



Human Resources Excellence in Research

Action Plan 2022 – 2024

Warsaw, January 2022

1. Introduction

The new Action Plan for 2022 - 2024 was prepared on the basis of an internal evaluation at the Institute. This process consisted of ongoing consultations in the HR Logo Working Group, surveys conducted among various scientific groups, and cooperation with the Working Group on Gender Equality Opportunities.

We have identified a number of areas that are key to develop for the coming years including: professional development for IIMCB employees and PhD students, scientific support for employees in the early stages of their careers, access to scientific advice, further development within ethical principles and activities related to gender equality opportunities. In 2019, the IIMCB, together with 8 other institutes, has established the Warsaw-4-PhD Doctoral School, as part of which IIMCB Lab Leaders will start teaching PhD students. This is also a new task we are facing.

2. Organizational information

IIMCB is one of the most modern Polish research institutes in biological sciences and has been receiving the highest score in national evaluations to date. Over 22 years, IIMCB has grown scientifically and institutionally, setting the competitive standards for the Polish research environment. The Institute has built a leading position in research related to RNA and cell biology in Poland and is well-recognised in Europe. Prestigious grants have been awarded from both Polish and international sources to IIMCB investigators. This has helped the IIMCB to build strong scope and research expertise, taking approaches at levels of molecules, organelles, cells, and organisms.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	122,3
Of whom are international (i.e. foreign nationality) *	43
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	79
Of whom are women *	64
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	15,8
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	41
Of whom are stage R1 = in most organisations corresponding with doctoral level *	57
Total number of students (if relevant) *	2
Total number of staff (including management, administrative, teaching and research staff) *	217,70

3. Self-assessment Action Plan for 2022 – 2024:

No	Description	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)	Current status/remarks
1	<p>Rules and practices at IIMCB introduced by the end of 2018:</p> <ol style="list-style-type: none"> 1. Ordinance No. 3/2006 regarding the announcement of regulations pertaining to investigating and making decisions on accusations of scientific misconduct. Code of Conduct - introduced in December 2014. 2. Ordinance No. 2/2017 on the appointment of Ombudsmen at IIMCB to act as mediators in complaint/appeal cases for researchers and administrative staff (Postdoctoral Fellows initiative). 3. Ordinance No. 10/2017 on the introduction of the Principles of Good Practices in Scientific Research. <p>Improvements implemented according to the latest Action Plan:</p> <ol style="list-style-type: none"> 1. Order No. 2/2019 on the introduction of Anti-Mobbing Policy. 2. 2019 - Team coaching workshop: conflict resolution and mediation for Ombudspersons and Head of HR Unit. 3. 2020 - Preparation, together with the ombudsmen and with the participation of an external company, of a movie promoting effective conflict resolutions and activities of the ombudsmen at the IIMCB. 4. Decision No. 7/2020 on the appointment of Consultants for the Principles of Good Practices in Scientific Research. 5. Order No. 19/2021 on adopting Disputes and Conflicts Resolution Policy of the IIMCB (which covers prevention of mobbing, anti-discrimination activities, and the institution of the employee ombudsman). <p>Improvements planned:</p> <p>Organization of workshops on how to prevent discrimination by proactively responding to inappropriate behavior "Active bystander" for researchers and non-scientific staff.</p> <p>Organization of workshops on counteracting bullying and harassment. Workshops on how to prevent discrimination by proactively responding to inappropriate behavior "Active bystander" for researchers and non-scientific staff will be organized periodically.</p>	34. Complains/ appeals	2024-12-31	HR Logo working group, HR Unit	<p>Target: R1-R and non-scientific staff</p> <p>Indicators: documents on the Intranet and the IIMCB website, number of people trained, number of trainings</p>	<p>EXTENDED</p> <p>IIMCB appointed two Ombudsmen in 2015:</p> <ol style="list-style-type: none"> 1. Dr Urszula Biatek-Wyrzykowska, representing administrative staff became Ombudsman for Scientists (Decision No. 3/2015). 2. Dr Krzysztof Skowronek, representing researchers, became Ombudsman for Administrative employees (Decision No. 5/2015). <p>In 2017, based on Decision No. 2/2017, a new person, Dorota Wasiak-Libiszowska, was appointed the Ombudsman for Researchers.</p> <p>Due to the increasing size of the IIMCB community and its diversity, we educate and train those involved in the whole process i.e. the HR Unit personnel and ombudspersons. We also educate employees and PhD students and promote the in-house procedures as effectively as possible.</p>
2	Original rules and practices at IIMCB:	11. Evaluation/	2023-12-31	HR Unit, Board of Directors, IAB, Heads	Target:	EXTENDED

