of Peace in Jawor and Świdnica.

Wrocław is a strong university center comprising 5 most important universities, such as the University of Wrocław, Wrocław University of Technology, Wrocław Medical University, University of Life Sciences and University of Economics. It is a city of many important conferences, congresses, international events, as well as an important cultural center. Wrocław hosts the prestigious Jazz on the Odra Festival (since 1963) and the Wratislavia Cantans International Festival (since 1966), one of the most important in the field of classical music. Other annual cultural events include the Stage Song Review, the DIALOG International Theatre Festival, the New Horizons International Festival, and the WRO International Media Art Biennale.

### **1.3. Mission of the Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences**

The mission of the Institute of Immunology and Experimental Therapy of the Polish Academy is in line with the idea of Professor Hirszfeld, the founder of the Institute, whose personality, passion for creation, curiosity about the world and refusal to be passive in the face of diseases plaguing people continue to inspire the team of the Institute's employees. The unit conducts scientific research at a global level, solving contemporary problems of broadly understood immunology, oncology and microbiology and providing science and the economy with modern solutions for the sustainable development of the country and regions, and the technologies and experience developed are made available to the public by running the Medical Center, the NeoLek Laboratory of Experimental Oncology and Innovative Technologies, certified by DPL and the Center for Technology Transfer MediTransfer Sp. z o.o. The mission of developing science and economy is inseparably accompanied by popularizing activities as well as educating and inspiring future leaders of science and highly specialized staff through multidirectional education within the interdisciplinary Wrocław Doctoral School of the Institutes of the Polish Academy of Sciences (WSD IPAN).

An inseparable part of the Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences is the HIIET PAS Medical Center, which includes:

- Laboratory of Tissue Immunology of the HIIET PAS Medical Center, whose mission is to supervise internships for doctors as part of the transplantology specialization and
- Phage Therapy Centre of the HIIET PAS Medical Centre, whose mission is to provide postgraduate education of doctors in the field of biology and therapeutic use of bacteriophages.

In addition, the Institute operates the BIOBANK PCM Biological Resources Centre, whose mission is to receive, collect and store human biological material, cell lines, as well as microorganisms, in a state ensuring their biochemical and genetic stability, deposited by domestic and foreign institutions, as part of the m.in patent process, as well as making them available to universities and enterprises for biotechnological research and applications.

### **1.4. OTM-R Policy**

The Director of the Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences, by Ordinance No. 8/2022 of 12/08/2022, introduced the Policy of open, transparent and substantive recruitment at the Institute (OTM-R Policy, Appendix 2). A description of how the OTM-R policy is conducted in HIIET (in relation to the OTM-R List) is presented in Appendix 3.

The aim of the OTM-R policy is to create a recruitment system to ensure the acquisition of the best candidates by defining the rules and standards for hiring researchers employed in the research area at HIIET PAS, in particular:

- a) defining transparent, internationally comparable recruitment rules and procedures tailored to the type of position offered,
- b) ensuring transparency of the recruitment process and equal treatment of all candidates,
- c) standardization of documentation related to the recruitment process and providing candidates from abroad with access to recruitment documents translated into English,
- d) increasing the number of scientists from abroad taking up permanent or temporary employment at HIIET PAS,

- e) ensuring established paths for the development of scientific staff,
- f) building the image of HIIET PAS as an attractive employer in Poland and abroad,
- (g) ensuring balanced representation and gender equality, in particular in committees, expert and research teams;
- (h) recognising the value of geographical, intersectoral, inter- and transdisciplinary mobility, as well as mobility between the public and private sectors;
- i) supporting the professional development of researchers at every stage of their careers,
- j) minimising the administrative burden on candidates in the recruitment process.

HIIET PAS conducts an active, pro-development personnel policy, the aim of which is to attract outstanding scientists from Poland and abroad and to create conditions for the development of a scientist-friendly research environment.

The Director of the Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences, by Ordinance No. 3/2025 of 30/01/2025, introduced a new "Regulations for conducting competitions for scientific positions of the HIIET PAS" and "Regulations for promotions to scientific positions of the HIIET PAS" at the Institute. These regulations are closely related to the OTM-R Policy.

### **1.5. General characteristics of the staff structure at HIIET PAS.**

The most valuable capital at the Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences are its employees and doctoral students.

Currently, the Institute employs 254 employees (Table 2). The scientific staff of the Institute consists of 110 researchers, including 13 professors (R4) and 28 professors of the Institute (R3), 3 assistant professors with habilitation, 48 assistant professors and 11 assistants (R2), 7 specialists conducting scientific research, as well as 56 doctoral students (R1), including 5 people from abroad and 4 people in the implementation doctorates - doctors and diagnosticians from the Lower Silesian Oncology Center. The Institute consists of 9 Departments, and research work is carried out in 24 laboratories.

Professors and professors of the Institute are scientific staff with an established position in the scientific and professional community, who are also experts in the management and conduct of research projects. Assistant professors and assistants are junior scientific staff who develop their scientific skills. Table 3 presents the sources of funding for scientific research in 2024. Other employees of HIIET PAS support the scientific staff in the field of science and technology and administrative services.

The education of future scientific staff is carried out primarily within the framework of the Wrocław Doctoral School of the Institutes of the Polish Academy of Sciences (WSD IPAN). The school was established by two institutes in Wrocław: the Ludwik Hirsztfeld Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences and the Włodzimierz Trzebiatowski Institute of Low Temperature and Structure Research of the Polish Academy of Sciences. It has the right to confer doctoral degrees in four disciplines: biological sciences, medical sciences, physical sciences and chemical sciences. Until the end of 2024, the Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences also operated a Doctoral Study. In addition, in 2022, 5 doctoral students participating in the Ministry of Science and Higher Education's "Implementation Doctorate" program began their education at the Seminary of the Institute of Physics and Higher Education.

Table 2. Number of HIIET PAS employees and PhD students as of 01.04.2025.

Staff and PhD students	Full-time
Total number of researchers = staff, fellows, full-time or part-time PhD students involved in research	166
Of which with international nationality (foreign)	5
Of which are externally funded (i.e. for which the Institute is the receiving organisation)	1
Women	122
Of which R3 or R4 degree = Researchers with a high degree of autonomy, usually with the status of Principal Investigator or Professor	41
Of which, R2 degree = in most organisations corresponding to postdoctoral level	62
Of which, R1 degree = equivalent to doctoral level in most organisations	63
Total number of PhD students (included in R1)	56
Total number of staff (including management, administrative, teaching and research staff)	254

Table 3. Sources of funding for scientific research (for 2024).

FUNDING RESEARCH (data for the last tax year)	€ TAB nr 252/NBP/A/2024 exchange rate Euro= 4.2730 The data contains a list of accrual revenues for 2024
Total annual organisational budget	12 963 579,62
Annual direct organisational funding from government funds (for research)	8 301 942,21
Annual competitive government funding (for research, obtained in competition with other organisations – including EU funding)	3 636 667,03
Annual funding from private, non-governmental sources for research	1 024 970,38



### 1.5.1. Scientific cooperation

HIET PAS conducts scientific cooperation with the following national centers:

1. 4 Military Hospital with Polyclinic in Wrocław
2. Internal Security Agency
3. AGH University of Science and Technology in Krakow
4. Fire Academy in Warsaw
5. University of Physical Education in Wrocław
6. Academy of Physical Education in Krakow
7. Anti-Terrorist Center of the Internal Security Agency
8. Dioscuri Centre, Małopolska Centre of Biotechnology
9. Centre for Postgraduate Medical Education in Warsaw
10. Armed Forces Epidemiological Response Centre (CRESZ)
11. Collegium Medicum of the Jagiellonian University, Krakow
12. Lower Silesian Centre of Oncology, Pulmonology and Hematology, Wrocław
13. Medical University of Gdańsk
14. Nałęcz Institute of Biocybernetics and Biomedical Engineering, Polish Academy of Sciences, Warsaw
15. Nencki Institute of Experimental Biology, Polish Academy of Sciences, Warsaw
16. Institute of Medical Biology of the Polish Academy of Sciences, Lodz
17. Polish Mother's Memorial Hospital Institute, Łódź
18. Institute of Forensic Research of Prof. Dr. Jan Senha, Cracow
19. Jerzy Maj Institute of Pharmacology, Polish Academy of Sciences, Kraków
20. Institute of Catalysis and Surface Chemistry of the Polish Academy of Sciences, Krakow
21. Witold Chodźko Institute of Rural Medicine in Lublin
22. Institute of Low Temperature and Structure Research, Polish Academy of Sciences, Wrocław
23. Institute of Psychology of the Polish Academy of Sciences, Warsaw
24. Interdisciplinary Centre for Mathematical and Computational Modelling, University of Warsaw
25. John Paul II Catholic University of Lublin
26. Centers for hematopoietic stem cell transplantation (Wrocław, Warsaw, Gliwice, Gdańsk)
27. Gdansk University of Technology
28. Cracow University of Technology
29. Lodz University of Technology
30. Wrocław University of Science and Technology
31. Pomeranian Medical University in Szczecin
32. Independent Public Health Care Institution of the Ministry of the Interior and Administration in Wrocław
33. Łukasiewicz Research Network – PORT Polish Center for Technology Development in Wrocław
34. Gameta Hospital in Rzgów
35. Jan Bizioł University Hospital No. 2 in Bydgoszcz
36. Medical University of Silesia in Katowice
37. Lazarski University in Warsaw
38. J. Mikulicz Radecki University Clinical Hospital in Wrocław
39. University of Gdańsk
40. Adam Mickiewicz University in Poznań
41. Jagiellonian University in Krakow
42. Jan Długosz University in Częstochowa
43. University of Lodz

44. Maria Curie-Skłodowska University in Lublin
45. Medical University of Lodz
46. Medical University of Wrocław
47. Nicolaus Copernicus University in Toruń
48. University of Opole
49. Wrocław University of Environmental and Life Sciences
50. University of Agriculture in Krakow
51. University of Silesia in Katowice
52. University of Warsaw
53. University of Wrocław
54. Medical University of Warsaw
55. J. Gromkowski Provincial Specialist Hospital in Wrocław
56. Jarosław Dąbrowski Military University of Technology in Warsaw
57. Military Institute of Hygiene and Epidemiology (WIHE)
58. Military Institute of Medicine – National Research Institute in Warsaw
59. Military Center for Preventive Medicine (WOMP)
60. Wrocław Zoo

HIET PAS conducts scientific cooperation with the following foreign centers under signed agreements:

1. Academy of Sciences of the Czech Republic, Prague, Czech Republic
2. Alfred Hospital and Monash University, Melbourne, Australia
  - ALVIMEDICA TIBBI URUNLER SAN. ve DIS TIC. A.S., Turcja
  - Centre National de la Recherche Scientifique (CNRS), Montpellier, France
  - Fraunhofer IKTS, Dresden, Germany
  - Imperial College London, UK
  - Institute of Health and Medical Research, Montpellier, France
  - Research Institute of the Norwegian Armed Forces (FFI - Forsvarets Forskningsinstitut)
  - Institute of Evolutionary Biology (CSIC-UPF), Barcelona, Spain
  - Karolinska Institutet, Stockholm, Sweden
  - King's College London, United Kingdom
  - Central and Eastern European countries (7 countries) – HLA Typing Quality Control Workshop
  - LEA, UNIFESP, São Paulo, Brazil
  - Marmara University, Istanbul, Turkey
  - Sars International Centre for Marine Molecular Biology, Bergen, Norway
  - Sidho-Kanho-Birsha University, Purulia, West Bengal (India)
3. Swedish University of Agricultural Sciences, Uppsala, Sweden
4. Technical University of Munich, Munich, Germany
5. University of Montana, Missoula, USA
6. University of Winnipeg, Canada
7. University of Latvia in Riga
8. University of Naples Frederick II, Naples, Italy
9. University of Kiev, Ukraine
10. Vidyasagar University, Midnapore, India
11. Wuhan Institute of Virology, Chinese Academy of Sciences, Wuhan, China

HIET PAS conducts scientific cooperation with the following foreign centers without formally signed agreements:

1. Agricultural Institute of Slovenia, Ljubljana, Slovenia
2. Academy of Sciences of the Czech Republic, Prague, Czech Republic

3. Arizona State University, Tempe, USA
4. Assiut University, Egypt
5. Carol Davila University of Medicine and Pharmacy, Bucharest, Romania
6. Center for Astrobiology, CSIC-INTA, Hiszpania
7. Colorado State University, Fort Collins, USA
8. Constructor University, Bremen, Germany
9. Danylo Halytsky Lviv National Medical University, Lwów, Ukraina
10. EULAR, Zurich, Switzerland
11. Federal Institute for Risk Assessment (BfR), Berlin, Germany
12. Fundeni Clinical Institute, Bucharest, Romania
13. Georg-August-Universität Göttingen, Göttingen, Germany
14. GENYO – Centre for Genomics and Oncological Research, University of Granada-Junta de Andalucía, Granada, Hiszpania
15. Harvard University – Harvard Medical School, Brigham and Women's Hospital, Boston, USA
16. Institute of Biophysics, Czeska Akademia Nauk, Brno, Czechy
17. Max Planck Institute for Marine Biology, Bremen, Germany
18. International Research Council of Italy, Institute of Biomolecular Chemistry, Pozzuoli, Neapol, Włochy
19. Istanbul University, Istanbul, Turkey
20. Ivan Franko National University of Lviv (IFNUL), Lwów, Ukraina
21. Kennedy Institute of Rheumatology, University of Oxford (UK)
22. Leiden University, Leiden, Netherlands
23. Masaryk University, Brno, Czechy
24. Medical University of Vienna, Wiedeń, Austria
25. Mongolian National University of Medical Sciences, Ulan Bator, Mongolia
26. Mutah University, Jordania
27. Mycoplasma-Bacteriology and Antibioresistance Unit Ploufragan Plouzane-Niort laboratory (ANSES)
28. National Museums of Tanzania, Dar es Salaam, Tanzania
29. Nazarbayev University, Astana, Kazachstan
30. Ohio State University, Columbus, USA
31. Quadram Institute Bioscience, Norwich, UK
32. Research Center Borstel, Germany
33. Rutgers University, New Brunswick, USA
34. Swedish University of Agricultural Sciences, Uppsala, Szwecja
35. Technical University of Munich, Munich, Germany
36. Texas State University, San Marcos, USA
37. The Arctic University of Norway, Trømso, Norwegia
38. Tufts University, Medford, Germany
39. University College Dublin, Ireland
40. University Hospital Alexandrovska, Medical University, Sofia, Bułgaria
41. University of Helsinki, Finland
42. University of Naples Frederick II, Naples, Italy
43. University of Barcelona, Spain
44. Airlangga University (Surabaya)
45. University of Bologna, Bologna, Italy
46. University of Bonn, Germany
47. University of California Los Angeles, David Geffen School of Medicine, UCLA Immunogenetic Center, Los Angeles, USA
48. University of Connecticut, Center on Aging, USA
49. University of Maryland, Rockville, USA
50. University of Minho, Braga, Portugalia
51. University of Oxford, UK
52. University of Padova, Padua, Italy
53. University of Science and Technology Houari Boumediene (USTHB), Algeria
54. University of St. Andrews, Scotland

55. University of Texas, Austin, USA
56. University of Würzburg, Germany
57. University of York, UK
58. University of Hohenheim, Stuttgart, Germany
59. Charles University, Prague, Czech Republic
60. Wellcome Trust Sanger Institute, Cambridge, UK

For many years, the Institute's employees have been taking part in the Lower Silesian Science Festival. They conduct lectures, workshops and competitions on immunology and microbiology for high school students and adults. Remote events, e.g. broadcast on the Youtube channel and the HIIET Station - the first popularizing project of the HIIET PAS (<https://stacja.HIIET.pl>) are very popular.

## 1.6. Financing of scientific activity

The sources of funding for scientific and development research carried out at the Institute depend on the thematic scope. Researchers are highly effective in obtaining funds. Currently, international projects are being implemented, such as: Transatlantic, M-ERA.NET 3 Call 2021, Weave-UNISONO, Sheng, JPIAMR ACTION Call 2024, Cure EB, Alzheimer's Association Research Grant i project financed by the Norwegian Financial Mechanism. The Institute is also the beneficiary of many grants national funds m.in by the National Centre for Research and Development, National Science Centre, Medical Research Agency, Ministry of Science and Higher Education The Ministry of the Interior and Administration, the National Fund for Environmental Protection and Water Management and the National Information Processing Institute, the Count Jakub Potocki Foundation, the Virtual Research Institute and the Polish Stem Cell Bank S.A.

## 2. Methodology for the development of the "Action Plan for 2025-2028"

In May 2023, the European Commission awarded the Ludwik Hirszfeld Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences with the **"HR Excellence in Research" LOGO**.

The "Action Plan for 2025-2028" (Table 5) was prepared by the employees of HIIET PAS (Table 4), based on consultations with representatives of the scientific community of HIIET PAS in Wrocław, i.e. Professors, Professors of the Institute, Assistant Professors, Assistant Professors, PhD Students and Specialists with the status of "Employee conducting scientific research" according to the applicable principles of evaluation of the quality of science in Poland.

A significant element of the development of the plan was the preparation by the Work Team for the implementation of the European Personnel Strategy (HRS4R) of an anonymous "HRS4R2024 Survey" containing 135 questions on issues covering the scope of the four pillars described in the European Charter for Researchers. The analysis of the survey results made it possible to analyze the strengths and weaknesses of HIIET PAS. At the same time, it made it possible to prepare proposals for corrective actions. An important role in the preparation of this document was played by the Monitoring Team for the HRS4R, i.e. the Commission for Research and Development of the Scientific and Research Staff of the HIIET PAS. On the basis of an in-depth assessment of the current gaps in the HR process carried out by the Work Team for the Implementation of the HRS4R, an "Action Plan for 2025-2028" was prepared. The document also takes into account activities that

require a longer time to implement, started in the "Action Plan for 2023-2025" that are still in progress, and new activities that have arisen from the needs of employees and doctoral students. The Strategy and the Plan have received a positive opinion from the Scientific Council of HIIET PAS.

*Table 4. List of HIIET PAS employees involved in the development of the "Action Plan for 2025-2028".*

<b>Name and surname</b>	<b>A Monitoring Team for the HRS4R</b>	<b>A Work Team for the Implementation of the HRS4R</b>	<b>Leadership Function / Department</b>
Prof. Andrzej Gamian	Yes	No	<ul style="list-style-type: none"> <li>• Director of the Institute</li> <li>• Member of the Scientific Council of HIIET PAS</li> <li>• Head of the Medical Microbiology Laboratory</li> </ul>
Łukasz Łaczmański, Ph.D.	Yes	Yes	<ul style="list-style-type: none"> <li>• Deputy Director for Scientific Affairs</li> <li>• Member of the Scientific Council of HIIET PAS</li> <li>• Head of the Laboratory of Genomics and Bioinformatics</li> </ul>
Prof. Katarzyna Bogunia-Kubik	Yes	No	<ul style="list-style-type: none"> <li>• Member of the Scientific Council of HIIET PAS</li> <li>• Head of the Laboratory of Tissue Immunology at the Medical Center</li> <li>• Head of the Laboratory of Clinical Immunogenetics and Pharmacogenetics</li> </ul>
Prof. Marcin Czerwiński	Yes	No	<ul style="list-style-type: none"> <li>• Member of the Scientific Council of HIIET PAS</li> <li>• Head of the Glycobiology Laboratory</li> </ul>
Prof. Krystyna Dąbrowska	Yes	No	<ul style="list-style-type: none"> <li>• Member of the Scientific Council of HIIET PAS</li> <li>• Head of the Laboratory of Molecular Biology of Bacteriophages</li> </ul>
Prof. Sławomir Kozieł	Yes	No	<ul style="list-style-type: none"> <li>• Member of the Scientific Council of HIIET PAS</li> <li>• Head of the Department of Anthropology</li> </ul>
Prof. Jolanta Łukasiewicz	Yes	Yes	<ul style="list-style-type: none"> <li>• Member of the Scientific Council of HIIET PAS</li> <li>• Head of the Microbial and Vaccine Immunochemistry Laboratory</li> </ul>
Prof. Joanna Wietrzyk	Yes	No	<ul style="list-style-type: none"> <li>• Member of the Scientific Council of HIIET PAS</li> <li>• Head of the Laboratory of Experimental Anticancer Therapy</li> </ul>
Anna Pawlik, Ph.D.	Yes	No	<ul style="list-style-type: none"> <li>• Member of the Scientific Council of HIIET PAS</li> <li>• Head of the Molecular Biology of Microorganisms Laboratory</li> </ul>

Tomasz Goszczyński, Ph.D.	Yes	No	<ul style="list-style-type: none"> <li>Member of the Scientific Council of HIIET PAS</li> <li>Head of the Biomedical Chemistry Laboratory</li> </ul>
Marta Kaszowska, Ph.D. Eng.	Yes	Yes	<ul style="list-style-type: none"> <li>Member of the Scientific Council of HIIET PAS</li> <li>Microbial and Vaccine Immunochemistry Laboratory</li> </ul>
Mateusz Psurski, Ph.D. Eng.	Yes	No	<ul style="list-style-type: none"> <li>Member of the Scientific Council of HIIET PAS</li> <li>Laboratory of Experimental Anticancer Therapy</li> </ul>
Sabina Górská, Ph.D.	No	Yes	<ul style="list-style-type: none"> <li>Member of the Scientific Council of HIIET PAS</li> <li>Head of the Microbiome Immunobiology Laboratory</li> </ul>
Honorata Kraśkiewicz, Ph.D. Eng.	No	Yes	<ul style="list-style-type: none"> <li>Independent Laboratory of Stem and Cancer Cell Biology</li> </ul>
Łukasz Sobala, Ph.D. Eng.	No	Yes	<ul style="list-style-type: none"> <li>Glycobiology Laboratory</li> </ul>
Katarzyna Szczaurska-Nowak, Ph.D.	No	Yes	<ul style="list-style-type: none"> <li>Director's Proxy for Quality - Chief Specialist</li> </ul>
Małgorzata Sachs, MSc	No	Yes	<ul style="list-style-type: none"> <li>Head of HR and Payroll Department</li> </ul>
Agnieszka Wilczyńska, MSc	No	Yes	<ul style="list-style-type: none"> <li>Director's Proxy for Commercialization</li> </ul>
Marta Marszałek, Ph.D. Eng.	No	Yes	<ul style="list-style-type: none"> <li>Scientific Documentation and Information Department</li> </ul>
Dorota Misztal, MSc Eng.	No	Yes	<ul style="list-style-type: none"> <li>Scientific Documentation and Information Department</li> </ul>
Łukasz Zambrowski, MSc	No	Yes	<ul style="list-style-type: none"> <li>PhD student</li> <li>President of the Doctoral Students' Self-Government</li> </ul>

## 2.1. Legal basis of actions

By Ordinance No. 7/2022 of 12/08/2022, the Director of the Institute appointed the Monitoring Team for the HRS4R, which is the Commission for Research and Development of the Scientific and Research Staff of the Scientific Council of the HIIET PAS. The tasks of the Team include:

- giving opinions on activities and documents prepared by the Work Team for the Implementation of the HRS4R along with reporting the work to the Scientific Council of HIIET PAS;
- performing advisory functions for the Scientific Council of HIIET PAS and the Director of HIIET PAS;
- systematic monitoring of the implementation of the European Charter for Researchers and the Policy of Open, Transparent and Substantive Recruitment (OTM-R Policy) at HIIET PAS within the scope of competence of the Scientific Council of HIIET PAS.

The Director of the Institute, by Ordinance No. 7/2022 of 12/08/2022, appointed the Work Team for the Implementation of HRS4R. By the Director's Order No. 19/2024 of 21.11.2024, the composition of the team was expanded. Currently, the team consists of:

- Prof. Jolanta Łukasiewicz – Professor, Head of the Microbial and Vaccine Immunochemistry Laboratory,
- Łukasz Łaczmański, Ph.D. – Deputy Director for Scientific Affairs, Professor at the Institute, Head of the Laboratory of Genomics and Bioinformatics,
- Sabina Górską, Ph.D. – Professor at the Institute, Head of the Microbiome Immunobiology Laboratory,
- Marta Kaszowska, PhD, DSc, Eng. – Assistant Professor with habilitation, Laboratory of Microbial and Vaccine Immunochemistry,
- Katarzyna Szczauńska-Nowak, PhD – Director's Proxy for Quality – Chief Specialist,
- Honorata Kraśkiewicz, Ph.D Eng. – Assistant Professor, Independent Laboratory of Stem and Cancer Cell Biology,
- Łukasz Sobala, PhD Eng. – Assistant Professor, Glycobiology Laboratory,
- Marta Marszałek, PhD Eng. – Department of Documentation and Scientific Information,
- Agnieszka Wilczyńska, MSc – Director's Proxy for Commercialization,
- Małgorzata Sachs, MSc – Head of the HR and Payroll Department,
- Dorota Misztal, MSc. Eng. - Department of Documentation and Scientific Information,
- Łukasz Zambrowski MSc – Chairman of the Doctoral Students' Self-Government of the Wrocław Doctoral School of the Institutes of the Polish Academy of Sciences,

**The tasks of the Work Team for the Implementation of the HRS4R include:**

- performing advisory functions for the Director of HIIET PAS in the field of HRS4R,
- analysis of gaps in the functioning of the principles of the European Charter for Researchers, updated in January 2024, and the OTM-R (Open, Transparent and Merit-based Recruitment of Researchers) Policy, based on lists of internal legal acts and procedures and practices used at HIIET PAS,
- development of proposals for formal and organizational solutions (action plan) in accordance with the standards of the European Charter for Researchers and the OTM-R policy,
- systematic monitoring of the implementation of the standards of the European Charter for Researchers and the OTM-R policy by individual units of the HIIET PAS, in accordance with the guidelines of the European Commission,
- monitoring and coordinating activities in the field of adapting internal legal acts of the HIIET PAS and organizational solutions to the requirements of the European Charter for Researchers and the OTM-R policy based on the adopted schedule of activities,
- informing the HIIET PAS community about the tasks carried out and motivating HIIET PAS employees to cooperate with the team in order to enable the implementation of tasks,
- updating the Action Plan,
- preparation of documentation submitted to the European Commission using the HRS4R e-tools on the EURAXESS portal.

## **2.2. Stages of implementation of the European Human Resources Strategy at the Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences**

### **Stage 1: INITIAL PHASE**

**IX-X 2021** Submission of a declaration of support for the principles contained in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

**XI 2021 - I 2022** Review of the guidelines contained in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, as well as methods of their implementation in various institutions.

**II-V 2022** Analysis of legal acts, internal documents and practices in force at HIIET PAS.

**VII-VIII 2022** Preparation and conduct of a survey among researchers to determine the degree of implementation of the assumptions of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers at HIIET PAS (155 respondents).

**VIII 2022** Appointment by Ordinance No. 7/2022 of the Director of HIIET PAS of the Monitoring Team for the HRS4R and A Work Team for the Implementation of the HRS4R.

**VIII 2022** Introduction by Ordinance No. 8/2022 of the Director of HIIET PAS of the Open, Transparent and Substantive Recruitment Policy (OTM-R) at HIIET PAS.

**IX-XI 2022** Gap Analysis, preparation of the Action Plan for 2023-2025 and development of the HR Strategy for Researchers.

**X 2022** Presentation to the Scientific Council of the Institute of the report on the work carried out so far and implementation plans for the European Personnel Strategy.

**XI 2022** Presentation of the Gap Analysis, Action Plan for 2023-2025, OTM-R and HR Strategy for Researchers to the Monitoring Team for the HRS4R.

**8 XII 2022** Presentation to the Scientific Council of the Institute of Gap Analysis, the Action Plan for 2023-2025, OTM-R and the HR Strategy for Researchers.

**XII 2022** Sending the dossier to the European Commission.

**XI-XII 2022** Internal consultations on the legal and financial possibilities of increasing doctoral scholarships and/or the possibility of obtaining additional financial (incentive) benefits by doctoral students (concerns point 14.3. of the "Action Plan for 2023-2025"). Person conducting consultations: Marta Piksa, M.Sc. Eng. - President of the doctoral students' self-government. Consultants: Egbert Piasecki, Ph.D. – Deputy Head of the Wrocław Doctoral School of the Institutes of the Polish Academy of Sciences, Prof. Andrzej Gamian – Director of the Institute of Doctoral Studies of the Polish Academy of Sciences, Anna Zięba, MA – Chief Accountant of the Institute of Doctoral Studies of the Polish Academy of Sciences. Further rounds of interviews are scheduled for the 2023/2024 academic year.

**I 2023 – December 2024** Ongoing monitoring of the progress of HRS4R implementation.



**On 12 May 2023**, the European Commission awarded the Ludwik Hirszfeld Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences with the **"HR Excellence in Research" logo**.

## **PHASE 2: IMPLEMENTATION PHASE**

**VI-IX 2023** Internal consultations on the legitimacy and possibility of concluding an agreement with scientific institutions of Wrocław in the field of cooperation in the aspect of career counselling (concerns point 14.8. of the "Action Plan for 2023-2025").

Person conducting consultations: Marta Piksa, M.Sc. Eng. (President of the Doctoral Students' Self-Government). Consultant: Agnieszka Wilczyńska, MA – Director's Proxy for Commercialization. An agreement was concluded with the Career Office of the Wrocław University of Science and Technology in the field of cooperation in the aspect of career counseling provided to doctoral students and employees of HIIET PAS.

**IX-X 2023** Internal consultations on the possibility of employee participation in classes offered to doctoral students at the Doctoral School of the Higher School of the Institute of Physics and Physics (concerns point 14.9. of the "Action Plan for 2023-2025"). Person conducting consultations: Marta Piksa, M.Sc. Eng. (President of the Doctoral Students' Self-Government), consultant: Egbert Piasecki, Ph.D. - Deputy Head of the Wrocław Doctoral School of the Institutes of the Polish Academy of Sciences. It was decided to enable the participation of interested employees of the Institute in classes conducted for doctoral students of the Doctoral School of the Institutes of the Polish Academy of Sciences in the academic year 2023/2024.

**XI 2023** Event entitled "The Institute in a Nutshell" - short presentations of all departments of the Institute supporting the work of researchers and doctoral students. The following were presented: Heads of all administration departments, the Social Committee, the Polish Collection of Microorganisms, the Laboratory of General Chemistry, the Animal House, the Laboratory of Interaction of Biological Nanostructures, the Laboratory of NMR Spectroscopy, the Inter-Departmental Laboratory of Instrumental Analysis and Preparation, the Inter-Departmental Laboratory of Cytometry and Confocal Microscopy.

**XII 2023** An internal audit was carried out in the HR and Payroll Department regarding the recruitment process as part of the implementation of the European HR Strategy. The purpose of the audit was: monitoring the quality of the recruitment process, analysis of selected competition procedures, including verification of information and promotion activities, correctness of procedures and completeness of documentation. The compliance of recruitment processes with applicable regulations was confirmed.

**III 2024** Presentation to the Scientific Council of the Institute of the report on the work carried out so far and implementation plans in the field of the European Personnel Strategy.

**VII 2024** Director of HIIET PAS appointed a Proxy for Gender Equality

**XI 2024 - II 2025** cyclical presentations of the Institute's departments supporting the work of researchers and doctoral students were held. The event entitled "The Institute in a Nutshell" included short presentations by, m.in, President of the Center for Technology Transfer MediTransfer Sp. z o.o., Director's Proxy for Commercialization, Head of the HR and Payroll Department, Director's Proxy for Gender Equality, employee of the Documentation and Scientific Information Department, Chairwoman of the Committee for Research and Development of the Scientific and Research Staff of HIIET PAS, Head of the IT Department, the Director's Proxy for Follow-up Actions - to clarify

matters and communicate with the whistleblower and the Disciplinary Spokesman. "The Institute in a nutshell" also included a presentation of the HIIET Station – a popularizing project of the HIIET PAS. (<https://stacja.HIIET.pl>)

**XI 2024** Lecture by the Ethical Advisor of the HIIET PAS on the topic "Ethics in science".

**XI 2024** Enlargement, by the Order of the Director of HIIET PAS, of the composition of the Work Team for the implementation of the HRS4R to include people with unique competences and knowledge.

**December 2024 – January 2025** The Work Team for the Implementation of the HRS4R conducted an anonymous survey among researchers and doctoral students (R1-R4 groups, 162 people) to obtain opinions on the implementation of the principles contained in the European Charter for Researchers at HIIET PAS.

**I 2025** Introduction by the Ordinance of the Director of HIIET PAS of the "Regulations for conducting competitions for scientific positions of HIIET PAS" and "Regulations for promotions to scientific positions of HIIET PAS".

**February 2025** preparation of the "HR Strategy for Researchers for 2025-2028". Summary of the gap analysis and preparation of the "Action Plan for 2025-2028".

**February 2025** presentation to the Monitoring Team for the HRS4R of the "HR Strategy for Researchers for 2025-2028", a summary of the gap analysis and the "Action Plan for 2023-2025".

**March 2025** presentation to the Institute's Scientific Council of a report on the work done so far and implementation plans for the European Personnel Strategy. A positive opinion of the Institute's Scientific Council was obtained.

### **2.3. Monitoring the implementation of the "Action Plan 2023-2025" and the effectiveness of the implementation of the planned activities**

The "Action Plan for 2023-2025" was implemented over a period of 2 years. The implementation of the planned 14 activities progressed according to the agreed schedule and was coordinated by the Work Team for the Implementation of HRS4R. The activities were carried out by the obliged organizational units of HIIET PAS and/or designated employees.

Progress in the implementation of the European Personnel Strategy was monitored on an ongoing basis by:

1. HR and Payroll Department - ongoing control of recruitment procedures and updating forms related to recruitment,
2. A Work Team for the Implementation of the HRS4R– monthly meetings and detailed analysis of progress in the implementation of activities,
3. A Monitoring Team for the HRS4R – annual review of documentation related to the progress of the implementation of activities, hearing a report from a representative of the Work Team for the Implementation of the HRS4R, proposals for improvement activities,
4. Scientific Council (at least 1 meeting/year) - annual opinion on the results of work related to the implementation of HRS4R and their compliance with the schedule,
5. Director's Proxy for Quality – chief specialist – annual internal audit carried out as part of the activities monitoring the quality of the recruitment process, analysis of selected competition procedures, which includes verification of information and promotion activities, correctness of procedures and completeness of documentation.

## **2.4. Methodology for involving the scientific community and key stakeholders in the implementation of the "Action Plan 2023-2025"**

The HIIET PAS scientific community, including employees at all stages of their careers (R1-R4), was regularly involved in the implementation of the "Action Plan for 2023-2025". Key activities during which a large group of researchers and doctoral students were involved:

- development by the Commission for Research and Development of Scientific and Research Staff of the "Regulations for recruitment for scientific positions of HIIET PAS" and "Regulations for promotion to scientific positions of HIIET PAS", as well as consultations of the content of these documents with the entire scientific community of HIIET PAS, including at Colleges and meetings of the Scientific Council of the institute,
- presentation of proposals for strategic activities of HIIET PAS by the Deputy Director for Scientific Affairs during the College of the Institute, as well as enabling discussion of the scientific community regarding these activities,
- implementation of activities planned and described in the "Action Plan for 2023-2025" with the active participation of representatives of various employee groups, e.g. the IT department was involved in the process of providing information to employees by e-mail,
- enabling the employees and doctoral students of HIIET PAS to propose the topic of the presentation of the event "The Institute in a Nutshell" 2024/2025,
- preparation and conduct of a survey among researchers (R2-R4) and doctoral students (R1) on the potential possibilities of observing discrimination in HIIET PAS,
- preparation and conduct of a survey among academics and doctoral students on the implementation of the European Human Resources Strategy at HIIET PAS. Informing the respondents about the results of the surveys and about the planned corrective and improvement actions.
- consultations of the Work Team for the Implementation of the HRS4R with the Monitoring Team for the HRS4R,
- consultations with the Director's Plenipotentiaries and the Ethical Advisor on the implementation of the European HR Strategy,
- organization of the annual event "The Institute in a Nutshell" enabling the introduction of employees and doctoral students of the Institute to the Institute's units supporting researchers,
- regularly informing the Institute's community about activities related to the implementation of the European Personnel Strategy,
- enabling employees and doctoral students to submit any comments and suggestions directly to the Work Team for the Implementation of the HRS4R via an e-mail [HRS4R@hirszfeld.pl](mailto:HRS4R@hirszfeld.pl),
- creation and update of a tab on the institute's website (intranet and extranet) regarding activities related to the HRS4R logo.

## **2.5. Alignment of the organisational policy with HRS4R**

The strategic objectives for the Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences were presented by the Deputy Director for Scientific Affairs, Dr. Łukasz Łączmański, during the Institute's Collegium in November 2024.

The strategic objectives included:

- increasing inter-laboratory cooperation within the Institute – joint participation in larger projects,
- significant intensification of international cooperation through the acquisition of projects, with particular emphasis on international sources,
- increasing the position of the Institute in the international and national arena, and thus improving the financial situation of the Institute, taking into account financing from the above sources.