	<p>According to the IIMCB Founding Regulations evaluation of researchers involves International Advisory Board, Directors and Lab Leaders. Documents dealing with evaluation include:</p> <ol style="list-style-type: none"> 1. Statutes of IIMCB. 2. Regulation Guidelines for the Evaluation of Principal Investigators, Researchers and Assistants. 3. Decision No. 2/2009 of the Director of the International Institute of Molecular and Cell Biology on the scientific employee's assessment form. <p>At least once a year IIMCB conducts evaluation of all academic staff. The evaluation form was created 10 years ago and currently needs updating.</p> <p>Improvements implemented according to the latest Action Plan:</p> <ol style="list-style-type: none"> 1. 2019 - Training for Lab Leaders and Heads of Organizational Units "How to conduct an effective employee evaluation" (19 participants) 2. Order No. 6/2019 on periodical employee evaluation 3. 2022 - Revision of Scientific Evaluations at the IIMCB <p>Improvements planned: Order on periodic evaluation of heads of organizational units and their deputies (evaluation will include the Heads and Deputy Heads of Core Facilities). Verification of the Order on periodic evaluation of heads of organizational units and their deputies after the first evaluation.</p>	appraisal systems		of Organizational Units	R1-R3 researchers, Heads and Deputy Heads of Organizational Units Indicators: ordinance on the evaluation system, evaluation form available on the Intranet	The performance evaluation of employees is based on quality and involves an element of a thorough discussion of the supervisor with the employee on the execution of the previously set tasks, priorities, plans for the subsequent year and prospects for the employee's career development at the IIMCB and/or elsewhere.
3	<p>Original rules and practices at IIMCB: Order No.16/2018 on the introduction of the workplace rules presents provisions on equal treatment of men and women in employment, as laid down in the Polish Labor Code. IIMCB employs a total staff of 187 (as of 31.12.2018.) Analyzing the data, on the basis of which the Gender Equality Plan was created, it is noticed:</p> <ul style="list-style-type: none"> - the majority of the IIMCB community is female (62%). The most feminized group of employees are administrative staff, while the most gender-balanced group are PhD students. - The employment among heads of core facilities is gender-balanced. However, there are significant differences in the proportion of women and men in other positions at different levels of management at IIMCB. Men clearly prevail among heads of laboratories, while the share of women is much higher among heads of administrative units and the Directors. 	27. Gender balance	2024-12-31	HR Unit, The Working Group on Gender Equality Opportunities, HR Logo Working Group, Grants Office, PR Unit	Target: R1-R4, administrative staff Indicators: no of workshops/open days on gender balance, no of participants of workshops/open days on gender balance,	EXTENDED In accordance with the Horizon Europe's recommendations, IIMCB has established the Working Group on Gender Equality Opportunities (Decision no. 5/2021 dated July 19, 2021 on appointing the Working Group on Gender Equality Opportunities at the International Institute of Molecular and Cell Biology in Warsaw). It is headed by Ms. Katarzyna Fiedorowicz and includes representatives of distinct groups of employees (laboratory leaders, post-docs, PhD students and administration).