### **Actions leading to the implementation of strategic objectives:**

1. Maintaining grant funding for grants.
2. Increasing the scope of the Doctoral School.
3. Strengthening cooperation with selected universities and institutes of the Polish Academy of Sciences as one of the ways to strengthen the Institute's position in obtaining external funds.
4. Development of a network of international relations aimed at the development of scientific cooperation and strengthening the position of HIIET PAS in the international arena.
5. Continuation and planning of the Institute's investment tasks carried out with external funds to modernize the resources necessary to conduct high-quality scientific activity.
6. Increasing the scale of the Institute's service activities – creating a wider offer for the clinic and business.
7. Verification of laboratory research plans and resources.
8. Administration – internal service provider – streamlining the operation of administration.

### **Streamlining administration:**

1. Appointment of an internal project settlement team – strengthening cooperation and information flow between key administration departments, introduction of additional instructions and streamlining internal regulations.
2. Making available on the intranet all documents applicable at the Institute, i.e. Director's Orders, Regulations, instructions, applications, forms, which will contribute to faster and easier use of these documents – an activity carried out as part of the Work Team for the Implementation of the HRS4R.
3. Introduction of electronic document flow as part of the ITE work-flow system – operation in progress.
4. Improvement of HR services by preparing a plan including, among others, the acquisition of a new IT program for HR and Payroll integrated with the financial accounting system – operation in progress.

### **Stimulation of cooperation:**

Signing cooperation agreements in applying for grants, with particular emphasis on European funds from:

- 1) the largest institutes of the Polish Academy of Sciences,
- 2) clinical units,
- 3) universities, with particular emphasis on Wrocław universities.

Development of a network of international relations aimed at the development of scientific cooperation and strengthening the position of HIIET in the international arena,

- 1) Active participation in international conferences,
- 2) Development of a database of conference publications,
- 3) Inviting scholars from foreign institutions to give a seminar/lecture for the Institute's employees and external guests – the use of Scientific Societies.

Financing the publication of manuscripts.

### **2.6. HIIET PAS policy aimed at ensuring the implementation of the "Action Plan for 2023-2025" and the "Action Plan for 2025-2028"**

In 2022, the ITD PAS implemented the OTM-R (Open, Transparent and Substantive Recruitment) policy. An OTM-R checklist (Annex 3) has also been prepared, which is the Institute's self-assessment document provided to report to the European Commission on the state of performance in implementing recruitment policies and practices. Combined with the gap analysis, it will provide the Institute with a clearer picture of development needs, which will be prioritised and addressed through concrete actions, as part of the roadmap to be implemented in the coming years.

## **3. Methodology for the preparation of the internal review**

The internal review after the 2-year (2023-2025) implementation period of the "HR Strategy for Researchers" included the following stages:

1. conducting a survey that allowed all researchers and doctoral students to express their opinion on the implementation of the "Action Plan for 2023-2025" and to assess to what extent the functioning of the Institute is consistent with the 20 principles of the NEW European Charter for Researchers in force from January 2025,
2. consultations with teams and committees operating in HIIET PAS in the implementation of the European Human Resources Strategy,
3. regular meetings of the Work Team for the Implementation of HRS4R, during which progress in the implementation of the "Action Plan 2023-2025" was discussed,
4. review of the OTM-R Policy and review and update of the OTM-R Checklist,
5. development of the HR Strategy and the "Action Plan for 2025-2028",
6. Opinion and approval by the Scientific Council of HIIET PAS, of the internal review carried out by the Work Team for the Implementation of HRS4R.

### 3.1. Analysis of legal acts, internal documents and practices in force at the HIIET PAS in relation to the 20 principles of the European Charter for Researchers.

Analysis of legal acts, internal documents and practices in force at the Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences	
<p style="text-align: center;"><b>PILLAR 1. Ethics, Integrity, Gender, and Open Science</b></p> <p>The area includes analysis in accordance with the 20 principles of the European Charter for Researchers, i.e.:</p> <ol style="list-style-type: none"> <li>1. Research ethics and integrity</li> <li>2. Freedom of scientific research</li> <li>3. Open Science</li> <li>4. Gender equality</li> <li>5. Embracing diversity</li> <li>6. Researchers</li> <li>7. Free movement of researchers</li> <li>8. Sustainability of research</li> </ol>	
<i>National legislation</i>	<i>Regulations or practices in force at HIIET PAS</i>
Law on Higher Education and Science Act on the Polish Academy of Sciences Intellectual Property Law Act Act on Copyright and Related Rights Industrial Property Law Act Database Protection Act Act on Combating Unfair Competition Act on the Principles of Financing Science Public Finance Act Act on Liability for Violation of Public Finance Discipline Public Procurement Law Personal Data Protection Act Act on the Protection of Classified Information Database Protection Act The Act on Access to Public Information Labour Code Civil code Penal code Code of the National Science Centre on research integrity and applying for research funding (Resolution No. 20/2016 of the NCN Council) Regulation of the Minister of Science of 15 May 2024 amending the Regulation on the	HIIET PAS Work rules and regulations Regulations of remuneration of HIIET PAS employees Statute of the Institute Director's Ordinance No. 3/2025 on the introduction of the Regulations for conducting competitions for scientific positions and the Regulations for promotions to scientific positions Regulations for conducting competitions for scientific positions at HIIET PAS Regulations for promotion to scientific positions at HIIET PAS Regulations of appeals against the evaluation of professional activity of researchers at research units of the Polish Academy of Sciences Regulations for the management of copyrights and related rights and industrial property rights and the rules for commercialization of the results of scientific research and development works at the Ludwik Hirszfeld Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences in Wrocław Rules for granting a scientific bonus for scientific activity to researchers employed at HIIET PAS Code of Ethics for Researchers Ordinance No. 2/2020 of the Director of HIIET PAS in Wrocław on the principles and method of applying

<p>conditions and procedures for granting state aid through the National Science Centre</p> <p>Reliability in scientific research and respect for intellectual property of the Ministry of Science and Higher Education 2012</p> <p>Code of Ethics for Researchers (attachment to Resolution No. 2/2020 of the General Assembly of the Polish Academy of Sciences 25.06.2020</p> <p>Code of Medical Ethics</p> <p>Recommendations of the Council of the National Science Centre on research involving human participation, 2016</p> <p>Good practices in reviewing procedures in science (Team for Ethics in Science at the Ministry of Science and Higher Education in 2009-2010)</p> <p>Principles of Good Clinical Practice Reg. of the Minister of Health of 02.05.2012 on Good Clinical Practice</p> <p>Regulation of the Minister of Finance of 30.04.2004 on compulsory civil liability insurance for researchers and sponsors</p> <p>Act on Occupational Health Service</p> <p>Act of 15.04.2011 on medical activity</p> <p>Act of 06.09.2001. Pharmaceutical law</p> <p>Act of 01.07.2005 on the collection, storage and transplantation of cells, tissues and organs</p> <p>Act of 21.01.2005 on Animal Experiments</p> <p>Act of 15.01.2015 on the Protection of Animals Used for Scientific or Educational Purposes</p> <p>Act of 26.06.2001 on genetically modified organisms</p> <p>Regulation of the Minister of Health of 2.05.2012 on Good Clinical Practice</p> <p>Medical Devices Act</p>	<p>50% of tax-deductible costs from the employment relationship of the Institute's employees</p> <p>Ordinance No. 14/2020 of the Director of HIIET PAS in Wrocław on the Regulations of the Management Control System at HIIET PAS and the Risk Management Policy at HIIET PAS</p> <p>Ordinance No. 15/2020 of the Director of HIIET PAS in Wrocław on the introduction of the Anti-Corruption Policy at HIIET PAS</p> <p>Ordinance No. 16/2020 of the Director of HIIET PAS in Wrocław on the appointment of the Management Control and Risk Management Coordinator, the Government Anti-Corruption Program Coordinator and the Ethical Advisor</p> <p>Internal Anti-Mobbing Policy at HIIET PAS</p> <p>Ordinance No. 18/2021 of the Director of HIIET PAS in Wrocław on the introduction of the Action Plan on Gender Equality at HIIET PAS</p> <p>Ordinance No. 17/2021 of the Director of HIIET PAS in Wrocław on the detailed rules for the appointment and financing and mode of operation of ethics committees</p> <p>Director's Ordinance No. 10/2024 on the introduction of the Regulations of the HIIET PAS Own Research Fund</p> <p>Director's Ordinance No. 22/2023 on the organization of occasional remote work at the Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences</p>
<p align="center"><b>PILLAR 2. Evaluation of researchers, recruitment and promotion</b></p>	
<p>The area includes analysis in accordance with the 20 principles of the European Charter for Researchers, i.e.:</p> <ul style="list-style-type: none"> <li>9. Researchers' Assessment</li> <li>10. Recruitment</li> <li>11. Selection during recruitment</li> <li>12. Career Progression</li> </ul>	

National legislation	Regulations or practices in force at HIIET PAS
<p>Act on the Polish Academy of Sciences            Law on Higher Education and Science            The Act on Academic Degrees and Title and Degrees and Title in Arts            Labour Code            Act of 03.03.2000 on the remuneration of persons managing certain legal entities            Regulation of the Ministry of Labour and Social Policy on the procedure and conditions for issuing a work permit for a foreigner            Zapisy karty ECHE (Erasmus University Charter for Higher Education)            Regulation of the Ministry of Science and Higher Education on the criteria for the assessment of achievements of a person applying for the award of the degree of habilitated doctor            Regulation of the Ministry of Science and Higher Education on the detailed procedure and conditions for conducting activities in the doctoral conferment procedure, in the habilitation procedure and in the procedure for awarding the title of professor            Department of International Exchange of the Ministry of Science and Higher Education, guide: <a href="http://www.nauka.gov.pl/uznawanie-wyksztalcenia/dla-uczelni.html">http://www.nauka.gov.pl/uznawanie-wyksztalcenia/dla-uczelni.html</a> and <a href="http://www.nauka.gov.pl/uznawanie-kwalifikacji-zawodowych/">http://www.nauka.gov.pl/uznawanie-kwalifikacji-zawodowych/</a></p>	<p>HIIET PAS Work rules and regulations            Regulations of remuneration of HIIET PAS employees            Statute of the Institute            Director's Ordinance No. 3/2025 on the introduction of the Regulations for conducting competitions for scientific positions and the Regulations for promotions to scientific positions            Regulations for conducting competitions for scientific positions at HIIET PAS            Regulations for promotion to scientific positions at HIIET PAS            Regulations on the evaluation of scientific activity of researchers            Regulations of appeals against the evaluation of professional activity of researchers at research units of the Polish Academy of Sciences            Regulations for the management of copyrights and related rights and industrial property rights and the rules for commercialization of the results of scientific research and development works at the Ludwik Hirszfeld Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences in Wrocław            Code of Ethics for Researchers            Internal Anti-Mobbing Policy at HIIET PAS            Ordinance No. 16/2020 of the Director of HIIET PAS in Wrocław on the appointment of the Management Control and Risk Management Coordinator, the Government Anti-Corruption Program Coordinator and the Ethical Advisor            Ordinance No. 18/2021 of the Director of HIIET PAS in Wrocław on the introduction of the Action Plan on Gender Equality at HIIET PAS            Director's Ordinance No. 11/2024 on the appointment of the Proxy for Gender Equality            Ordinance No. 8/2021 of the Director of HIIET PAS in Wrocław on the introduction of the Regulations for the Doctoral Work of the Scholarship Committee and the Procedure and Rules for awarding the Doctoral Scholarship for doctoral students of the Doctoral Studies            Ordinance No. 7/2021 of the Director of HIIET PAS in Wrocław on the payment of doctoral scholarships</p>



### PILLAR 3. Working conditions and practices

The area includes analysis in accordance with the 20 principles of the European Charter for Researchers, i.e.:

- 13. Working conditions, financing and remuneration
- 14. Employment Stability
- 15. Contractual and legal obligations
- 16. Dissemination and exploitation of results

<i>National legislation</i>	<i>Regulations or practices in force at HIIET PAS</i>
<p>Labour Code</p> <p>Act on the Polish Academy of Sciences</p> <p>Law on Higher Education and Science</p> <p>Act on the financing of science</p> <p>Act on the Social Insurance System</p> <p>The Act on Academic Degrees and Title and Degrees and Title in Arts</p> <p>Act on Vocational and Social Rehabilitation and Employment of Persons 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 Labour Inspectorate</p> <p>Act on the State Sanitary Inspectorate</p> <p>Act on Social Labour Inspection</p> <p>Trade Union Act</p> <p>Act on Occupational Health Service</p> <p>Regulation of the Ministry of Labour and Social Policy of 26.09.1997 on general health and safety regulations</p> <p>Fire Protection Act</p> <p>Act on Preventing and Combating Infections and Infectious Diseases 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 18.02.2011 on the safe use of ionizing radiation for all types of medical exposure</p> <p>Regulation of the Minister of Health of 30.12.2004 on occupational health and safety related to the presence of chemical agents in the workplace</p> <p>Regulation of the Minister of Health of 22.04.2005 on harmful biological agents for health in the work environment and health protection of employees occupationally exposed to these agents</p> <p>Act on Copyright and Related Rights</p>	<p>HIIET PAS Work rules and regulations</p> <p>Regulations of remuneration of HIIET PAS employees</p> <p>Statute of the Institute</p> <p>Regulations for conducting competitions for scientific positions at HIIET PAS</p> <p>Regulations on the evaluation of scientific activity of researchers</p> <p>Regulations of appeals against the evaluation of professional activity of researchers at research units of the Polish Academy of Sciences</p> <p>Regulations of the Company Social Benefits Fund HIIET PAS</p> <p>Regulations on the determination of the rules for posting and settlement of the costs of business trips and trips as part of study and training leaves at HIIET PAS</p> <p>IT System Regulations</p> <p>Code of Ethics for Researchers</p> <p>Internal Anti-Mobbing Policy at HIIET PAS</p> <p>Ordinance No. 2/2020 of the Director of HIIET PAS in Wrocław on the principles and method of applying 50% of tax-deductible costs from the employment relationship of the Institute's employees</p> <p>Ordinance No. 18/2021 of the Director of HIIET PAS in Wrocław on the introduction of the Action Plan on Gender Equality at HIIET PAS</p> <p>Regulations for the management of copyrights and related rights and industrial property rights and the rules for commercialization of the results of scientific research and development works at the Ludwik Hirszfeld Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences in Wrocław</p> <p>Health and safety instructions and procedures:</p> <p>Safe handling of biological material</p> <p>Laboratory Health and Safety Manual</p> <p>Procedures for liquidation, neutralization of liquid spills, discharges of hazardous substances</p>

<p>Database Protection Act  Industrial Property Law Act  Resolution No. 20/2016 of the Council of the National Science Centre on the adoption of the principles of research integrity  Regulation of the Ministry of Science and Higher Education on the criteria for the assessment of achievements of a person applying for the award of the degree of habilitated doctor  Regulation of the Ministry of Science and Higher Education on the detailed conditions and procedures for awarding and paying ministerial scholarships to doctoral students for outstanding achievements  Regulation of the Ministry of Science and Higher Education on doctoral studies and doctoral scholarships  Regulation of the Ministry of Science and Higher Education on the conditions for awarding scholarships to persons who have initiated doctoral proceedings  Regulation of the Ministry of Science and Higher Education on the conditions for sending persons abroad for research, teaching and training purposes and the special rights of these persons  Regulation of the Ministry of Science and Higher Education on the taking up and pursuing of studies and training by foreigners and their participation in scientific research and development works  Regulation of the Minister of Infrastructure on the technical conditions to be met by buildings and their location  Act of 20.05.2010 on medical devices  Zapisy karty ECHE (Erasmus University Charter for Higher Education)  Reliability in scientific research and respect for intellectual property of the Ministry of Science and Higher Education 2012</p>	<p>Procedure for the elimination of chemical substances  Handling waste generated in HIIET  Management and storage of waste generated in HIIET  Instructions for occupational health and safety when operating a photocopier  Instructions for occupational health and safety for storage on racks  Instructions for occupational health and safety in the use of a computer and printer  Health and safety in the office  Laptop ergonomics  GMO/GMM  Instructions for safe work during the closed use of genetically modified organisms (GMOs)  Instructions for safe work during the closed use of genetically modified microorganisms GMM I  Instructions for safe work during the closed use of genetically modified microorganisms GMM II  Internal safety regulations for persons involved in the closed use of GMM I  Internal safety regulations for persons involved in the closed use of GMM II</p> <p><u>Good practices in force at HIIET PAS regarding the support of science:</u></p> <ul style="list-style-type: none"> <li>- Systemic support for the financing of scientific publications</li> </ul>
<p align="center"><b>PILLAR 4. Academic career and talent development</b></p>	
<p>The area includes analysis in accordance with the 20 principles of the European Charter for Researchers, i.e.:</p> <ul style="list-style-type: none"> <li>17. Appreciating diverse academic careers</li> <li>18. Career Development and Counseling</li> </ul>	

19. Continuous professional development 20. Supervision and mentoring	
<i>National legislation</i>	<i>Regulations or practices in force at HIIET PAS</i>
Labour Code Regulation of the Ministry of Science and Higher Education on the conditions for sending persons abroad for research, teaching and training purposes and the special rights of these persons Regulation of the Ministry of Science and Higher Education on doctoral studies and doctoral scholarships Act on the Rules for the Recognition of Professional Qualifications Acquired in the EU Member States Act on the Promotion of Employment and Labour Market Institutions Regulation of the Minister of Science and Higher Education on the nostrification of academic degrees and degrees in the field of arts awarded abroad Regulation of the Ministry of Science and Higher Education on the conditions for sending persons abroad for research, teaching and training purposes and the special rights of these persons	Work regulations Regulations on the determination of the rules for posting and settlement of the costs of business trips and trips as part of study and training leaves at HIIET PAS Ordinance No. 8/2021 of the Director of HIIET PAS in Wrocław on the introduction of the Regulations for the Doctoral Work of the Scholarship Committee and the Procedure and Rules for awarding the Doctoral Scholarship for doctoral students of the Doctoral Studies Ordinance No. 7/2021 of the Director of HIIET PAS in Wrocław on the payment of doctoral scholarships  <u>Good practices in force at HIIET PAS regarding the support of science:</u> - annual awards of the Director for scientific achievements, - Thursday seminars as an opportunity for young scientists and doctoral students to present the results of scientific research, - Introduced by the Ordinance No. 10/2024 of the Director of HIIET PAS of 05.08.2024 on the introduction of the "Regulations of the HIIET PAS Own Research Fund"

### 3.2. Conduct a survey on the implementation of the European Personnel Strategy

The survey was addressed to researchers, whose group, according to the definition of the European Commission, in the case of the Institute: Professors, Professors of the Institute, Assistant Professors/Assistant Professors with habilitation, Assistants, PhD students, and Specialists with the status of "Employee conducting scientific research" according to the applicable principles of evaluation of the quality of science in Poland – up to 162 people in total, which accounted for 100% of the so-called "N number", i.e. "persons conducting scientific research" (as of 29.11.2024). We wanted as many employees as possible to take part in the survey. 92 people (57% of respondents) responded to the survey questions.

#### 3.2.1. Concept and organisation of the survey

**Purpose** of the survey – to collect information to assess to what extent the functioning of the Institute is consistent with the 20 principles of the European Charter for Researchers and to develop a constructive action plan for the coming years. The survey allowed to identify the strengths and weaknesses of working at the Institute. On its basis, an action plan was prepared to increase the attractiveness of working conditions and career development of the Institute's researchers and doctoral students.







The survey consisted of 135 questions divided into 5 blocks, i.e.:

1. profile of the surveyed researcher or doctoral student,
2. ethics, integrity, gender and open science,
3. evaluation of researchers, recruitment and progress,
4. working conditions and practices,
5. Academic career and talent development.







The scale of answers depended on the context of the question and allowed for precise answers to a diverse group of respondents (in terms of age, gender, academic degree and experience). Respondents could add their comment or opinion to each of the questions.

### 3.2.2. Characteristics of respondents





A survey conducted among the Institute's researchers and doctoral students (December 2024/January 2025) was attended by 57% of eligible people. Among the respondents, 69.6% were women, 27.2% men and 3.3% did not want to give their gender. The largest age groups are PhD students and Assistant Professors, which account for 61% of respondents.

	20-29 years old	27 people (29.3%)
	30-39 years old	23 people (25.0%)
	40-49 years old	19 people (20.6%)
	50-59 years	17 people (18.5%)
	60-69 years old	4 people (4.3%)
	70-79 years old	2 people (2.2%)

Due to the positions held at the Institute, the respondents were most often employed as professors of the institute, assistant professor/assistant professor with habilitation (23.9% each) and PhD students of the Wrocław Doctoral School (38.0%).

	Teacher	6 people (6.5%)
	Institute Professor	22 people (23.9%)
	Assistant Professor	22 people (23.9%)
	Assistant	6 people (6.5%)
	PhD student of the Doctoral School	35 people (38.0%)
	Research Specialist	8 people (8.7%)

Due to their academic degrees and titles, the respondents were most often people with a master's degree (37.0%) and a Ph.D./Ph.D. degree (30.4%).





	Prof. Dr. Hab./ Prof. Dr. Hab. Inż.	6 people (6.5%)
	dr hab./ dr hab. inż.	23 people (25.0%)
	Ph.D.	28 people (30.4%)
	Mgr / Mgr Inż.	34 people (37.0%)

62% of the people participating in the survey have ever been on an internship abroad. Most often these were short internships (up to 3 months or 3-6 months). On the other hand, 31% of respondents took part in national internships, most often short (up to 3 months).

	Internship(s) abroad	Domestic internship(s)
 NO	35 people (38.0%)	62 people (67.4%)
 YES (up to 3 months)	17 people (18.5%)	19 people (30.6%)
 YES (3-6 months)	16 people (17.4%)	4 people (4.3%)
 YES (6-24 months)	10 people (10.9%)	4 people (4.3%)
 YES (over 24 months)	13 people (14.1%)	2 people (2.2%)

Characterizing the respondents in terms of seniority (which includes the period of doctoral studies), it should be noted that apart from a large group of doctoral students (1-4 years of scientific work), the most numerous group are people who have been working at the Institute for 27 years. Among the respondents there were also individuals with 55 years of work experience at the Institute.

When asked if you are a graduate of HIIET PAS, the respondents gave the following answers (several answers could be given):

 NO	46 people (50.0%)
 YES (I did my bachelor's thesis at the Institute)	5 people (5.4%)
 YES (I did my master's thesis at the Institute)	22 people (23.9%)
 YES (I carried out my doctoral thesis at the Institute)	36 people (42.4%)

### 3.2.3. Data analysis

A detailed analysis of the answers given by the surveyed researchers (R1-R4) was carried out. The collected information made it possible to assess to what extent the functioning of the Institute is consistent with the European Charter for Researchers. An Action Plan for 2025-2028 has been developed.

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 20 principles of the new European Charter for Researchers in force from January 2025**, the content of which has been adapted to the provisions of current challenges, the changing scientific community and scientific career paths.

The gap analysis identified aspects that needed improvement. It allowed us to set priorities, as well as determine the contribution of work that will be required to achieve them.

The following aspects were analysed:

**PILLAR 1. Ethics, Integrity, Gender, and Open Science**

1. Research ethics and integrity
2. Freedom of scientific research
3. Open Science
4. Gender equality
5. Embracing diversity
6. Researchers
7. Free movement of researchers
8. Sustainability of research

**PILLAR 2. Evaluation of researchers, recruitment and promotion**

9. Researchers' Assessment
10. Recruitment
11. Selection during recruitment
12. Career Progression

**PILLAR 3. Working conditions and practices**

13. Working conditions, financing and remuneration
14. Employment Stability
15. Contractual and legal obligations
16. Dissemination and exploitation of results

**PILLAR 4. Academic career and talent development**

17. Appreciating diverse academic careers
18. Career Development and Counseling
19. Continuous professional development
20. Supervision and mentoring

**3.2.4. Strengths and weaknesses – the level of implementation of the European Personnel Strategy at HIIET PAS**

The Action Plan for the implementation of the European Personnel Strategy describes in detail the identified strengths of the Institute's human resources strategy. They were referred to the **20 principles of the new European Charter for Researchers**, effective from January 2025.

**STRENGTHS**

**PILLAR 1. Ethics, Integrity, Gender, and Open Science**

**1. Research ethics and integrity.** Researchers and doctoral students assessed the observance of ethical principles relating to the disciplines they deal with very well - 78% did not encounter dishonesty or unethical practices at the Institute. In addition, 60% of people who encountered unethical practices knew how to react.

Awareness of plagiarism issues is high. For the last 30 years, there have been no such violations at the Institute. The Secretariat of the Scientific Council of the Institute routinely uses the anti-plagiarism system to control doctoral dissertations.

Respondents are familiar with the strategic mechanisms of research funding. They obtain the necessary permits before starting scientific research or gaining access to funds. Support in this area is offered by the Project Department and the Finance and Accounting Department of the Institute, as well as funding agencies (e.g. NCN, NCBiR, ABM, NAWA).

The Institute's researchers are aware of their responsibility towards employers and funders. The Institute provides the possibility of archiving the results of completed research. Employees whose grants have been subject to external control receive sufficient support from the Institute's administration. There was no case of an external audit with a negative result or corrective recommendations.

Employees confirm compliance with health and safety regulations during the implementation of scientific research. Since 2016, the Institute has a Good Laboratory Practice Certificate. In 2019, the "Data Protection Policy", the "User Guide for Networks, Devices and Information Systems at HIIET PAS" and the "Instructions for Creating and Verifying Backups" were introduced. During the survey, researchers were asked whether the Institute provides them with the opportunity to archive the results of completed research. The vast majority of employees answered in the affirmative. In 2022, the Institute was awarded the *European Quality Certificate® 2022 – Bronze Distinction* in the Science Category.

**2. Freedom of scientific research.** Researchers and doctoral students aim to expand the boundaries of scientific knowledge, at the same time they very positively assess the possibility of exercising freedom of belief and expression and choosing methods of solving problems, in accordance with recognized ethical principles and practices. The possibility of choosing research fields (8.17/10 points) and the freedom to conduct research within the scope of one's competences/position were rated very well: 8.16/10 points.

**3. Open Science.** FAIR principles: Familiarity, Accessibility, Interoperability, Reuse are known to 45% of respondents. Employees use various available repositories (HIIET PAS does not have its own repository). The youngest employees have not yet used the repository (35% of respondents). Most do not face difficulties when depositing data.

Researchers and doctoral students assess the importance of the research conducted at the Institute for society at 7.85/10 points. The assessment indicates a high commitment from respondents to their research.

**4. Gender equality.** The survey indicated that 75% of respondents had not encountered any manifestations of discrimination. Among the remainder, 9% indicated that they had faced discrimination on the basis of their gender. In 2024, the Director's Proxy for Gender Equality was appointed, who presented the "Institute's Policy on Gender Equality" during the "The Institute in a Nutshell".

**6. Researchers.** 35% of respondents declared that breaks in the course of scientific career, resulting from work for industry or foreign trips, do not adversely affect the assessment of achievements and qualifications when recruiting researchers to the Institute. In addition, 42% of respondents marked the answer "I have no opinion". The majority of employees (75%) believe their career path is not hybrid.

**7. Free movement of researchers.** 82% of the respondents expressed a positive opinion about the possibility of mobility by the HIIET PAS. A large proportion of them are actively using the Erasmus+ programme and the available short-term visits/scholarships.

The majority of employees (61%) confirm that the Institute is prepared to recruit employees from abroad.

**8. Durability of research.** 54% of respondents believe that the current research carried out at the Institute is in line with the European Sustainable Development Goals, while 32% answered "I don't know".

## **PILLAR 2. Evaluation of researchers, recruitment and promotion**

**9. Evaluation of scientists.** The Institute conducts periodic evaluation of researchers at all stages of their scientific careers in order to regularly verify their professional performance. The evaluation is conducted in a transparent manner by a committee of the Institute's Scientific Council. Participants of the Doctoral School are subject to mid-term evaluation in accordance with the regulations of the Seminary of the Institute of Physics of the Institute of Physics in the middle of the 4-year period of education. After the introduction of the new Employee Appraisal Regulations, which have been in place at the Institute since 15/07/2022, the percentage of employees who positively evaluate it increased (from 34% to 52%). Nevertheless, 65% of respondents indicated that the regulations should contain minimum requirements (min. points) for each position. This feedback from the respondents was immediately taken into account and the Commission for the Evaluation of the Scientific Activity of Researchers proposed modifications to the existing regulations to the employees and the Scientific Council of the Institute, presenting the point thresholds for each position, which were introduced by the Director's Order No. 6/2025 of 3.04.2025.

**10. Recruitment.** The respondents show knowledge (66-80%) of the recruitment procedures in force at HIIET PAS, both in terms of the ease of access to documentation and their understanding, and effectiveness in terms of individual assessment (83%). The majority believes that the current way of disseminating advertisements is sufficient (85%). Among the main features of recruitment in accordance with the HRS4R requirements, the strength of the Institute is conducting recruitment in an open manner. The Institute's strength is that recruitment is based on direct meetings of the recruitment committee with candidates, with remote meetings allowed in justified cases.

The Institute conducts recruitment in accordance with the Regulations for Conducting Competitions for Scientific Positions at HIIET PAS, which is known to the respondents. In the case of the Doctoral School of the Seminary of the IPA, the recruitment guidelines are included in the Recruitment Rules for the Seminary of the IPAS and are known to the respondents. 78% of respondents admitted that the recruitment formula for doctoral students has clearly defined rules.

More than half (54%) of the respondents confirm that the Institute promotes the inclusion of researchers at the beginning of their careers in research teams.

Of the 26% of respondents, 18% confirmed that the Institute has the necessary documents to recruit and employ employees from abroad. 65% answered: "I don't know".

**11. Selection during recruitment.** 87% of respondents admitted that the Institute has effective and clear (both for recruiters and candidates) procedures for the recruitment of researchers. 83% of respondents admitted that the process of verification of researchers allows for assessment based not only on bibliometric indicators, but also on the assessment of scientific achievements, professional and teaching experience, and teamwork.



The recruitment process at the Institute takes into account the element of professional mobility as a positive and important element of professional experience, and each time this experience is considered against the background of all the candidates' academic and professional achievements.

**12. Career progression.** The Institute has procedures for the professional development path for researchers (Regulations for promotion to scientific positions) and specialists conducting scientific research. 80% of employees have familiarized themselves with the minimum requirements for scientific promotion at the Institute.

87% of researchers believe that their contribution to published teamwork is properly taken into account. 78.5% of respondents did not experience problems related to publishing the results of their own research as a "senior author".

### **PILLAR 3. Working conditions and practices**

**13. Working conditions, financing and remuneration.** The respondents assessed positively (55%) the Institute's provision of a friendly environment for scientific research in the field of research infrastructure and training. Cooperation with most of the Institute's units supporting research was positively evaluated. The Institute's flexibility in the organisation of work supporting the reconciliation of family and professional life was assessed as good (7.27/10 points).

Most of the respondents have so far used non-full-time remuneration options, i.e. external projects (38%), cooperation with industry (7%), discretionary bonus for scientific activity (25%), regulations for remuneration from projects, the so-called PACT for active projects (5%). 63% of respondents do not know whether the Institute effectively resolves conflicts between employees, which indicates that they have never encountered a conflict in the workplace serious enough to require specific solutions.

**14. Stability of employment.** The vast majority of employees answered that work at the Institute is stable. In addition, 65% of respondents use the introduced remote work option.

**15. Contractual and Legal Obligations.** Researchers at all stages of their careers are familiar with the national and institutional rules governing training, working conditions and intellectual property rights. Employees managing grants understand and know how to meet the formal requirements set in projects.

More than half of the respondents (53%) confirmed that they were familiar with the regulations for the management of intellectual property rights in force at the Institute. Only 35% of employees know who to contact in order to sign a confidentiality agreement and 54% know who to turn to in order to protect intellectual property. Almost all employees (92%) know that the Institute is the owner of their research results (employee intellectual property) obtained as part of the research conducted at HIIET PAS.

**16. Dissemination and exploitation of results.** In accordance with the provisions of grant agreements, all researchers ensure that the results of their research are disseminated. The vast majority of employees personally participate in the popularization of science (Lower Silesian Science Festival, HIIET Station, radio broadcasts). 74% of the respondents do not encounter formal difficulties in the dissemination of scientific research results.

## **PILLAR 4. Academic career and talent development**

**17. Appreciation of diverse scientific careers.** In their opinions, the respondents see the challenges associated with breaks in their scientific careers, but 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. Career development and consulting.** As expected, the Institute enabled PhD students to take advantage of career counselling. 8.6% of doctoral students benefited.

**19. Continuous professional development.** Staff ensure that their scientific activities are presented to the general public in a way that is understandable to non-specialists. For many years, the Institute has been participating in the Lower Silesian Science Festival, contributing to the education of children, youth and adults in the field of biology, microbiology, medicine and immunology, through lectures and workshops. In 2024. The Institute received another project of the Ministry of Education and Science "Social Responsibility of Science – Popularization of Science and Promotion of Sport", for the continuation of the project Stacja HIIET – the Institute's popularizing channel. Almost 64% of respondents use external training.

**20. Supervision and mentoring.** Over 69% of the respondents positively assess the support of the supervisor in the development of their scientific career. The support of the assistant supervisor by the PhD students is equally positively evaluated.

The survey found that 89% of those surveyed were involved in caring for less experienced colleagues. What is more, this way of exchanging experiences works very well. Relations with junior academics were very well rated 8.22/10 points, while with older employees 7.15/10 points.

More than 76% of staff said that teaching activities are not an obstacle to research.

Employees strongly point to the need for continuous improvement of qualifications. 64% of respondents declared that they had used external training. The leading topics of these trainings were getting acquainted with new methods and operating the equipment. The weekly lectures of the institute, the so-called Thursday lectures, were also well evaluated as a place of acquiring and practical passing it on. It is also important to note here the good perception of the teaching activities that take place within the doctoral school and the positive perception of the expansion of the availability of lectures to all employees.

People with scientific supervisors rated the support they receive from the academic supervisor very well. 92% of respondents attend seminars of their teams, 47% of which take them regularly.

## **WEAKNESSES:**

### **PILLAR 1. Ethics, Integrity, Gender, and Open Science**

**1. Research ethics and integrity.** 51% of respondents do not know who the Institute's Ethical Advisor is. This shows that actions are needed to facilitate access to information in this area. At the same time, the respondents indicated individual problems with compliance with the principles of ethics at the Institute.

Despite the technical capabilities provided by the Institute in the field of data archiving and backup, knowledge about the available archiving methods and their use is still insufficient.

**3. Open Science.** FAIR principles: Familiarity, Accessibility, Interoperability, Reuse are unknown to 55% of respondents. Employees use repositories when needed. However, the study indicated the need to develop information about the availability and rules of using repositories.

**4. Gender equality.** The study found that 26% of employees had faced discrimination in the workplace on the grounds of gender (3%), age (25%), origin (8%), sexual orientation (11%), religion (3%) and other reasons (31%) (not stated).

**5. Embracing diversity.** 25% of respondents answered affirmatively to the question about discrimination. These people represented a wide cross-section of positions (ages). Despite the very good perception of the work environment at the Institute, it is necessary to investigate the reasons why the respondents encountered cases of discrimination. The Institute met the requirements of the European Union and in 2022 appointed the Director's Proxy for Follow-Up – to clarify matters and communicate with the whistleblower.

In addition, more than half of the respondents do not know to whom to report cases of discrimination. After the entry into force of the national regulations, the Institute's Regulations on receiving internal reports of violations of the law and taking follow-up actions at the Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences in Wrocław will be implemented.

**6. Researchers.** Respondents in 23% declared that breaks in the course of scientific career, resulting from work for industry and foreign trips, had a negative impact on the assessment of achievements and qualifications when recruiting researchers to the Institute.

**7. Free movement of researchers.** Accepting scientists from abroad struggles with the need to strengthen the administrative side in this process (respondents' rating 4.79/10 points). The most important problem is the lack of communicative English among administrative staff.

## **PILLAR 2. Evaluation of researchers, recruitment and promotion**

**9. Evaluation of scientists.** 76% of respondents believe that the Institute lacks a system to motivate researchers. Due to the lack of funds for scientific bonuses, the regulations for granting bonuses for scientific activity have been suspended for several years. 73% of respondents believe that negatively evaluated employees do not suffer any consequences of a negative evaluation.

**10. Recruitment.** The respondents pointed to the lack of a policy for managing the human potential, which are the graduates of the Doctoral School of the Seminary of the Institute of Economics of the Institute of Sciences. The respondents expected support in the organization of foreign internships and the opening of competitions addressed to the most promising graduates of the Seminary of the IPAS and employing them in scientific positions with requirements adequate to the stage of their scientific career, and not in specialist positions (in the opinion of the respondents – below their qualifications).

The respondents rated the Institute's administrative preparation for hosting scientists from abroad at 4.79/10 points.

46% of respondents believe that the Institute does not promote the inclusion of researchers at the beginning of their careers in research teams.