	<p>- The proportion of women with secondary and higher education is much higher. Also, female employees with doctoral and postdoctoral degrees make up the majority of employees. At the same time, the share of women among professors is only 12%.</p> <p>Improvements implemented according to the latest Action Plan: The Postdoctoral Council with the support of the administration organized the 1st Women in Science Symposium (WiSS, 4-5 March 2021). The aim of WiSS Warsaw was to increase the awareness of young female scientists of their own potentials and opportunities. During the two-day symposium, outstanding PhD students and postdoctoral researchers (mainly from the natural sciences) met with successful, renowned women of diverse professional backgrounds (including academia, industry, science journalism and politics) to benefit from their experiences and to discuss different career options. Besides inspiring lectures, the symposium provided an interactive environment and networking possibilities between the participants and speakers. The program included numerous lectures and workshops. Due to its international character, the symposium was held entirely in English. At the opening of the symposium, Prof. Jacek Jaworski (Deputy Director for Science), gave a presentation entitled: "Women in science - the IIMCB perspective."</p> <p>On the basis of a survey of the IIMCB community for the Gender Equality Plan, we planned the following activities in the field of training:</p> <ol style="list-style-type: none"> 1. Offering PhD students and postdocs opportunities to attend dedicated courses on integrating gender equality into research. 2. Organizing events and conferences to promote equal opportunities for scientific careers. 3. Soft skills training for women at the outset of their careers. 				no of introduced IIMCB regulations involving gender balance policies/aspects	In December 2021 (Order no 22/2021), the IIMCB introduced the Gender Equality Plan for the period 2022-2025. The Gender Equality Plan was prepared for the entire IIMCB community - persons employed on the basis of an employment contract, PhD students, MSc students and volunteers associated with the IIMCB. The main goal of the document is to make IIMCB a safe place for its entire community, functioning with respect for the principles of equality and diversity, free from discrimination, and thus enabling all employees to freely develop their scientific and personal skills.
4	<p>Original rules and practices at IIMCB: Ordinance No. 5/2010 on raising professional qualification of employees. The specific area of career development is not formalized. The natural role of Lab Leaders is to mentor their co-workers. PhD Students and Postdoctoral Fellows regularly participate in complementary skills training on scientific communication organized within the Institute.</p> <p>Improvements planned in Action Plan 2019 - 2021:</p> <ol style="list-style-type: none"> 1. Preparing professional career development path for each group of researchers (Lab Leaders, PhD Students, Postdoctoral Fellows, Research Technicians etc.) 2. Preparing rules concerning forms of support at every stage of scientific career. 	28. Career development	2023-06-30	HR Unit, Board of Directors, Lab Leaders	Target: R1-R4, including Lab Leaders Indicators: ordinances available on the Intranet	EXTENDED To carry out the internal assessment we prepared an open survey (January, 2019) which was sent to all groups of researchers. Based on the answers, we will prepare a series of trainings and propose the development of a career path for each group of researchers. We will propose a standardized definition of every official post, e.g. "postdoctoral

	<p>Implementation of tasks planned in Action Plan 2019-2021: has been extended for further time. For this, we need to take additional steps and involve the Laboratory Managers but also the scientists themselves to assist. These topics have been raised in meetings with the Directors and individual development and establishment of career path models is planned in the near future.</p> <p>On an ongoing basis, we are taking smaller initiatives to this end, such as:</p> <p>Possibility to employ the best senior researchers in the Core Facilities and use their knowledge and experience in conducting various types of in-house training for junior researchers and engage them in advisory bodies or as auxiliary supervisors of PhD students.</p> <p>Improvements planned: Order on the improvement of professional qualification of employees (version updated and expanded to include PhD students).</p>					researchers" "researchers", "senior researchers", "research assistant".
5	<p>Original rules and practices at IIMCB: Ordinance No. 5/2010 on raising professional qualification of employees. Order no. 8/2022 on the improvement of professional qualification of employees (version updated and expanding to also include PhD Students).</p> <p>The specific area of career development is not formalized. The natural role of Lab Leaders is to mentor their co-workers. PhD Students and Postdoctoral Fellows regularly participate in complementary skills training on scientific communication organized within the Institute.</p> <p>Improvements introduced:</p> <p>1. A series of eight workshops were organized on management of: work, teams, projects, time, as well as on patenting and commercializing research results.</p> <p>2. The Interdisciplinary Symposium of PhD students took place in April 2015. The networking among PhD students from IIMCB and from the Institute of Physical Chemistry of the PAS and their supervisors was a very valuable experience which contributed to career development of young researchers.</p>	Access to career advice	2023-06-30	Different groups and Units dedicated to each events	Target: R1-R4 Indicators: no of actions carried out no of persons participating in each event	EXTENDED Some of the events listed, will be further organized and supported by IIMCB.