**12. Career progression.** 21.5% of respondents experienced problems related to publishing the results of their own research as a "senior author".

### **PILLAR 3. Working conditions and practices**

**13. Working conditions, financing and remuneration.** 59% of respondents believe that the remuneration rules at HIIET PAS are not fair, while 32% answered "I don't know" to the question asked.

45% of respondents believe that the Institute does not provide a stimulating research environment (equipment, infrastructure). They point to difficult access to equipment, lack of funds for equipment service, lack of funds for external training, lack of training conducted by core facilities.

**14. Stability of employment.** The support received by young scientists in the field of social protection and stable working conditions was rated at 5.6/10.

The support of the scientific community in the administrative field needs to be strengthened, which was assessed by the respondents: 4.75/10 points.

**15. Contractual and Legal Obligations.** Almost half of the respondents (47%) are not familiar with the regulations for the management of intellectual property rights in force at the Institute. Only 35% of employees know who to contact in order to sign a confidentiality agreement and 54% know who to contact in order to protect their intellectual property.

31% of employees indicated that the Institute does not effectively resolve conflicts between employees.

### **PILLAR 4. Academic career and talent development**

**18. Career development and consulting.** Employees strongly emphasize in their statements that they lack training in soft skills, i.e. team communication, public speaking, preparing presentations, managing a research group, writing grant projects.

In connection with the preparation of national and international projects, the employees assessed the Institute's support in this area at 4.65/10 points (national applications) and 4.45/10 points (international applications).

**20. Supervision and mentoring.** A large number of respondents expressed their opinion on the need to support superiors in improving interpersonal communication.

#### **3.2.5. Priorities of HIIET PAS in the short and medium term that have changed**

The following issues have been recognized as the development priorities of HIIET PAS:

- significant intensification of international cooperation through the acquisition of projects, with particular emphasis on international sources,
- increasing the Institute's position in the international and national arena.

The implementation of these goals requires taking action for a much wider internationalization of the teams working at the Institute, more effective international exchange aimed not only at the mobility of HIIET employees and doctoral students to recognized research centers, but also at acquiring foreign employees to participate in research work at the Institute, e.g. as part of employment in post-doc positions. The key task is therefore to support mobility in the broadest sense, including ensuring the return to HIIET of people after internships and periodic, even several years, stays in other centers. One of the tasks undertaken by HIIET PAS in order to increase the mobility of employees

and doctoral students and to strengthen the internationalization of HIIET PAS was to submit applications to the programs: Strategic Partnerships (NAWA) and PROM - short-term academic exchange (NAWA).

### **3.2.6. Circumstances in which HIIET PAS operates, which have changed and therefore had an impact on the HR strategy of the Institute**

In the last three years, the structure of grants implemented at the HIIET has changed, subject to a gradual increase in the share of research and development grants taking into account the implementation of developed solutions for economic and social activities (e.g. in the field of health care) in relation to the mainly previously implemented grants in the field of basic sciences under funding from the National Science Centre. This situation forces an increase in the employment of employees engaged exclusively in the implementation of projects, as well as potentially significantly affects the structure of involvement of scientific and research and technical employees between statutory activities (financed as own research under subsidies) and project activities financed from various external sources. In this context, it has become necessary to work on amending the Regulations for the remuneration of HIIET employees, with particular emphasis on the principles of employment and remuneration under projects. The percentage of researchers winning grants for basic research has also decreased, which requires the introduction of corrective actions in this area, as basic research is an integral part of building the HIIET PAS brand in the international arena.

### **3.2.7. Strategic decisions of HIIET PAS that have an impact on the "Action Plan 2025-2028"**

The aim is to improve the implementation of the Action Plan in the context of the Institute's strategic activities increasing the role and share of research and development grants, which are m.in to significantly expand the implementation potential of HIIET PAS, which means the need for appropriate preparation and training of employees, as well as appropriate management of the HIIET PAS' human resources. It has become necessary to create simple and clear rules related to the involvement of employees in the implementation of grants. In this context, work has been undertaken to amend the Regulations on the remuneration of the Institute's employees, with particular emphasis on the principles of employment and remuneration under grants.

The technical side of HR and payroll services also requires significant improvement through the implementation of new software in the HR and Payroll Department, which is ultimately to provide each employee with ongoing access to information about their HR and payroll situation.

### **3.2.8. Degree of implementation of the "Action Plan 2023-2025" and the "Action Plan 2025-2028"**

Table 5 presents all planned activities implemented by HIIET PAS since 2023 - activities planned both in the "Action Plan for 2023-2025" and "Action Plan for 2025-2028" the stage of implementation of each of the activities is taken into account: (I) completed, (II) in progress, (III) extended and (IV) new.

The "Action Plan for 2023-2025" plans and undertakes the implementation of 14 activities, prepared in accordance with the European Charter for Researchers valid until December 2024 (GAP rules 1-40). Within 2 years, actions No. 2, 3, 4, 5, 7, 8, 9, 12, 13 (9 out of 14 planned actions) were completed. Unfinished activities have been entered into the "Action Plan for 2025-2028" as: (I) in progress (action no. 6) and extended (actions no. 1, 10, 11, 14).

In the "Action Plan for 2025-2028" – a total of 13 activities to be implemented were included – 5 activities from the "Action Plan for 2023-2025" (described above) and 8 new activities, defined on the basis of a survey (gap analysis) among researchers and PhD students of HIIET PAS (Table 5, Activities No. 15-22). The activities that have been carried over to continuation from the "Action Plan 2023-2025" have been retained with the previously assigned GAP rules (1-40), while the new tasks have been assigned rules in accordance with the new European Charter for Researchers in force from January 2025 – 20 principles of the new European Charter for Researchers. In addition, selected activities continued from the "Action Plan for 2023-2025" were assigned new units/persons responsible for their implementation.

The "Action Plan 2025-2028" will be implemented over a period of three years, starting from March 2025. The implementation of all activities in accordance with the proposed schedule will continue to be coordinated by the Work Team for the Implementation of the HRS4R, and the monitoring of the work by the Monitoring Team for the HRS4R with the support of the Institute's Scientific Council. The organisational units and/or persons responsible for the implementation of a given action and the deadlines are indicated in Table 5.

The Work Team for the Implementation of the HRS4R will meet quarterly to monitor the progress of work (implementation of tasks, indicators and targets) and to respond to possible delays and difficulties in implementation. The meetings will be attended by the Heads of units responsible for the implementation of activities and the Deputy Director for Scientific Affairs of the HIIET PAS. At least once a year, the Work Team for the implementation of HRS4R will submit to the Director of the Institute and members of the Scientific Council of the Institute a report on the implementation of the HR Strategy. Activities that fall within the competence of the Scientific Council will be carried out on an ongoing basis, taking into account the schedule of meetings. At the same time, the progress of work and the effects of the implementation of the strategy will be consulted on an ongoing basis with the Institute's employees and doctoral students as part of the Institute's Colleges.

Table 5. List of all actions/activities planned for implementation under the "Action Plan 2023-2025" and "Action Plan 2025-2028".

ACTION / ACTION	ZASADA (Y) GAP	DEADLINE / TIME OF IMPLEMENT ATION	RESPONSIBLE BODY	INDICATORS/TARGETS
<p><b>EXTENDED TASK</b></p> <p><b>Action 1. Supplementing and improving the functionality of the public and intranet website of the Institute in the field of popularization of issues related to the HRS4R requirements.</b></p> <p>A1.1 <u>COMPLETED</u>. Creation of a tab on the HRS4R strategy covering its key aspects, such as Ethics in Science, Recruitment, Conditions and Safety at Work, Training and Development, including the indication of representatives of employee groups in the Institute's bodies and committees.</p> <p>A1.2 <u>ONGOING</u>. Placing documents, orders and regulations</p>	2, 12, 13, 15, 32, 35, 30, 39	<p>A.1.1. I quarter 2023 – II quarter 2024</p> <p>A.1.2 I quarter 2023 – IV quarter 2024</p>	<p>A1.1. The Work Team for the Implementation of the HRS4R – Guidelines/IT Department and Individual Units – Implementation</p>	<p>I1.1. Increasing the percentage of employees declaring knowledge of where to find information on the Institute's internal procedures and regulations, declaring knowledge of the functioning of the Ethics Advisor at the Institute and the Disciplinary Committee of the first instance and the Disciplinary Ombudsman, the National Committee on Ethics in Science at the Polish Academy of Sciences, the Director's Proxy for Reports.</p> <p>I1.2. Publication and description of representatives of all employee groups in institute bodies and commissions.</p> <p>An increase in the percentage of respondents declaring that they know where to turn in the event of conflicts, disputes and irregularities was achieved</p> <p>After the end of the survey, a meeting was held with the director's Proxy for reports and the disciplinary spokesman as part of the "The Institute in a Nutshell". The purpose of the meeting was to remind whom and how to turn in the event of conflicts, disputes and irregularities.</p>

<p>as well as sample letters in a format that allows you to search the text.</p> <p>A1.3. <u>NEW</u>. Updating the HRS4R strategy tab with milestones and important information related to the implementation of the Strategy.</p> <p>A1.4. <u>NEW</u>. Publication and description of representatives of all employee groups in institute bodies and committees in the LOGOHRS4R tab.</p>		<p>CONTINUATION: A1.2.</p> <p>I quarter 2025 – IV quarter 2028</p> <p><b>NEW:</b></p> <p>A1.3.</p> <p>I quarter 2025 – IV quarter 2028</p> <p>A1.4. I quarter 2025-IV quarter 2025</p>	<p>A1.2. Secretariat of the Director and</p> <p>The Work Team for the Implementation of the HRS4R/ IT Department and individual units - implementation</p> <p><b>NEW:</b></p> <p>A1.3. Work Team for the Implementation of the HRS4R/ IT Department</p> <p>A1.4. Scientific Documentation and Information Department in cooperation with individual organizational units</p>	<p>-----</p> <p>T1. Improvement of the functionality of the Institute's website in the field of popularization of issues related to the Institute's personnel strategy, measured by the number of news and announcements made available on the Institute's website and the increase in the number of visits to the site.</p> <p>The goal of the functionality of the Institute's website in the field of popularization of issues related to the Institute's personnel strategy was achieved, measured by the number of news and announcements made available on the Institute's website and the increase in the number of visits to the site. An upward trend was noted in the following areas:</p> <ul style="list-style-type: none"> <li>- Number of published news on the HIET website in 2023-2024: 94,</li> <li>- Visits to the website <a href="https://hirszfeld.pl">https://hirszfeld.pl</a> (2023-2024): 436401 views; January-February 2025: 51196 views.</li> </ul> <p>T1. Increasing the percentage of employees declaring knowledge about where to find information on the Institute's internal procedures and regulations and declaring knowledge about the units supporting the scientific division functioning at the Institute.</p> <p>A series of meetings for employees and doctoral students were held as part of the "The Institute in a Nutshell" campaign. From October 2024, the formula of the "The Institute in a Nutshell" has been</p>
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				<p>changed to regular weekly meetings presenting individual units and procedures of the institute.</p> <p>-----</p> <p>T1. Strengthening the functionality of the Institute's website in the field of popularization of issues related to the Institute's personnel strategy, measured by the number of news and announcements made available on the Institute's website and the increase in the number of visits to the site.</p>
<p><b>JOB COMPLETED</b></p> <p><b>Action 2. Creation of an interactive tool facilitating access to information related to work at the Institute and procedures in force at the Institute.</b></p> <p>It is assumed 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.</p>	2, 13, 15, 24, 34	I quarter 2023 – II quarter 2024	ork Team for the Implementation of the HRS4R /IT Department	<p>I2.1. Percentage of surveyed employees declaring improved access to work-related information at the Institute after the implementation of the interactive tool</p> <p>I2.2. Tool visit/usage counter</p> <p>-----</p> <p>T2. Improving the assessment of the availability of information and documents related to recruitment.</p> <p>T2. Improving the assessment of career development support by employees and doctoral students.</p> <p>The availability of information and documents related to recruitment, work at the institute and procedures in force at the institute was improved.</p>
<p><b>JOB COMPLETED</b></p> <p><b>Action 3. Amendment of the Regulations for Competitions for</b></p>	12, 13, 15, 16, 17, 19	I quarter 2023 – III quarter 2023	A3.1-10. HR Department in consultation with the	I3.1-10. Amendment of the Regulations of Recruitment for scientific positions by order of the Director of the Institute.

<p><b>Research Positions, taking into account the HRS4R Rules.</b></p> <p>A3.1. Adding 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. Adding a candidate evaluation form that takes into account the assessment criteria in accordance with the guidelines of the HRS4R Code, including creativity, independence, experience resulting from teaching and caring for students, teamwork skills, knowledge transfer, popularization of science, or innovative activities (in the case of 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. Extension of the time for publication of the announcement to 30 days, with the possibility of</p>			Deputy Director for Research	<p>I3.4, I3.8, I3.10. Determination of the percentage of applicants from under-represented groups (currently not monitored).</p> <p>I3.3., I3.4., I3.1.0, 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 the number of additional tools used to publish job advertisements.</p> <p>I3.1-8. Amendment of the Regulations of Recruitment for scientific positions by the order of the Director of the Institute 3/2025 of 30.01.2025. The Regulations have been supplemented with elements A3.1-A3.8 of this action. Both regulations were consulted with employees and doctoral students and received a positive opinion from the Institute's Scientific Council. Forms and instructions necessary for the recruitment process have been prepared. Access to all documents on the HIET PAS website (intranet and extranet) was provided.</p> <p>The new Regulations were the subject of an information meeting "The Institute in a Nutshell" on 30/01/2025, the training was conducted by Anna Pawlik, PhD, Chairwoman of the Research and Development Committee of the Scientific Council.</p> <p>The percentage of applicants from underrepresented groups and those who are not graduates of the Institute, including candidates from abroad, is determined during the annual audit of the</p>
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<p>shortening it to 14 days in the case of positions financed from grants.</p> <p>A3.5. The recruitment procedure (Regulations) will be supplemented by the requirement to submit Curriculum Vitae in the form of an "evidence-based-CV".</p> <p>A3.6. The procedure for the evaluation of candidates for scientific positions will be supplemented with guidelines for consultations on the recognition of qualifications of candidates from abroad, based on the guidelines of associations such as the National Academic Recognition Information Centres and the ENIC Network (European Network of Information Centres).</p> <p>A3.7. The recruitment procedure will be supplemented from the organisational point of view with a recommendation to inform the evaluated candidates about the results of the competition and the strengths and weaknesses of the applications.</p> <p>A3.8. The recruitment procedure will be supplemented with an</p>				<p>recruitment process conducted by the Chief Quality Specialist in the HR and Payroll Department.</p> <p>As a result of the 2022 gap analysis, additional channels for the dissemination of job advertisements were created, such as LinkedIn, Facebook. However, after consultations with the management of organizational units, it was decided that the use of these channels would be voluntary. The recruitment regulations indicate the BIP channels, the HIIET PAS website, the websites of grant agencies and Euraxess as mandatory.</p> <p>The 2024/2025 survey showed a good assessment of the way job advertisements were presented. Individual voices of dissatisfaction in this regard are examples of adopting the perspective of HIIET promotion and reaching out with advertisements (the point of view of the seeker).</p> <p>-----</p> <p>T3. The principles of the recruitment process at the Institute are in line with the HRS4R and OTM-R Strategy – both at the organizational and process level.</p>
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<p>appeal procedure, 10 days for appeal.</p> <p>A3.9. Development of a bilingual (Polish and English) template of job offers.</p> <p>A3.10. Translation of the Regulations and making the document available on the public website of the Institute.</p>				
<p><b>JOB COMPLETED</b></p> <p><b>Action 4. Development and introduction of employment and promotion criteria for employees employed in scientific positions.</b></p>	21, 30	I quarter 2023 – IV quarter 2023	HR Department in consultation with the Deputy Director for Scientific Affairs, Scientific Council	<p>I4.1. Introduction of Criteria for employment and promotion for employees employed in scientific positions.</p> <p>I4.2. Quality control of promotion proposals at the Institute of the Polish Academy of Sciences.</p> <p>-----</p> <p>T4. Employees know the minimum requirements for employment and promotion in scientific positions.</p> <p>T4. The Institute provides employees with equal and fair access to the promotion path.</p> <p>Amendment of the Regulations for Recruitment for Scientific Positions (See Action 3) and introduction of the Regulations for Promotion to Scientific Positions for the first time by the Order of the Director of the Institute 3/2025 of 30.01.2025.</p> <p>The new Regulations contain minimum recommendations for recruitment and promotion, were the subject of an information meeting "The</p>

				Institute in a Nutshell" on 30.01.2025, the training was conducted by Anna Pawlik, PhD, Chairwoman of the Research and Development Committee of the Scientific Council. Both regulations were consulted with employees and doctoral students and received a positive opinion from the Institute's Scientific Council.
<p><b>JOB COMPLETED</b></p> <p><b>Action 5. Using the potential of social media to increase the recognition of the Institute, the reach of recruitment and popularization of science.</b></p> <p>A5.1. Setting up and maintaining the Institute's profile on Facebook and LinkedIn</p> <p>A5.2. Updating and maintaining the Twitter profile.</p> <p>A5.3. Establishing LinkedIn contacts with the Institute's associates, partners of the Institute</p>	8, 12,13, 18, 21, 23, 39	I quarter 2023 – IV quarter 2024	<p>A5.1. Scientific Documentation and Information Department; IT Department</p> <p>A5.2. Scientific Documentation and Information Department;</p> <p>5.3. Doctoral Self-Government, Technology Transfer Centre MediTransfer Sp. z o.o., Deputy Director for Scientific Affairs</p>	<p>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</p> <p>I5.2. Increasing the number of contacts and messages on social media, number of job offers on social media profiles, number of events shared on social media profiles</p> <p>I5.3. Creation of a LinkedIn profile, number of job offers on social media profiles, number of events shared on social media profiles.</p> <p>I5.4. Number of contacts with associates, partners of the Institute, graduates of doctoral studies and doctoral school established via LinkedIn.</p> <p>I5.5. Number of candidates applying for competitions.</p> <p>I5.6. Number of candidates for the doctoral school in the annual recruitment.</p>

and graduates of the doctoral studies and the Doctoral School of the Seminary of the Institute of Physics of the Institute of Physics.				<p>-----</p> <p>T5. Improving the availability of job offers.</p> <p>T5. Improving the availability of information related to recruitment to the doctoral school, events organized at the Institute, local scientific events.</p> <p>T5. Improving the availability of training offers.</p> <p>T5. Increasing the number of followers of the Institute's social media.</p> <p>The Institute's FACEBOOK profile was set up on 17.08.2023. So far, 202 posts have been published on it, which concerned, among others:</p> <ul style="list-style-type: none"> <li>- Scholarships, awards and achievements of the Institute's staff (29-w),</li> <li>- Grants and publications (24 posts),</li> <li>- Defense of doctoral dissertations (15 stops-w),</li> <li>- Conferences, lectures, seminars, Lower Silesian Science Festival, scientific workshops and meetings (60 posts),</li> <li>- Job offers (1 post),</li> <li>- Other topics (73 posts).</li> </ul> <p>The Institute's profile on Facebook is very popular. Over the past month, the following have been recorded:</p> <ul style="list-style-type: none"> <li>- 10,586 views,</li> <li>- Range: 1347</li> <li>- Content interactions: 308</li> </ul> <p>The Institute's profile on LINKEDIN was created on 11.09.2023. So far, 1 post has been published on it, 5 publications and 1 job offer have been made available.</p> <p>In the last 15 days, the following were recorded:</p>
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				<p>- 471 views - Responses: 20</p> <p>In a survey conducted among researchers and doctoral students, 85% of respondents answered that publishing job advertisements on the Institute's website, the profile of the Ministry of Science and Higher Education (Public Information Bulletin), the EURAXESS website, the websites of research-funding institutions and, optionally, on LinkedIn and Facebook are sufficient to promote employment at the Institute.</p> <p>A significant increase in contacts established in social media with colleagues, partners of the Institute, graduates of doctoral studies and doctoral school established through LinkedIn and Facebook was found: OBSERVERS (as of 19.02.2025) FACEBOOK: 439 people Including: 73.2% - women, 26.8% men Including: 92.7% Poland, 7.3% residents of other countries LINKEDIN: 197 people - New followers (last 30 days): 38 people</p> <p>Ordinance No. 1/2025 of the Director of HIIET PAS of 10.01.2025 sets out the rules for publishing information on HIIET PAS information channels and the rules for using the Institute's name and property in statements, interviews and publications of a scientific and non-scientific nature.</p>
<b>TASK IN PROGRESS</b>	15, 18, 21, 29	<b>COMPLETED:</b> A.6.2		I6.1. Number of translated and shared HR documents.