<p>3. Courses on Research Integrity and Responsible Conduct of Research were delivered to IIMCB researchers by an expert Prof. Nils Axelsen, Statens Serum Institute, DK.</p> <p>4. The Journal Club, a monthly open discussion forum organized by and for PhD students from all IIMCB laboratories, allows young scientists to present, discuss, and exchange opinions about the most recent publications covering different fields in molecular and cell biology. These meetings foster professional and social networking between young researchers.</p> <p>5. Based on the International Advisory Board's recommendation, IIMCB launched Thesis Advisory Committees (TACs), which are appointed for all new PhD students. TACs are consisting of three members (thesis supervisor and 2 experienced researchers). They monitor and periodically (yearly) assess progress of research carried out by PhD students and provide an opinion and advice on further research directions and career development. (Ordinance No. 2/2013 on Thesis Advisory Committees (TACs)).</p> <p>6. IIMCB distributes (via internet, on the hallway information board) information about available posts/fellowships/trainings and workshops on career development.</p> <p>7. Common lunches with external speakers invited to IIMCB for Institute's open seminars are organized. Socializing with great scientists is a fantastic occasion to ask questions regarding scientific career. Information about the lunch meetings is sent one week in advance so that interested researchers can sign up for them. This initiative became a common practice at our Institute.</p> <p>8. Career development lectures took place, given by distinguished scientists: Prof. Gottfried Schatz, University of Basel, Switzerland ("Science and the Modern University") and Prof. Ineke Braakman, Utrecht University, NL ("From Pharmacy to Molecular and Cell Biology"), Inauguration of the Academic Year of Biocentrum Ochota, IIMCB (2013/2014).</p> <p>9. The Career Path Day was organized on January 19, 2017 by the IIMCB. The aim of this open event was to support personal and professional development of young scientists, to open young minds on different professional paths that can be successfully pursued by scientists.</p>					
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<p>Therefore we invited to this event different persons who following their PhD in science, pursued their career in other fields such as in: big farma, small business, science funding agencies, consulting. Invited speakers gave 15 minutes' presentations on their background, professional steps, and pros and cons of developing career in particular field. These were followed by an open panel discussion. The audience consisted of doctoral students and postdocs from the Institutes belonging to Biocentrum Ochota in Warsaw (around 100-150 participants).The meeting ended with the informal beer & snacks party, during which participants could talk personally to the invited guests.</p> <p>10. Workshop on habilitation was organized by IIMCB on December 19, 2016.The lecture titled "Theoretical aspects of habilitation" was given by dr Emanuel Kulczycki from the Adam Mickiewicz University in Poznan. The invited speaker covered: legal framework of habilitation, relation between academic degree and disciplines, requirements for candidates, assessment criteria, authorisation of awarding a degree of "doktor habilitowany". The event gathered an audience of around 80 participants, mostly young scientists – PhD students and postdoctoral fellows from IIMCB.</p> <p>11. Workshop on clinical trials was organized by IIMCB on February 1, 2018. The invited speakers were representatives of MSD Data Management Centre. They delivered presentation on MSD company, described initiatives taken by the company - MSD Foundation for Women's Health- and presented Data Management Center departments: Clinical Trials and Pharmacovigilance. Afterwards, young scientists participated in a Q&A session.</p> <p>12. IIMCB offered young researchers a possibility to participate in individual sessions with PIs on career development during IIMCB Annual Report Session, 20-21 May 2016. Unfortunately, no young researcher appeared to participate in these meetings. Not withstand this fact, IIMCB PIs declared openness to talk and provide advice on career prospects at any moment to any research fellow who seeks such a support.</p> <p>13. Scientists regularly participate in externally organized career development related events such as the Polish Scientific Networks: Science and Business conferences held on yearly basis in different Polish cities. Scientific Coordination Unit together with HR Unit disseminated on regular basis any other career development opportunities including,</p>					
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<p>information on relevant events, open calls for individual fellowships and awards.</p> <p>14. IIMCB supports the Do Science! - an institute-independent initiative kicked off by PhD students and postdoctoral fellows to organize lectures and informal meetings with excellent scientists to discuss science. Untill today Do Science! has organized discussions with:</p> <ul style="list-style-type: none"> - three Nobel Prize laureates: Venki Ramakrishnan, Brian Kobilka and Robert Huber, - international scientists: Gottfried Schatz, Ineke Braakman, Franck Perez, Virginijus Šikšnys, Anna Tramontano, Barry Stoddard, Xiaodong Cheng, Valakunja, Nagaraja, Narasimha D. Rao, Jiri Sponer, Sean McKenna, Giovanni Bussi, - scientists from Poland: Magda Konarska, Szymon Swiezewski, Leszek Kaczmarek, Maciej Zylicz (IIMCB), Marcin Nowotny (IIMCB), Andrzej Udalski, Joanna Kufel, Joanna Trylska, Andrzej Dziembowski (IBB/UW), Wiesław Bogdanowicz, Michał Komorowski, Tomasz Prószyński (Nencki), Paweł Niewiadomski (CeNT). <p>15. IIMCB supported PhD students Initiative: International Young Scientists Conference on Molecular and Cell Biology 2021. The International Young Scientists Conference was aimed to create opportunities for early-stage scientists to present their research and experiences in science.</p> <p>16. IIMCB supported Postdoctoral Researchers Initiative - the "Spotlight Talks" - science-based meetings regardless of the field or discipline. The idea is to present projects in an easy way for other people. It's important to increase personal overview of science done in other fields & disciplines and also to learn about cutting-edge tools. There is also a need to connect people holding a plethora of distinct expertise for potentially solving complex scientific challenges in the future. The talks are usually 15-minutes-long (can be also a bit shorter or longer), followed by discussions, which can be from 10 minutes to more than one hour, depending on the number, length of questions and answers. The speakers are mostly postdocs and senior researchers working in life sciences.</p> <p>iNEXT-Discovery 2nd Annual Scientific Meeting will be organized. The aim of the meeting is to showcase the recent discoveries in structural biology highlighting the developments in technology and applications.</p>					
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	The talks will be presented by external speakers and iNEXT-Discovery infrastructure users.					
6	<p>Original rules and practices at IIMCB: IIMCB provides opportunities for participation in conferences, symposiums, academic placements which are provided by various national and foreign institutions. Unfortunately, these forms of training are available mainly for researchers who have their own sources of funding or are employed in externally funded research projects." Access to career advice" was assessed as a challenge during the first gap analysis and internal reports. During the current internal evaluation a survey regarding "career development" was conducted, the researchers reported the need for further training, hence we plan to continue this activity in the coming years.</p> <p>Improvements planned under the Action Plan 2019 - 2021: IIMCB undertakes various activities to ensure equal access to research training for all researchers. Following the results of the recent internal assessment, IIMCB is going to organize:</p> <ol style="list-style-type: none"> 1. An integration camp for PhD Students with sessions devoted to career development, career advice, development of skills needed for successful grant and publication writing. 2. Career Path Days - to support personal and professional development of young scientists, to open young minds on different professional paths that can be successfully pursued by scientists. 3. Workshops on clinical trials, e.g. „Train Biotech: Clinical Trial" workshops organized by the Boost Biotech Poland Association together with "Stowarzyszenie na Rzecz Dobrej Praktyki Badań Klinicznych". Those events will be an interesting opportunity to interact with leading researchers in the field and to get acquainted with professional development in other areas than science. 4. Workshop on habilitation will be organized covering: changes introduced by the new law "Act 2.0", legal framework of habilitation, the relation between academic degree and disciplines, requirements for candidates, assessment criteria, authorization of awarding a degree of "doktor habilitowany". <p>Actions included in the 2019 - 2021 Action Plan successfully implemented:</p>	39. Access to research training and continuous development	2023-06-30	Different groups and Units dedicated to each events	Target: R1-R4 Indicators: number of events number of persons participating in the events future survey of satisfaction increased number of researchers participating in lectures/ seminars/ trainings/ courses	EXTENDED Thanks to the funding received from external sources, which was mentioned in Action 11, we were able to organize several training courses for various scientific groups and administration. The selection of training topics was based on a survey of the various scientific groups in order to best tailor the issues to the needs. In the revised Action Plan, we plan to provide access to training and attendance at events promoting Access to Career Advice as we have the necessary resources. We also plan to obtain external funding for such activities. We are aware that these activities are one of our priorities.