<p><b>Action 6. Activities for foreigners.</b></p> <p>A6.1. <u>ONGOING.</u> Translation and publication of relevant documents and regulations into English.</p> <p>A6.2. <u>COMPLETED.</u> Translation and publication of recruitment regulations and documents related to recruitment into English.</p> <p>A6.3. <u>ONGOING.</u> Dissemination of messages important for employees and doctoral students in English.</p> <p>A6.4. <u>ONGOING.</u> Conducting English language courses for employees of support departments.</p> <p>A6.5. <u>ONGOING.</u> Improvement of the English version of the website.</p>		<p>I quarter 2023 – II quarter 2024</p> <p><b>IN PROGRESS:</b> A6.1, A6.3-6.4 I quarter 2023 – IV quarter 2028</p>	<p>6.1. HR Department</p> <p>6.2. HR Department</p> <p>6.3. Secretariat of the Director</p> <p>6.4. Secretariat of the Director</p> <p>6.5. Scientific Documentation and Information Unit/IT Department</p>	<p>I6.2. Timely publication of the English version of the recruitment regulations and documents on the website.</p> <p>I6.3. Number of tabs on the website in English.</p> <p>I6.4. Number of bilingual messages.</p> <p>I6.5. Number of employees of support departments participating in English language courses.</p> <p>I6.6. Number of employees of auxiliary departments declaring knowledge of English.</p> <p>-----</p> <p>T6. Improving the Institute's adaptation to receiving employees from abroad.</p> <p>T6. Increase in the percentage of respondents who positively assess support for mobility.</p> <p>T6. Increase the percentage of respondents positively assessing the Institute's adaptation to hosting scientists from abroad.</p> <p>The Institute carries out many activities for foreigners. We note an improvement in the Institute's adaptation to receiving employees from abroad. The OTM-R Policy was implemented, and the Regulations of recruitment for scientific positions of HIIET PAS were updated, adapting them to the guidelines of the European Human Resources Strategy. All necessary personnel documents have been made available to the employees of HIIET PAS</p>
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				<p>on the Institute's website. Most of the documents/forms used in the recruitment of researchers and conducting HR policy have been translated into English.</p> <p>English courses for employees of auxiliary departments are continued, with 20 participants. 60% of employees in support departments declare knowledge of English.</p> <p>Currently, work is underway to improve the English-language website of the Institute.</p> <p>The Regulations for the recruitment and promotion of researchers at HIIET PAS have been translated.</p> <p>During a survey conducted at the turn of 2024/2025, 60% of respondents answered that the Institute provides the opportunity to hire employees / students from abroad.</p> <p>The respondents expressed the opinion that the Institute needs to be promoted outside Polish.</p>
<p><b>JOB COMPLETED</b></p> <p><b>Action 7. Activities to support professional development and mobility.</b></p> <p>A7.1 Presentation and promotion of the existing cooperation between the Institute and the commercial sector,</p>	21, 22, 23, 28, 30	I quarter 2023 – IV quarter 2024	<p>A7.1. Technology Transfer Center MediTransfer Sp. z o.o.</p> <p>A7.2. Doctoral Students' Self-Government/Department of Information and Scientific Documentation/</p>	<p>I7.1. Creating 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. Improving the assessment of the research environment.</p>

<p>A7.2 Establishing/renewing contacts with former employees of the Institute currently employed in industry or in other scientific and research units, by creating a network of contacts in social media, e.g. LinkedIn</p> <p>A7.3 Organization of meetings with former doctoral students or employees of the Institute who are currently employed in industry. Discussion on professional development, career and commercialization of research.</p>			<p>Technology Transfer Centre MediTransfer Sp. z o.o.</p> <p>A7.3. Doctoral Students' Self-Government</p>	<p>T7. Providing career counseling for doctoral students.</p> <p>T7. Improving the assessment of career planning support.</p> <p>T7. Improving the assessment of the research environment in terms of commercialisation.</p> <p>During the survey in 2024/2025, researchers and doctoral students were asked which of the activities carried out at the Institute in 2022-2024 as part of the European Human Resources Strategy they consider supportive. About 40% answered that the launch of the institute's social media: Facebook, LinkedIn.</p> <p>A beneficial aspect is the support of the Institute in the possibility of establishing or renewing contacts with former employees of the Institute, currently employed in industry or other scientific and research units.</p> <p>During the "The Institute in a Nutshell", the President of the Technology Transfer Center MediTransfer Sp. z o.o. HIET PAS presented the possibilities of establishing cooperation with the commercial sector and the benefits resulting from it.</p> <p>Thanks to the agreement with the Career Office of the Wrocław University of Science and Technology, the Institute provides doctoral students and researchers with the opportunity to take advantage of career counseling.</p>
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				During the survey, over 80% of researchers and doctoral students answered that the Institute enables professional mobility. Employees are interested in geographical, interdisciplinary and cross-sectoral mobility. The respondents admitted that they use the ERASMUS programme, short trips to consult with a consortium member and conduct research or to scientific conferences.
<b>JOB COMPLETED</b>  <b>Action 8. Diagnosis and tools to solve problems related to working conditions, discrimination and conflicts</b>  A8.1. Conducting a survey detailing the signals of discrimination at the Institute.  A8.2. Presentation of the competences of the Director's Proxy for Reports and development of the Regulations for receiving internal reports of violations of the law and taking follow-up actions in force at the Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences	10, 24, 34, 35	I quarter 2023 – IV quarter 2024	A8.1. HR Department  A8.2. Director of the Institute	I8.1. Results and analysis of a questionnaire diagnosing signals of discrimination.  I8.2. Presentation of the competences of the Director's Proxy for Follow-up Actions – to clarify matters and communicate with the whistleblower to the Institute's employees.  I8.3. Publication of the rules of operation of the Director's Proxy for Follow-Up Actions – to clarify matters and communicate with the whistleblower on the Institute's website.  I8.4. Creation of a tab on Ethics in Science on the Institute's website.  I8.5. Revision and dissemination of the rules for conducting the OHS workplace instruction.  I8.6. Number of proceedings conducted by the Director's Proxy for Reports, the Ethics Advisor and the Disciplinary Committee of the First Instance and the Disciplinary Officer of HIIET PAS.  I8.7. Results and analysis of a questionnaire diagnosing communication between

<p>(update of the Institute's organizational chart).</p> <p>A8.3. Ensuring knowledge of the Regulations on receiving internal reports of violations of the law and taking follow-up actions in force at the Institute of Immunology and Experimental Therapy of 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 the regulations and the procedure for reporting complaints and conflicts to the Ethics Advisor at HIIET PAS.</p> <p>A8.5. Increasing the knowledge of the procedure for reporting OHS deficiencies to the OHS Inspector.</p> <p>A8.6. Conducting a survey on potential health and safety violations/shortcomings.</p>			<p>A8.3. Director's Proxy for Leads</p> <p>A8.4. Ethical Advisor of HIIET PAS</p> <p>A8.5. Health and Safety Inspector</p> <p>A8.6. Health and Safety Inspector</p>	<p>laboratories/departments and employees and doctoral students.</p> <p>-----</p> <p>T8. Reducing the number of people declaring that they have encountered manifestations of discrimination.</p> <p>T8. Increasing the percentage of people declaring knowledge of the functioning of the Director's Proxy for Reports, the Ethics Advisor, the Disciplinary Committee of the First Instance and the Disciplinary Spokesman of the HIIET PAS.</p> <p>T8. Increasing the percentage of people declaring knowledge of the scope of the powers and responsibilities of the Director's Proxy for Follow-Up Actions – to clarify matters and communicate with the whistleblower.</p> <p>T8. Increasing the percentage of respondents declaring that they know where to turn in the event of conflicts, disputes and irregularities.</p> <p>T8. To raise awareness of confidential and informal assistance regarding dispute resolution at the Institute.</p> <p>T8. Improving the assessment of the effectiveness of problem solving between the employee and the Institute or between employees.</p>
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<p>A8.7. Increasing the knowledge of the Internal Anti-Mobbing Policy at HIIET PAS.</p> <p>A8.8. Dissemination of information about planned colleges among all employees and doctoral students, in order to facilitate the path of reporting problems.</p>			<p>A8.7. HR and Payroll Department.</p> <p>A8.8. Director of the Institute, Secretariat of the Director</p>	<p>T8. Reduce the number of employees declaring knowledge of non-compliance or giving a "don't know" answer.</p> <p>T8. Increasing the sense of influence on the interests of one's professional group as part of the organizational and administrative activities of the Institute.</p> <p>In the fourth quarter of 2022, an anonymous survey was conducted among researchers and doctoral students on whether the respondents encountered any symptoms of discrimination or mobbing while working at the Institute. About 10 percent of the 102 respondents answered that they had encountered mobbing in their work, but none of these situations was reported to the Director's Proxy for Mobbing or the Director's Proxy for Mobbing. To take follow-up actions – to clarify matters and communicate with the whistleblower.</p> <p>The results of the 2022 survey showed that about 60% of employees do not know the procedure for reporting cases of discrimination at HIIET PAS.</p> <p>In response to the alarming signals, a number of actions were taken:</p> <ul style="list-style-type: none"> <li>- As part of the "The Institute in a Nutshell", the person of the Director's Proxy for Follow-Up Actions – for Clarifying Matters and Communication with the Whistleblower, the Disciplinary Spokesman and the</li> </ul>
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				<p>Director's Proxy for Gender Equality was presented 2 times (in 2023 and 2025)</p> <ul style="list-style-type: none"> <li>- easy access for employees has been taken care of</li> <li>- Document s-clarifying the rules for reporting discrimination or mobbing.</li> <li>- in 2024, the Director's Proxy for Gender Equality was appointed, who presented the "Institute's Policy on Gender Equality" during the "The Institute in a Nutshell".</li> <li>- at the turn of 2024/2025, an anonymous survey was conducted again on whether the respondents encountered any symptoms of discrimination or mobbing while working at the Institute.</li> </ul> <p>Only about half of the employees declared that they knew who to turn to in the event of conflicts, disputes and irregularities related to work at the Institute. 60% of respondents did not know whether the Institute provides confidential and informal assistance in resolving work-related conflicts and disputes. 16% of respondents confirmed that such assistance is provided, while 24% denied such a claim.</p> <p>About 50% of the respondents declared that they had read the "Anti-mobbing Policy" and the "Action Plan on Gender Equality".</p> <p>Over 80% of the respondents declared that they were aware of the appointment of the Director's Proxy for Gender Equality at HIET.</p>
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				<p>Working conditions are strictly dependent on interpersonal relationships. During the survey carried out at the turn of 2024/2025, researchers and doctoral students were asked how they assess cooperation with various administrative departments of the Institute and with the Institute's Laboratories.</p> <table><tr><th>Department/ Laboratory</th><th>Percentage of respondents who cooperated with a given Department/Studio and positively evaluated this cooperation</th></tr><tr><td>IT</td><td>94</td></tr><tr><td>General Chemistry Laboratory (nutrient room, central dishwashing room)</td><td>90</td></tr><tr><td>Finance and Accounting Department</td><td>72</td></tr><tr><td>Technical Department</td><td>71</td></tr><tr><td>Administrative and Economic Department</td><td>71</td></tr><tr><td>Procurement Department</td><td>69</td></tr><tr><td>Project Department</td><td>53</td></tr><tr><td>Scientific Documentation and Information Department</td><td>66</td></tr><tr><td>Animal House</td><td>82</td></tr><tr><td>Inter-Enterprise Laboratory of</td><td>82</td></tr></table>	Department/ Laboratory	Percentage of respondents who cooperated with a given Department/Studio and positively evaluated this cooperation	IT	94	General Chemistry Laboratory (nutrient room, central dishwashing room)	90	Finance and Accounting Department	72	Technical Department	71	Administrative and Economic Department	71	Procurement Department	69	Project Department	53	Scientific Documentation and Information Department	66	Animal House	82	Inter-Enterprise Laboratory of	82
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				Instrumental Analysis and Preparation (TEM)	
				Interdepartmental Laboratory of Cytometry and Confocal Microscopy	68
				Inter-Company Laboratory of Instrumental Analysis and Preparation (MALDI/GC-MS)	66
				HR and Payroll Department	34
				Archive	59
				Biological Resources Centers BIOBANK PCM	65
				NMR Spectroscopy Laboratory	69
				SEM Microscopy Laboratory	60
				During the survey carried out at the turn of 2024/2025, researchers and doctoral students were asked how they assess cooperation with units supporting the work of the Institute.	
				Units supporting the work of the Institute	Percentage of respondents who cooperated with a given unit and positively evaluated this cooperation



				Health and Safety and Environmental Protection Specialist	72
				Wroclaw Doctoral School of the Institutes of the Polish Academy of Sciences	71
				A company supporting the writing of grant applications	59
				Law Firm	33
				Data Protection Officer	53
				Chief Quality Specialist	50
				Director's Proxy for Development	38
				Technology Transfer Center MediTransfer Sp. z o.o. The Institute's Company	26
				Director's Proxy for Commercialization	26
				Ethical Advisor	24
				Director's Proxy for Follow-Up – to clarify matters and communicate with the whistleblower	25
				Director's Proxy for Gender Equality	17
				Disciplinary Officer	21

				<p>By Ordinance No. 2/2025 of the Director of HIIET PAS of 29.01.2025 on training in the field of occupational health and safety, the rules of initial and periodic training and on-the-job instruction were updated.</p> <p>Number of proceedings conducted by the Director's Proxy for Reports, the Director's Proxy for mobbing, the Ethics Advisor and the Disciplinary Committee of the first instance:</p> <p>Follow-up Representative – to clarify cases and communicate with the whistleblower - 1</p> <p>Director's Proxy for mobbing - 2</p> <p>Ethical Advisor of HIIET PAS - 0</p> <p>Disciplinary committee - 0</p>
<p><b>JOB COMPLETED</b></p> <p><b>Action 9. Organization of an annual meeting entitled "The Institute in a nutshell" in order to present the departments supporting research in terms of regulations, procedures and the support offered.</b></p> <p>A9.1. Presentation of the administration departments, the Director's division and departments supporting research, including the Technology Transfer Center MediTransfer Sp. z o.o.</p>	7, 23, 24	I quarter 2023 – IV quarter 2024	<p>A9.1. Deputy Director for Administration, Heads of Organizational Units</p>	<p>I9.1. Number/percentage of meeting participants.</p> <p>-----</p> <p>T9. The percentage of respondents declaring knowledge of the scope of powers and duties of the Director's Plenipotentiaries and Advisors is above 80% of respondents.</p> <p>T9. Increasing the percentage of respondents declaring that they know where to turn in the event of conflicts, disputes and irregularities.</p> <p>T9. To raise awareness of confidential and informal assistance regarding dispute resolution at the Institute.</p> <p>T9. Improving the assessment of the Institute's support in administrative terms.</p>

<p>A9.2. <i>Presentation of the competences and procedures of units and Representatives of the Director's division.</i></p> <p>A9.3. <i>Presentation of research support units and key research equipment.</i></p> <p>A9.4. Presentation of key equipment and unique test methods in laboratories</p> <p>A9.5. Creation of a website/bookmark and increasing the recognition of the Technology Transfer Center MediTransfer Sp. z o.o. HIIET PAS</p>			<p>A9.2. Director, Heads of organizational units and proxies.</p> <p>A9.3. Deputy Director for Scientific Affairs, heads of organizational units</p> <p>A9.4. Deputy Director for Scientific Affairs, Laboratory Managers</p> <p>A9.5. Deputy Director for Administrative Affairs</p>	<p>T9. Percentage of people declaring knowledge about the equipment, the scope of services provided by the laboratories and the Institute's unique research methods.</p> <p>In November 2023, two-day presentations of all departments of the Institute supporting the work of researchers and doctoral students were held. The event entitled "The Institute in a Nutshell" included short presentations of the heads of all departments of Administration and the Social Committee, the Polish Collection of Microorganisms, the Laboratory of General Chemistry, the Animal House, the Laboratory of Interaction of Biological Nanostructures, the Laboratory of NMR Spectroscopy, the Inter-Department Laboratory of Instrumental Analysis and Preparation, the Inter-Department Laboratory of Cytometry and Confocal Microscopy.</p> <p>Taking into account the opinions of researchers and doctoral students, it was decided to change the formula of the meetings of the 2024/2025 edition. It was agreed that subsequent meetings within the "The Institute in a Nutshell" will be held every week (1 or 2 speakers), immediately after the regular scientific lecture in the calendar of events at the institute. Each lecture was planned for about 10 minutes and contained the most important information, and at the same time encouraged further discussion or direct contact with the unit. During each meeting, employees and doctoral</p>
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				<p>students had at their disposal a form in which they could define topics to be presented as part of the "The Institute in a Nutshell".</p> <p>The "Institute in a nutshell 2024/2025" event included short presentations by, m.in, President of the Technology Transfer Center MediTransfer Sp. z o.o. (<a href="https://meditransfer.pl">https://meditransfer.pl</a>), Director's Proxy for Commercialization, Head of the HR and Payroll Department, Director's Proxy for Gender Equality, employee of the Documentation and Scientific Information Department, Chairwoman of the Committee for Research and Development of Scientific and Research Staff of HIIET PAS, Head of the IT Department, Director's Proxy for Gender Equality. Taking follow-up actions – to clarify cases and communicate with the whistleblower and the Disciplinary Officer. "The Institute in a nutshell" also included a presentation of the HIIET Station – a popularizing project of the HIIET PAS.</p>
<p><b>EXTENDED TASK</b></p> <p><b>Action 10. Dissemination of knowledge and practices concerning ethics in science.</b></p> <p>A10.1. <u>COMPLETED</u>. Organization of a lecture on ethics in science once a year.</p>	2, 32	<p>A10.1-3 Q1 2023 – Q4 2024</p> <p><b>CONTINUATION</b> :</p> <p>A10.4. Q1 2025 – Q4 2028</p>	<p>A10.1 Ethical Advisor of the HIIET PAS</p>	<p>I.10.1. Number of lectures on ethics in science.</p> <p>I.10.2. Number of shared articles of the Academic Forum on the issues of ethics in science.</p> <p>I10.3. Increasing the percentage of respondents declaring that they know where to find documents and regulations related to ethics in science.</p> <p>-----</p> <p>T10. Employees and doctoral students declare that they have knowledge of literature, principles related to ethics in science, as well as regulations and</p>

<p>A10.2. <u>COMPLETED NOT COMPLETED DUE TO FORMAL REASONS.</u> Providing employees and doctoral students with articles of the Academic Forum on issues related to ethics.</p> <p>A10.3. <u>COMPLETED.</u> Dissemination of the Code of Ethics for Researchers developed and implemented by the Polish Academy of Sciences in 2020, presenting, m.in, the principles of co-authorship in scientific papers.</p> <p>A10.4 <u>ONGOING.</u> Supplementation with a model confidentiality agreement Regulations for the management of copyrights and related rights and industrial property rights and the rules for commercialization of the results of scientific research and development works at the Institute.</p>		<p><b>NEW:</b></p> <p>A10.5. Q1 2025 – Q4 2028</p>	<p>A10.2 Scientific Documentation and Information Department/Deputy Director for Scientific Affairs</p> <p>A10.3 Deputy Director for Scientific Affairs/ Ethical Advisor of HIIET PAS</p> <p>A10.4. Deputy Director for Administrative Affairs</p> <p><b>UPDATED RESPONSIBILITIES:</b></p> <p>A10.4. Director/Director's Proxy for Commercialization</p>	<p>organizational structures supporting this aspect of scientific work.</p> <p>T10. Employees keep up to date with news on issues related to ethics in science.</p> <p>T10. Increasing the percentage of those declaring knowledge about the functioning of the HIIET PAS Ethical Adviser.</p> <p>T10. Reduce the percentage of negative responses regarding policy transparency and co-authoring issues.</p> <p>T10. Increasing the percentage of those declaring knowledge about the functioning of the National Ethics Committee at the Polish Academy of Sciences.</p> <p>One of the priority activities of the Institute is the dissemination of knowledge and practices concerning ethics in science. In 2024. Employees and doctoral students of the Institute had the opportunity to listen to the lecture of the Ethical Advisor of the Institute of Ethics of the Polish Academy of Sciences entitled: "Ethics in science".</p> <p>At the turn of 2024/2025, a survey was conducted among researchers and doctoral students. Despite the lecture, 51% of the respondents did not know who the Institute's Ethical Advisor was. This shows that further measures are needed to facilitate access to information in this area.</p>
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<p>A10.5. <u>NEW</u>. Implementation of the new edition of the national Code of Ethics for Researchers at HIIET PAS.</p>			<p>A10.5. Deputy Director for Scientific Affairs</p>	<p>A10.2. Articles of the Academic Forum on ethics-related issues were not made available to employees and doctoral students. The Academic Forum did not have the appropriate license for HIIET PAS to legally distribute pdfs, links to articles that were not available in the public domain – the task was completed.</p> <p>I10.1. Increasing the percentage of respondents declaring that they know where to find documents and regulations related to ethics in science.</p> <hr/> <p>T10. Employees and doctoral students declare that they have knowledge of literature, principles related to ethics in science, as well as regulations and organizational structures supporting this aspect of scientific work.</p> <p>T10. Increasing the percentage of those declaring knowledge about the functioning of the HIIET PAS Ethical Adviser.</p> <p>T10. Reduce the percentage of negative responses regarding policy transparency and co-authoring issues.</p> <p>T10. Increasing the percentage of those declaring knowledge about the functioning of the National Ethics Committee at the Polish Academy of Sciences.</p>
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<p><b>EXTENDED TASK</b></p> <p><b>Action 11. Expansion of the vocational training offer at the Institute</b></p> <p>A11.1 <u>ONGOING.</u> Organisation of mandatory personnel management training for grant managers and heads of organisational units (every 2 years)</p> <p>A11.2 <u>ONGOING.</u> Continuation of the English course offer for administration and academics</p> <p>A11.3 <u>ONGOING.</u> Organization of knowledge transfer and presentation training</p> <p>A11.4 <u>ONGOING.</u> Organization of cyclical training for supervisors of doctoral dissertations (once a year)</p> <p>A11.5. <u>COMPLETED.</u> Developing a list of foreign institutions financing training in soft skills and personnel management.</p> <p>A11.6. <u>NEW.</u> Supporting the career path of researchers and doctoral students by enabling participation</p>	<p>7, 22, 23, 33, 39, 40</p>	<p>I quarter 2023 – IV quarter 2024</p> <p><b>IN PROGRESS:</b></p> <p>A11.1-4, A11.7</p> <p>Q3 2025 – Q4 2028</p>	<p>A11.1. HR Department</p> <p>A11.2. Director of the Institute</p> <p>A11.3. Work Team for the Implementation of the HRS4R</p> <p>A11.4. Management of the Doctoral School of the Seminary of the Institute of Physics of the Institute of Physics.</p>	<p>I11.1. Number of soft skills training courses and participants.</p> <p>I11.2. Number of English courses and participants.</p> <p>I11.3. Number of trainings and participants of didactic trainings.</p> <p>I11.4. Providing a list of foreign institutions organizing trainings.</p> <p>-----</p> <p>T11. Increase the availability of training.</p> <p>T11. Reducing the percentage of people declaring that they did not participate in training.</p> <p>T11. Reducing the number of people declaring the need for support in acquiring qualifications related to scientific supervision.</p> <p>T11. Reducing the number of people declaring that their caregiver requires support in acquiring qualifications related to the provision of scientific supervision.</p> <p>T11. Improving the quality of scientific care.</p> <p>Due to the Institute's financial constraints, in 2024-2025, the organization of mandatory personnel management training for grant managers and heads of organizational units has been planned for the following years (2025-2028).</p>
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<p>in training in soft and professional skills.</p> <p>A11.7 <u>NEW</u>. Organization of training in the field of software implemented and used in the HR and Payroll Department</p>			<p>A11.5. Deputy Director for Scientific Affairs</p> <p><b>UPDATED RESPONSIBILITIES FOR 2025-2028:</b></p> <p>A11.1. Deputy Director for Scientific Affairs</p> <p>A11.2. Director of the Institute</p> <p>A11.3. Work Team of the Implementation of the HRS4R</p> <p>A11.4. Management of the Doctoral School of the Seminary of the Institute of Physics of the Institute of Physics.</p> <p>A11.6. Research and development committee</p>	<p>In 2023-2025, the English language course for employees was continued.-in administration and researchers.</p> <p>PhD students of the Seminary of the Institute of Physics had the opportunity to participate in training in the field of knowledge transfer and presentation of results.</p>
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			A11.7. HR Department	
<p><b>JOB COMPLETED</b></p> <p><b>Action 12. Activities to support scientific work</b></p> <p>A12.1a. Reduction of the burden of technical and administrative activities on the scientific staff - preparation and submission of survey reports to the heads of units.</p> <p>A12.1b. Development of corrective programs by research support departments (if justified).</p> <p>A12.2. Improving the operation of laboratories/research department secretariats.</p> <p>A12.3. Updating the Institute's profile, description of research infrastructure and current metric information of the Institute in Polish and English for the purpose of grant applications. Preparation of templates of the most frequently required information when applying for projects.</p> <p>A12.4. Preparation of a list of key research equipment with</p>	22, 23, 24	I quarter 2023 – IV quarter 2024	<p>A12.1a. Work Team for the Implementation of the HRS4R</p> <p>A12.1b. Heads of organizational units of the Institute.</p> <p>A12.2. Director of the Institute</p> <p>A12.3. The Projects Department in cooperation with the Scientific Documentation and Information Department and the Deputy Director for Scientific Affairs.</p>	<p>I12.1. Reducing the percentage of people declaring that they are burdened with technical or administrative activities for researchers.</p> <p>I12.2. Number of corrective programs developed by research support departments.</p> <p>I12.3. Increasing the percentage of respondents who confirm the improvement of the secretariats' operations.</p> <p>-----</p> <p>T12. Supporting researchers by reducing their technical and administrative workload.</p> <p>T12. Increasing the assessment of recognition as professionals in the group of employees and doctoral students.</p> <p>The results of survey research from 2022 and 2024/2025 were compared. A significant reduction in the burden of technical and administrative activities on the scientific staff was found, e.g.:</p> <ul style="list-style-type: none"> <li>- replacing a secretary during her absence from work (from 55% to 13%)</li> <li>- entering orders into the ITE Work-flow system (from 56% to 14%)</li> <li>- Entering invoices into the ITE Work-flow system (from 58% to 13%)</li> </ul>

<p>supervisors and its publication on the Institute's website.</p> <p>A12.5. Creation of tabs presenting the administrative division and the Director's division on the Institute's website</p>			<p>A12.4. The Work Team for the Implementation of the HRS4R</p> <p>A12.5. IT Department/Heads of Business Units</p>	<p>The Institute has access to the so-called "core facilities" (i.e. common research facilities available to many users at HIIET PAS, including specialized equipment and research infrastructure that can be used by various research groups) and a reservation system for selected research equipment. A list of all available devices and their maintainers is available.</p> <p>On the website of HIIET PAS, information on the personal data of employees of the administrative division and the Director's division has been updated.</p>
<p><b>JOB COMPLETED</b></p> <p><b><i>Action 13. Improving knowledge about the obligations and possibilities of data archiving. Increasing the availability of the archive.</i></b></p> <p>A13.1. Familiarizing the Institute's employees with the "Data Protection Policy", with Annex 7 to this Policy, which is the "User Guide for Networks, Devices and Information Systems at HIIET PAS" and with Annex 6d containing the "Instructions for creating and verifying backups".</p> <p>A13.2. Conducting a survey among employees and managers of</p>	6, 7	A13.1-4. I quarter 2023 – IV quarter 2024	IT Department	<p>I13.1 Increasing the number of users of the digital archive.</p> <p>I13.4 Implementation/extension of the digital archive.</p> <p>-----</p> <p>T13. Increasing knowledge about the obligation and the possibility of archiving data.</p> <p>T13. Increase the availability of archiving.</p> <p>T13. Improving the assessment of the Institute's research environment by respondents.</p> <p>Accessibility to the digital archive was ensured.</p> <p>During the "The Institute in a Nutshell", the Head of the IT Department presented the subject of using the</p>

<p>laboratories / grants on the need for archiving</p> <p>A13.3. Presentation of technical capabilities and procedures for data archiving at the Institute (annual cyclical meetings).</p> <p>A13.4. Ensuring the availability of the digital archive.</p>				<p>HelpDesk and making backup copies of data related to the research and projects carried out.</p> <p>The Laboratory of Biomedical Chemistry of the Institute of Biomedical Chemistry of the Polish Academy of Sciences, certified in the field of Good Laboratory Practice, has a Standard Operating Procedure in place for the development, supervision and archiving of documents and records.</p> <p>During the survey, 91% of employees and doctoral students answered that they understand the principles of keeping appropriate scientific documentation (documenting the process of conducting research, results, data archiving).</p> <p>The number of users of the digital archive has increased significantly.</p> <p>-----</p> <p>T13. Increasing the number of users of the digital archive.</p>
<p><b>EXTENDED TASK</b></p> <p><b>Action 14: Internal consultations on the possibility of implementing the solutions proposed by the respondents:</b></p> <p>The consultation will cover:</p>	<p>8, 11, 12, 13, 22, 23, 24, 26, 28, 30, 35, 39</p>		<p>A14.1. Deputy Director for Scientific Affairs</p> <p>A14.2. Head of HR Department</p> <p>A14.3. Management of the Doctoral School of the Seminary of the</p>	<p>I14.1. Report on consultations.</p> <p>I14.2. Report on consultations.</p> <p>I14.3. Report on the consultation</p> <p>I14.4. Report on the consultation</p> <p>I14.5. Results of the survey and consultation report</p> <p>I14.6. Report on the consultation</p>

<p>A.14.1. <u>COMPLETED.</u> Open recruitment for the positions of laboratory and research facility managers</p> <p>A.14.2 <u>COMPLETED.</u> Partial Remote Work Rules and Policy for Employees</p> <p>A14.3. <u>ONGOING.</u> Legal and financial possibilities of increasing doctoral scholarships and/or the possibility of obtaining additional financial (incentive) benefits by doctoral students.</p>		<p>I quarter 2023 – IV quarter 2024</p> <p><b>IN PROGRESS:</b></p> <p>A14.3-7</p> <p>I quarter 2023 – IV quarter 2028</p> <p><b>NEW:</b></p> <p>A14.10-12</p> <p>I quarter 2025 – IV quarter 2028</p>	<p>Institute of Physics of the Institute of Physics</p> <p>A14.4. HR Department/Deputy Director for Scientific Affairs</p> <p>A14.5. Scientific Council Committee on the Evaluation of Researchers</p> <p>A14.6. The Work Team for the Implementation of the HRS4R</p> <p>A14.7. Scientific Documentation and Information Unit</p> <p>A14.8. HR Department</p> <p>A14.9. Management of the Doctoral School of the Seminary of the Institute of Physics of the Institute of Physics</p>	<p>I14.7. Report on consultations.</p> <p>I14.8. Report on consultations.</p> <p>I14.9. Report on consultations.</p> <p>-----</p> <p>T14. Increasing the sense of influence on the interests of one's professional group as part of the organizational and administrative activities of the Institute.</p> <p>T14. Improving the assessment of recognition as professionals in the group of employees and doctoral students.</p> <p>A14.1. Ordinance No. 3/2025 of the Director of HIIET PAS introduced the Regulations for promotion to scientific positions of HIIET PAS. The appendix to the regulations specifies in detail the recommendation of minimum formal requirements for persons applying for employment in the following positions: assistant professor, institute professor and professor. The Director's approval for the introduction of open competitions for managerial positions was not obtained.</p> <p>A14.2. On July 1, 2023, the Ordinance No. 22/2023 of the Director of HIIET PAS introduced the possibility of providing occasional remote work at HIIET PAS. The amount of remote work performed occasionally is no more than 24 days in a calendar year.</p>
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<p>A14.4. <u>ONGOING</u>. Analysis of the functioning and future of the discretionary bonus regulated by the provisions of the rules for granting a discretionary bonus for scientific activity.</p> <p>A14.5. <u>ONGOING</u>. Survey of the opinions of researchers on the functioning of the newly introduced Regulations for the evaluation of scientific activity of researchers of HIIET PAS in the form of a survey. It will be conducted after the full cycle of the upcoming periodic evaluation of researchers.</p> <p>A14.6. <u>ONGOING</u>. Possibilities and forms of financial support for participation in external training.</p> <p>A14.7. <u>ONGOING</u>. Possibilities and legitimacy of creating an institute repository of manuscripts</p>			<p><b>UPDATED RESPONSIBILITIES:</b></p> <p>A14.3. Management of the Doctoral School of the Seminary of the Institute of Physics of the Institute of Physics.</p> <p>A14.4. Deputy Director for Scientific Affairs/HR Department</p> <p>A14.5. Scientific Council Committee on the Evaluation of Researchers</p> <p><b>UPDATED SCOPE OF RESPONSIBILITY:</b></p> <p>A14.5. The Work Team for the Implementation of the HRS4R in consultation with the Scientific Council</p>	<p>40% of respondents declared that they use the possibility of remote work.</p> <p>A14.3. In the period from November to December 2022, internal consultations were held on the legal and financial possibilities of increasing doctoral scholarships and/or the possibility of obtaining additional financial (incentive) benefits by doctoral students (refers to point 14.3 of the "Action Plan for 2023-2024"). Person conducting consultations: Marta Piksa, M.Sc. Eng. - President of the doctoral students' self-government. Consultants: Egbert Piasecki, Ph.D. – Deputy Head of the Wrocław Doctoral School of the Institutes of the Polish Academy of Sciences, Prof. Andrzej Gamian – Director of HIIET PAS, Anna Zięba, MA – Chief Accountant. For financial reasons, it is not possible to introduce such regulations, although it is assumed that this topic will return to in the event of an improvement in the financial situation of the institute.</p> <p>A14.4. For financial reasons, the discretionary bonus for scientific activity has not been paid since 2020. During the survey, many employees answered that they expect scientific bonuses to be paid to outstanding researchers.</p> <p>76% of respondents believe that the Institute lacks a system to motivate researchers. The respondents also proposed other than financial ways of motivating outstanding employees and doctoral students:</p>
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<p>as part of the open access policy in science.</p> <p>A14.8. <u>COMPLETED.</u> The legitimacy and possibility of concluding an agreement with scientific institutions of Wrocław in the field of cooperation in the aspect of career counselling.</p> <p>A14.9. <u>COMPLETED.</u> Opportunities for employees to participate in classes offered to doctoral students of the Doctoral School of the Higher School of Pedagogical Studies of the Institute of Physics and Sciences.</p> <p>A14.10. <u>NEW.</u> Legal and financial possibilities of increasing doctoral scholarships and/or the possibility of obtaining additional financial (motivational) benefits for doctoral students.</p> <p>A14.11. <u>NEW.</u> Analysis of the functioning and future of the discretionary bonus regulated by the provisions of the rules for</p>			<p>Committee on Activity Assessment</p> <p>A14.6. The Work Team for the Implementation of the HRS4R</p> <p><b>UPDATED</b> RESPONSIBILITIES: A14.6. Deputy Director for Scientific Affairs</p> <p>A14.7. Scientific Documentation and Information Unit</p>	<ul style="list-style-type: none"> <li>- enabling internship trips on terms other than unpaid leave,</li> <li>- additional days off for employees with high scientific activity</li> <li>- flexible working hours/remote work – allowing researchers more freedom in organizing their work</li> <li>- financing of training</li> <li>- improvement of the promotion system</li> <li>- public praise/distinction</li> </ul> <p>A14.5. After the introduction of the new Employee Appraisal Regulations, which have been in place at the Institute since 15.07.2022, the percentage of employees who assessed it positively during the survey assessed it positively increased (from 34% to 52%). Nevertheless, 65% of respondents believe that the regulations should contain minimum requirements (min. points) for each position. The minimum requirements were introduced by the Director's Order No. 6/2025 of 03/04/2025.</p> <p>A14.6. As part of the "Action Plan for 2025-2028", it has been proposed to implement a system to motivate researchers, including, m.in, allocating funds for the development of researchers' competences by financing courses, conferences and mentoring programmes.</p> <p>A14.7. During a survey conducted among researchers and doctoral students at the turn of 2024/2025, the answer was obtained that many</p>
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<p>granting bonuses for scientific activity.</p> <p>A14.12. <u>NEW.</u> Survey of the opinions of researchers on the functioning of the newly introduced Regulations for the evaluation of scientific activity of researchers at HIIET PAS. Conducted after the full cycle of the upcoming periodic evaluation of researchers.</p>			<p><b>NEW:</b></p> <p>A14.10. Management of the Doctoral School in consultation with the Management of the Institute</p> <p>A14.11. Research Committee for the Development of Scientific Staff</p> <p>A14.12. The Work Team for the Implementation of the HRS4R</p>	<p>employees of the Institute use various repositories available on the market. Around 50% say they do not notice problems in using repositories, and only 14% report problems or lack of knowledge in this area. The respondents suggested that the Institute should indicate the recommended repositories and develop a procedure for placing data in them.</p> <p>In January 2025, the issues of open data policy and the FAIR principle were also organized as part of the "The Institute in a Nutshell" and discussed.</p> <p>A14.8. Thanks to the agreement signed with the Career Office of the Wrocław University of Science and Technology, the Institute provides doctoral students and researchers with the opportunity to take advantage of career counselling.</p> <p>A14.9. The employees of HIIET PAS were allowed to participate in the classes offered to the participants of the Doctoral School, but only 5% of the employees took advantage of this offer.</p> <p>-----</p> <p>T14. Increasing the sense of influence on the interests of one's professional group as part of the organizational and administrative activities of the Institute.</p> <p>T14. Improving the assessment of recognition as professionals in the group of employees and doctoral students.</p>
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<p><b>NEW TASK</b></p> <p><b>Action 15: Monitoring the effects of the introduction of the regulations of competitions for scientific positions, taking into account the HRS4R principles.</b></p> <p>A15.1. Keeping records of all competition proceedings and collecting data from the evaluation of the recruitment process conducted among the participants of the competition proceedings in accordance with the OTM-R Policy.</p> <p>A15.2. Implementation of a "welcome e-mail" to the employee and doctoral student. The email will be forwarded to the new recruit.</p> <p>A15.3. Organization of training and discussion meetings in the field of OTM-R Policy and Regulations of recruitment for scientific positions for Laboratory Managers and members of Recruitment Committees.</p>	<p>4, 5, 7, 10, 11, 12, 17</p>	<p>A15.1-3. Q1 2025 – Q4 2028</p>	<p>A15.1. HR Department</p> <p>A15.2. HR Department</p> <p>A15.3. HR Department and Deputy Director for Research</p>	<p>I15.1. Number of competition procedures for scientific positions.</p> <p>-----</p> <p>T15. The principles of the recruitment process at the Institute are in line with the HRS4R and OTM-R Strategy – both at the organizational, process and monitoring levels.</p> <p>T15. Managers of laboratories and scientific departments as well as grant managers know and apply the principles of the OTM-R Policy in recruitment processes.</p>
<p><b>NEW TASK</b></p> <p><b>Action 16. Using the potential of social media to increase the recognition of the Institute, the reach of recruitment and</b></p>	<p>8, 12,13, 16, 18, 21, 23, 39</p>	<p>A16.1-2. Q1 2025 – Q4 2028</p>		<p>I16.1. 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.</p>