	<p>1. February/March (16.02-30.03. 2019) - "Train Biotech: Clinical Trails" workshp organized by the Boost Biotech Poland Association, 4-meeting, 36-hour course</p> <p>2. March 15, 2019 - "Doctoral Students and habilitations under the Law on High Education and Science (Law 2.0)"</p> <p>3. April 04, 2019 - seminar "To eat cookie and to have cookie - how to combine patents and publishing" led by Dr. Jakub Urbański</p> <p>4. June 26, 2022 - seminar "Fulbright scholarships" led by Professor Marek Postuła</p> <p>5. September 26-28, 2019 - PhD Students Report Session with the Training on Scientific Writing, during the sessions, PhD students present posters and presentations on their scientific research, it is also an opportunity to exchange scientific experiences</p> <p>6. October 26, 2019 - Workshop on Academic Writing and Publishing for PhD students.</p> <p>7. January 23, 2020 - seminar "Science and policy in a complex world" led by prof. Janusz Bujnicki</p> <p>8. April/June (07.04 -30.06.2020) - Basic Statistic course for PhD Students and all Scientific Staff led by an external expert dr. Maksymilian Bielecki, 8 workshops, 90 minutes each, the topics of the statistics course were developed on the basis of consultations with researchers and PhD students and on the basis of a survey</p> <p>9. December 2021 (3-17.12.21) workshop "Visual Communication for Scientists" for Postdoctoral Researchers, Researchers and Senior Researchers</p> <p>Improvements planned:</p> <p>1. Advanced Statistics course for PhD students and all scientific staff delivered by an external expert dr. Maksymilian Bielecki, 8 workshops, 90 minutes each, the topics of the statistics course.</p> <p>2. Training for Administration, Core Facilities Staff and Directors " How to handle stress" .</p> <p>3. PhD students' Annual Retreat Session - during the sessions, PhD students present posters and presentations on their scientific research, it is also an opportunity to exchange scientific experiences.</p> <p>4. Career Path Days - to support personal and professional development of young scientists, to open young minds on different professional paths that can be successfully pursued by scientists.</p> <p>5. Critical Reading of the Manuscripts workshop.</p>					
7	In the survey conducted in January 2019, researchers have identified soft skills as important to become an effective lab leader or project manager.	37. Supervision	2024-12-31	HR Unit, HR Logo Working Group	Target:	EXTENDED

	<p>IIMCB believes that a balanced combination of knowledge and soft skills is the key to success not only for scientific career but for any career undertaken by our current employees. For this reason we propose the following activities:</p> <p>1. Leadership Training - aimed to help young researchers gain the skills they need for climbing the career ladder. The course will focus on: development of leadership skills in leading their own research group, conflict management, handling projects and finances; these are highly rated assets that can help researchers advance to senior roles.</p> <p>2. Soft Skills Development Courses - Series of courses dedicated to Lab Leaders and Directors focused on: team management, time management, conflict handling, and constructive feedback.</p> <p>Thanks to funding we received from MOSaC project we organized in October 2019 training "National Science Centre - grants opportunities for Scientists" addressed to the entire IIMCB community.</p> <p>Thanks to funding we received from the Polish National Agency for Academic Exchange within the Welcome to Poland Program we organized in November 2021 "Cross Cultural Training" for Lab Leaders and Senior Researchers held by Prof. Cushner (14 participants).</p> <p>As part of the Gender Equality Plan, we plan to introduce a mentoring program starting in 2023. This program will include researchers who already hold a PhD degree. We are currently finalizing the "Mentorship toolkit - an effective way to conscious development". The list of mentors and the final form of mentorship will be worked out in consultation with the Lab Leaders, the Directors and the International Advisory Board.</p>	and managerial duties			Lab Leaders, Directors, R3 - R4 Indicators: number of trainings number of persons participating in the trainings, future surveys of satisfaction	<p>The unexpected COVID pandemic made it necessary to reorganize our work at the IIMCB to ensure the security of our employees and simultaneously maintain scientific and administrative activities of the Institute. Most of the trainings was suspended, and after almost a year it was held in online form. The training planned in Action Plan 2019 -2022 were not implemented. Training listed as "Leadership Training" and "Soft Skills Development Courses" were postponed. At meetings between the Directors and representatives of various scientific groups, it was agreed that, within available resources, the Directors would partially fund courses for Senior Researchers who associate their future with being a Laboratory Leader.</p> <p>This task is very important to us, because we strongly believe that training has always been important for researchers. While researchers must have knowledge and skills in their own research area, they must also master the critical skills of communications, team-working, leadership, critical thinking and much more. All of these are essential for a successful researcher but also for the many other career paths that researchers may choose to take.</p>
8	<p>Improvements planned: Course title: Methodological advances in molecular and structural biology Academic year: 2022/2023 Course coordinators: Profs. Janusz M. Bujnicki, Andrzej Dziembowski, Gracjan Michlewski</p>	33. Teaching	2025-09-30	PhD Office	Target: R1 Indicators: no of lectures 21	NEW The lecturers will present scientific methodology and give introduction to a series of advanced techniques used in the International Institute of