<p><b>popularization of sciences in the years 2025-2028</b></p> <p>A16.1. Systematic maintenance of the Institute's profile on Facebook and LinkedIn.</p> <p>A16.2. Maintaining the Institute's profile on the Twitter platform.</p>			<p>A16.1. Scientific Documentation and Information Department; IT Department</p> <p>A16.2. Scientific Documentation and Information Department;</p>	<p>I16.2. Number of contacts and messages on social media, number of job offers on social media profiles, number of events shared on social media profiles.</p> <p>I16.3. Number of candidates responding to job offers.</p> <p>I16.4. Number of candidates for the Doctoral School in the annual recruitment.</p> <p>-----</p> <p>T16. Improving the availability of job offers.</p> <p>T16. Improving access to information related to recruitment to the Doctoral School, events organized at the Institute, local scientific events.</p> <p>T16. Improving the availability of training offers.</p> <p>T16. Increasing the number of followers of the Institute's social media – increasing the recognition of HIIET PAS.</p>
<p><b>NEW TASK</b></p> <p><b>Action 17. Activities to support scientific work in 2025-2028</b></p> <p>A17.1. Development and implementation by research support departments of corrective programs taking into account the results of a survey conducted</p>	<p>3, 9, 13, 18, 19</p>	<p>I quarter 2025 – IV quarter 2028</p>	<p>A17.1. Heads of organizational units of the Institute.</p>	<p>I17.1. Number of corrective programs developed by the research support departments</p> <p>-----</p> <p>T17. Supporting researchers by reducing their technical and administrative workload.</p> <p>T17. Facilitate access to information and procedures by gathering in the form of a bulletin the most important and relevant information about the</p>

<p>among researchers at the turn of 2024/2025.</p> <p>A17.2. Providing access to an external company's service in the field of substantive support in the preparation of European proposals in the role of HIET PAS as a leader.</p> <p>A17.3. Establishing and publishing the principles of team building for research project leaders, consultations with the Institute's employees.</p> <p>A17.4. Preparation of the "Information Bulletin: "The Institute in a nutshell".</p>			<p>A17.2. Director of the Institute</p> <p>A17.3. Deputy Director for Scientific Affairs/Committee for Research and Development of Scientific and Research Staff</p> <p>A17.4. The Work Team for the Implementation of the HRS4R</p>	<p>Institute's organizational chart, functionaries and applicable procedures.</p>
<p><b>NEW TASK</b></p> <p><b>Action 18: Improving the conditions of remuneration and bonuses for employees and doctoral students.</b></p> <p>A18.1. Review of the remuneration structure and regulations on access to performance-related and incentive-based bonuses and allowances – corrective actions to prevent discrimination.</p>	13	A18.1-3. Q1 2025 – Q4 2026	<p>A18.1. Committee for the Development of the Institute's Scientific and Research Staff – opinion;</p> <p>Director and HR Department - corrective actions.</p> <p>A18.2. Management of the Doctoral</p>	<p>I18.1. Report on consultations.</p> <p>I18.2. Report on consultations.</p> <p>I18.3. Providing employees and doctoral students with new forms in ITE Workflow.</p> <p>-----</p> <p>T18. Increasing the sense of influence on the interests of one's professional group as part of the organizational and administrative activities of the Institute.</p>

<p>A18.2. Consultations with the Management of the Seminary of the IPAS on the creation of an incentive fund for doctoral students.</p> <p>A18.3. Supplementing ITE Workflow with forms to improve the circulation of documents, e.g. forms concerning:</p> <ol style="list-style-type: none"> <li>1. granting days off in exchange for work during hours or a day off,</li> <li>2. applications/documents for project remuneration,</li> <li>3. Others (Depends on your needs)</li> </ol>			<p>School of the Seminary of the Institute of Physics of the Institute of Physics.</p> <p>A18.3. HR Department/Deputy Director for Research</p>	<p>T18. Improving the assessment of recognition as professionals in the group of employees and doctoral students.</p>
<p><b>NEW TASK</b></p> <p><b>Action 19. Change and implementation of the employee incentive system</b></p> <p>A19.1. Creation of an additional (other than scientific bonuses) system to motivate researchers:</p> <ul style="list-style-type: none"> <li>- internship trips on preferential terms,</li> <li>- maintaining the salary financed by HIIET PAS for the duration of the internship; - flexible working hours and remote work,</li> <li>- Allowing researchers more freedom in organising their work, in particular for those actively involved in research projects; financing training,</li> </ul>	13	A19.1-3. Q1 2025 – Q4 2028	<p>A19.1. Director of the Institute, Committee for Research and Development of Scientific and Research Staff</p>	<p>I19.1. Number of developed and implemented additional systems to motivate researchers.</p> <p>-----</p> <p>T19. Increasing the sense of influence on the interests of one's professional group and appreciation of commitment to the scientific work carried out.</p>

<p>- allocating funds for the development of scientists' competences by financing courses, conferences and mentoring programs,</p> <p>A19.2. Organizing annual celebrations distinguishing the most active scientists.</p> <p>A19.3. Creation of a tab with available awards (e.g. national and local honorary awards); implementation of employee applications for awards in the scientific and organizational field.</p>			<p>A19.2. Director of the Institute</p> <p>A19.3. Scientific Documentation and Information Unit</p>	
<p><b>NEW TASK</b></p> <p><b>Action 20. Development of joint research facilities available to HIIET PAS employees and doctoral students, including specialized equipment and research infrastructure, the so-called "core facilities".</b></p> <p>A20.1. Introduction of the Regulations for the use of the HIIET PAS research infrastructure.</p> <p>A20.2. Training in the use of scientific and research equipment available in core facilities.</p>	13	A20.1-4. Q1 2025 – Q4 2028	<p>A20.1. Investment Policy Commission</p> <p>A20.2. Deputy Director for Research/Managers of Core Facilities</p>	<p>I20.1. Introduction of the Regulations for the use of the research infrastructure of the HIIET PAS.</p> <p>I20.2. The number of devices whose capabilities were presented during "The Institute in Nutshell" sessions.</p> <p>I20.3. Number of practical trainings conducted in the application and operation of the available equipment. Number of people trained.</p> <p>-----</p>

<p>A20.3. Supplementing the reservation system with publicly available equipment.</p> <p>A20.4. Preparation of a search engine for scientific equipment and devices.</p>			<p>A20.3. Deputy Director for Scientific Affairs / IT Department</p> <p>A20.4. Deputy Director for Scientific Affairs / IT Department</p>	<p>T20. Development of joint research facilities at HIIET PAS.</p> <p>T20. Increasing the availability of scientific and research equipment between the Institute's research teams.</p>
<p><b>NEW TASK</b></p> <p><b>Action 21. Introduction of the internationalization strategy at HIIET PAS.</b></p> <p>A21.1. Approval by the Scientific Council of HIIET PAS of the document describing the Internationalization Strategy for 2025 – 2028.</p> <p>A21.2. Supporting the mobility of researchers/PhD students.</p> <p>A21.3. Intensification of activities aimed at "attracting" foreign researchers to the Institute.</p>	6, 7, 9, 12, 14, 17, 19	A21.1-3. Q1 2025 – Q4 2028	A21.1-3. Director of the Institute/Deputy Director for Research	<p>I21.1. Document of the Internationalization Strategy of the HIIET PAS.</p> <p>I21.2. Number of employees and PhD students who went abroad for scientific internships/exchanges, etc.</p> <p>I21.3. Number of foreign researchers who have established cooperation with HIIET PAS.</p> <p>-----</p> <p>T21. Internationalization of the scientific community of HIIET PAS.</p> <p>T21. Scientific networking.</p> <p>T21. Increasing application applications in international projects.</p>
<p><b>NEW TASK</b></p> <p><b>Key Action 22: Monitor and provide tools to address</b></p>	1, 4, 5, 20	A22.1-3. Q1 2025 – Q4 2028	A22.1-3. The Work Team for the	I22.1. Sending a set of regulations and policies.

<p><b>potential problems related to working conditions, discrimination and conflict.</b></p> <p>A22.1. Annual sending to employees and doctoral students information about the Institute's regulations and procedures for reporting complaints and conflicts to the Ethics Advisor, the procedure for reporting shortcomings to the OHS Inspector, the applicable Internal Anti-Mobbing Policy.</p> <p>A22.2. Conducting a survey on potential violations of the above-mentioned regulations and procedures.</p> <p>A22.3. Monitoring the number of reports and anti-mobbing and whistleblower procedures carried out.</p>			<p>Implementation of the HRS4R</p>	<p>I22.2. Survey on potential violations of the above-mentioned documents.</p> <p>I22.3. Number of reports and anti-mobbing and whistleblower procedures carried out.</p> <p>I22.4. Percentage of respondents declaring that they know where to turn in case of conflicts, disputes and irregularities.</p> <p>I22.5. Number of proceedings conducted by the Director's Proxy for Follow-up Actions - to clarify matters and communicate with the whistleblower, the Ethics Adviser, the Disciplinary Committee of the first instance and the Disciplinary Spokesman of the HIIET PAS.</p> <p>-----</p> <p>T22. Reducing the number of people declaring that they have encountered discrimination, mobbing or conflicts in the workplace.</p> <p>T22. Increasing the percentage of people declaring knowledge of the functioning of the Director's Proxy for Follow-up Actions - to clarify matters and communicate with the whistleblower, the Ethics Adviser, the Disciplinary Committee of the first instance and the Disciplinary Spokesman of the HIIET PAS.</p> <p>T22. Improving the assessment of the effectiveness of problem solving between the employee and the Institute or between employees.</p>
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				<p>T22. Increasing the sense of influence of researchers on the interests of their professional group as part of the organizational and administrative activities of the Institute.</p> <p>T22. To raise awareness of confidential and informal assistance regarding dispute resolution at the Institute.</p>
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### **3.2.9. Monitoring the implementation of the Action Plan 2023-2025 and the effectiveness of the implementation of the planned actions**

The "Action Plan for 2023-2025" was implemented over a period of 2 years. The implementation of the planned 14 activities progressed according to the agreed schedule and was coordinated by the Work Team for the Implementation of the HRSR. The activities were carried out by the obliged organizational units of HIIET PAS and/or designated employees.

The progress of the implementation of HRS4R was monitored on an ongoing basis by:

1. Human Resources Department - ongoing control of recruitment procedures and updating forms related to recruitment,
2. The Work Team for the Implementation of the HRS4R – monthly meetings and detailed analysis of progress in the implementation of the planned Activities,
3. The Monitoring Team for the HRS4R – annual review of documentation related to the progress in the implementation of the Activities, hearing a report from a representative of the Work Team for the Implementation of the HRS4R, proposals for improvement activities,
4. Scientific Council (at least 1 meeting/year) - annual opinion on the results of work related to the implementation of HRS4R and their compliance with the schedule
5. Director's Proxy for Quality – Chief Specialist – annual internal audit carried out as part of the activities monitoring the quality of the recruitment process, analysis of selected competition procedures, which includes verification of information and promotion activities, correctness of procedures and completeness of documentation.

### **3.2.10. How progress (indicators) is measured in view of the next evaluation**

Actions No. 1, 6, 10, 11, 14 included in the "Action Plan 2023-2025" (Table 5) will be continued. These tasks were assigned to the 40 principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, which were in force before 2025. The Action Plan 2025-2028 includes 9 new activities, which have been assigned to the 20 principles of the new European Charter for Researchers, effective from January 2025.

The action plan will be implemented over a period of three years (2025-2028), starting from March 2025 (Q1 2025). The implementation of all activities according to the proposed schedule will continue to be coordinated by the Work Team for the Implementation of the HRS4R. The organisational units and/or persons responsible for the implementation of a given action and the deadlines are indicated above in the "Action Plan 2025-2028" (Table 5). It should be noted that some of the implementations will involve the introduction of orders of the Director of the Institute or regulations. The Work Team for the Implementation of the HRS4R will meet at least quarterly to monitor the progress of work (implementation of tasks, indicators and targets) and to respond to possible delays and difficulties in implementation. The meetings will be attended by the Heads of units responsible for the implementation of activities and the Deputy Director for Scientific Affairs of the HIIET PAS. At least once a year, the Work Team for the Implementation of the HRS4R will submit to the Director of the Institute and members of the Institute's Scientific Council a report on the implementation of the HR Strategy. Activities that fall within the competence of the Scientific Council will be carried out on an ongoing basis, taking into account the schedule of meetings. At the same time, the progress of work and the



effects of the implementation of the strategy will be consulted on an ongoing basis with the employees and doctoral students of the Institute as part of the Colleges, which are held at least 4 times a year before each meeting of the Scientific Council.

#### **4. Summary of the HR STRATEGY FOR RESEARCHERS for 2023-2025, summary of the gap analysis and action plan for the implementation of the Principles of the European Charter for Researchers at HIIET PAS**

After 2 years of implementation of the European Human Resources Strategy, the internal degree of implementation of the activities described in the "Action Plan for 2023-2025" was reviewed. It was confirmed that 9 out of 14 actions were successfully implemented (actions no. 2, 3, 4, 5, 7, 8, 9, 12 and 13). The remaining 5 actions have been extended and included in the "Action Plan for 2025-2028". At the same time, 4 out of 5 activities that have been extended for subsequent years have been extended to include additional tasks.

The "Action Plan for 2025-2028" includes a total of 13 activities - 5 continued from the Action Plan 2023-2025 and 8 new ones, defined on the basis of the work done so far on the implementation of the European Human Resources Strategy at HIIET PAS. The new activities are based on the 20 principles of the new European Charter for Researchers, effective from January 2025. The planned activities will contribute to further improvement of the Institute's personnel policy.

The "HR Excellence in Research" award, which the Ludwik Hirszfeld Institute of Immunology and Experimental Therapy of the Polish Academy of Sciences received in 2023 and the implementation of the principles of the European Charter for Researchers, make the Institute more attractive for scientists looking for a new employer or host for their research project.

Institutions awarded the HR Excellence LOGO can use it to underline their commitment to implementing fair and transparent procedures for the recruitment and evaluation of researchers.

## **5. Attachments**

Attachment no. 1. Support for the European Commission recommendations no. 2005/251/EC.

Attachment no. 2. OTM-R Policy.

Attachment no. 3. OTM-R Checklist.