	Language: English				no of lectures 30	Molecular and Cell Biology in Warsaw in the fields of: - molecular biology (genetic engineering, sequencing, data analysis in genomics and transcriptomics); - protein and RNA biochemistry as well as macromolecular interactions; - structural biology and biophysics of proteins and nucleic acids and structural bioinformatics.
9	Improvements planned: 1. November 2022 Research Data Management 2. February 2023 Research Integrity 3. April 2023 Communicating Animal Research	2. Ethical principles	2023-05-31	Scientific Coordination Unit	Target: R1-R4, Core Facilities staff Indicators: no of orders number of trainings number of persons participating in the trainings	NEW

4. OTM-R PRINCIPLES

Recruitment processes at IIMCB are continuously improved and adapted to the standards provided by the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Internal procedures are based on the above documents and are implemented by the Recruitment Committees and the HR Unit at all stages of the recruitment process. We strive to continuously improve recruitment processes through internal documents, awareness raising of the Recruitment Committees and support from the administrative side.

In accordance with the IIMCB's founding documents and the distinguished HR Logo in Research, the Institute conducts an equal opportunity policy both in recruitment processes and at all stages of employees' careers. In line with this policy, IIMCB will also plan to introduce recruitment policies for non-scientific positions as well.

The qualifications, skills and suitability of candidates for the particular position are evaluated by a Recruitment Committee consisting of a minimum of three experts. We strive to maintain gender diversity on the Committees and to ensure that the members of the Recruitment Committees have a wide range of knowledge and competence to objectively evaluate candidates. The composition of the Recruitment Committee is approved each time by the IIMCB Director or one of her deputies. The requirements and evaluation criteria are included in both job advertisements and internal protocols, which were developed in accordance with the guidelines of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, as well as the guidelines contained in projects documentation. IIMCB follows recruitment procedures recommended by project awarding institutions, Polish and foreign, which follow the European recommendations resulting from the HRS4R process.

Recruitment processes for all types of scientific positions (addressed to both early-stage researchers and senior scientists) are conducted in the form of an open competition and consist of several independent stages including:

1. Formal evaluation of submitted applications.
2. Early selection of candidates.
3. Interviews with selected candidates (interviews are conducted online to ensure equal access for all candidates).
4. Preparation of a short list of top candidates.
5. Selection of the best qualified candidate.
6. Feedback to candidates at each stage of recruitment.
7. Preparation of administrative documents - protocols.
8. Announcement of the results of the competition/publication on the Institute's website.

Candidates invited to interview who are not recommended for employment receive feedback summarizing the strengths and weaknesses of their application.

In their evaluation, the Recruitment Committees take into account the scientific achievements of the candidates, their scientific accomplishments, participation in conferences and symposia, national and international cooperation, experience in the relevant field, research management skills and the candidate's cooperation with industry, etc. International experience in research work is particularly highly valued in the recruitment process.

Job postings specify the essential and desirable requirements for advertised positions. Job announcements are widely advertised on research websites and recruitment portals (e.g., Euraxess, IIMCB website, social media channels). In accordance with internal rules written into the regulations, job announcements are published for a minimum of 14 calendar days, and in addition, all announcements are written in English and have one common template, which includes: details of the project, clearly defined qualification requirements, salary range, contract period, and information about the documents required for application. In all job offers we include a reference to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers according to which candidates are selected. Job offers are made to all scientists who meet the requirements specified in the advertisements, regardless of race, gender, disability, religion or belief, sexual orientation and age.

All the IIMCB, Lab Leaders are selected by the International Advisory Board (IAB) in open, international competitions.

Recruitment to the Doctoral School [Warsaw-4-PhD] is done through the School's system. Candidates submit the required documents through the recruitment system, the documents in terms of merit are evaluated by the Recruitment Committee, then the highest scored candidates are invited to interviews, held in English. All rules are available to candidates and published on the Doctoral School website.

In summary, we observe that our recruitment processes are conducted at an increasingly high level each year. We also receive a lot of feedback from candidates with appreciation. Open recruitment processes and high standards allow IIMCB to hire the best candidates from both Poland and abroad. Currently, about 35% of the research staff are foreigners. We have 18 different nationalities at IIMCB.

What we currently aim to focus on are the activities written into the Gender Equality Plan:

- collecting data on candidates in relation to gender for specific recruitment processes
- development of guidelines for selection committees (in the situation of candidates with identical qualifications, it is suggested to select a person from an underrepresented gender/group)

5. Monitoring and implementation

The activities entered for the coming years are coherent with the HRS4R guidelines, as well as internal the IIMCB documents such as the HR strategy and the Gender Equality Plan. All actions included in Action Plan have been proposed taking into account IIMCB financial, human and organizational capacities. They tackle different scope of activities, so they will be implemented by different responsible personnel. The overall supervision and monitoring of all activities will be done by the HR Logo Working Group and the Board of Directors.

Monitoring meetings will be held:

- every six months to check the progress of the Action Plan implementation, if necessary more often to analyze current needs; persons or representatives of units responsible for implementation of the actions will also be invited to participate in the meetings and to present the reports on the current status of the actions; appropriate changes to the Action Plan will be introduced after every meeting of the HR Logo Working Group (if needed)
- at the completion of particular implementation task.

It is our internal rule that when creating key internal documents and organizing training courses, we conduct internal surveys. In addition, we verify the introduced internal regulations one year after their introduction, on the basis of feedback from different groups. The HR Logo Working Group and the Board of Directors will assess the whole process and will propose necessary corrections for the future. Final report will be prepared.

6. Conclusions

The current challenges we are facing in writing this Action Plan are:

- gender equality issues,
- further professional and scientific development of employees, including defining career paths and appropriate career development strategies for particular groups of scientists
- substantive support for the youngest scientists, implementation of a pilot mentoring program
- involvement of scientific staff in teaching at the Doctoral School.

As an institution with the HR Logo Excellence in Research distinction, we constantly implement solutions to foster increasingly better working conditions and support professional and scientific development. When planning activities, we take into account current problems and respond to the needs of research staff and administration. We understand the implementation of the Charter and Code as a continuous process, requiring regular evaluation and improvement of the institution's activities. The Charter and Code has become a very important aspect in decision-making: regarding recruitment processes, development, gender balance and also communication inside and outside the IIMCB. Our internal documents are coherent and based on the principles of the HRS4R policy.

To ensure the best possible conditions for development and work, the HR Logo Working Group cooperates with representatives of the particular scientific groups and the Working Group for Gender Equality Opportunities. We also discuss our solutions with international groups, and we also obtain standards from other foreign institutions through our work in EU-Life working groups.

We support ambitious scientists of any nationality, driven by a passion for pioneering research that aims to make a difference for society. This support takes place at every stage of their careers. We help scientists advance their careers through training and mentoring at all levels and encourage collaboration between them.

We are guided by the principles of scientific freedom, integrity and responsibility.

We strive to provide the best possible working conditions in every aspect: salaries, additional benefits, professional and scientific development, respect for equality, administrative support and the general working atmosphere. We strongly believe that employees and PhD students satisfaction and professional development opportunities contribute to scientific excellence.