



ISEA PAS

**HUMAN RESOURCES STRATEGY FOR
RESEARCHERS**

**The European Charter for Researchers
and
The Code of Conduct for the Recruitment of Researchers**

INTERNAL REVIEW

Cracow, 2019

TABLE OF CONTENTS

BASIC INFORMATIONS	3
1. ORGANISATIONAL INFORMATION	4
2. NARRATIVE	5
3. STRENGTHS AND WEAKNESSES UNDER THE 4 THEMATIC AREAS OF THE C&C	7
4. ACTIONS	8
5. IMPLEMENTATION	15
6. THREE YEAR ACTION PLAN	16
7. ACCEPTANCE	17

BASIC INFORMATION

Name Organisation under review:

Institute of Systematics and Evolution of Animals of the Polish Academy of Sciences

Organisation's contact details:

e-mail: office@isez.pan.krakow.pl Phone: (+48 12) 422 19 01

Web-link to published version of organisation's HR Strategy and Action Plan:

<http://www.isez.pan.krakow.pl/en/hr-excellence-in-research.html>

Web-link to organisational recruitment policy (OTM-R principles):

<http://www.isez.pan.krakow.pl/en/hr/open-transparent-and-merit-based-recruitment-regulation-of-the-manner-and-mode-of-holding-competitions-for-candidates-for-academic-positions-at-the-ISEA-PAS.pdf>

SUBMISSION DATE TO THE EUROPEAN COMMISSION:

27.11.2019

1. ORGANISATIONAL INFORMATION

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	*37
<i>Of whom are international (i.e. foreign nationality)</i>	*1
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	*3
<i>Of whom are women</i>	*18
<i>Of whom are stage R3 or R4¹ = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	*8
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	*11
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	*10
<i>Total number of students (if relevant)</i>	8
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	*74
RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	2 323 999,70
<i>Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)</i>	1 470 104,65
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	853 895,05
<i>Annual funding from private, non-government sources, designated for research</i>	-
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>The Institute of Systematics and Evolution of Animals of the Polish Academy of Sciences (ISEA PAS) was founded in 1989 from the Department of Systematic and Experimental Zoology PAS. The Natural History Museum was established at the same time under the original name of the Physiographic Museum. Today, the museum is an integral part of our Institute.</p> <p>Our Institute combines traditional scientific disciplines, systematics of contemporary and extinct animals and modern karyological, genetic investigations, archaeozoology and ecology.</p> <p>Our collections include over 2 million, often unique, specimens of fossil and contemporary vertebrates and invertebrates.</p>	

¹

http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf

2. NARRATIVE

In 2016, the ISEA PAS carried out a survey among researchers and technical employees to investigate the level of commitment to the C&C implementation. The obtained results showed no significant deficiencies in the functioning regulations relative to the C&C; however, the ISEA PAS decided to induct 16 modifications to ensure better working conditions for its employees. The presented results and the prepared analysis received the "HR Excellence in Research" Award. During an external analysis performed after receiving the award, members of the working group re-examined the results of the survey and compared it with list of planned actions. Some of the planned actions have required more time and work than was expected, with one of the reasons for the delay being the mandatory acceptance of all new regulations by the ISEA PAS Scientific Council, whose deliberations are conducted on average three times a year.

I. General Principles and Requirements applicable to Researchers

The obtained results showed no significant deficiencies in the functioning of the ISEA PAS regulations. No action was planned in this category.

II. General Principles and Requirements applicable to Employers and Funders

The ISEA PAS introduced the following changes:

- responsibilities of the administrative employees were updated;
- an equipment list was created according to the yearly inventory;
- necessary research equipment was purchased;
- tele-working became possible and allowed;
- employees were provided with the possibility of purchasing mobile internet devices to facilitate field work;
- a Research Development Specialist became responsible for seeking out new training opportunities for ISEA PAS researchers;
- granting a special allowance for scientific work was established;
- monetary compensation for the implementation, utilisation and transfers of knowledge and skills to young researchers was established;
- employees were provided with staff advice;
- the Regulations on intellectual property protection were included on the ISEA PAS website;
- a guardian was chosen for young researchers;
- a new criterion (participation of young scientists in education) was inserted into the Regulations for the annual evaluation of researchers;
- the Regulation for solving problems and conflicts was developed.

Changes planned to be introduced:

- After checking the new scopes of responsibility, the Director will carry new interviews and the excess duties connected with network and office administration will be commissioned to an external company.

- The ISEA PAS will plan a special amount of money to reward exceptional activity. Awards will be granted for research projects, spending time on training young researchers or providing training in foreign institutions, etc.

III. Code of Conduct for the Recruitment of Researchers

The ISEA PAS introduced the following changes:

- Regulations and information about the chosen candidate will be included on the website; currently, the website is still under modernisation.

Changes planned to be introduced:

- The ISEA PAS Director and Deputy Director will establish procedures for academic and professional qualifications and insert them on the modernised website.

3. STRENGTHS AND WEAKNESSES UNDER THE 4 THEMATIC AREAS OF THE C&C

Ethical and professional aspects

The major weakness the initial assessment phase were gaps in employees' knowledge about the Charter and Code. The ISEA PAS pass on the knowledge by ISEA PAS' website, during the ISEA PAS' seminars for researchers etc.

The major strengths the initial assessment phase were regulations and documents provided by Polish Academy of Sciences as the parent organization. ISEA PAS already has complied with the internal regulations: Regulations of using results of intellectual work originated in ISEA PAS, Guidelines for the assessment of professional effectiveness of the academic staff of the ISEA PAS,

The new priority is to create and implement the Data Management Plan.

Recruitment and selection

The first strengths after the initial assessment phase is the creation and implementation of Open, Transparent and Merit-Based Recruitment Regulation of the manner and mode of holding competitions for candidates for academic positions at the ISEA PAS.

Working conditions

The major weakness in and after the initial assessment phase was the housing problem. ISEA PAS is located in two locations, one is rented and one is ISEA PAS property where the ISEA PAS Natural History Museum is located. ISEA PAS has difficulties in finding a new place. The main problem is the deficiency of funds that can be used to purchase a building or even a floor in a building.

The major strengths after the initial assessment phase is the Ministry of Science and Higher Education decided to increase salary for researchers and allocated additional funds for this purpose.

ISEA PAS decided to organize a training "Mobbing, harassment and discrimination" for all employees to clarify concepts and present ways of counteracting.

The new priority is to save funds for the salary increase for the rest of employees.

Training and development

The greatest strength is that ISEA PAS takes care of maintaining the financial resources for training for employees. Employees know that at any time they can apply for permission to participate in the training which will raise their qualifications. Research Development Specialist regularly provides information on available training, among others STT mobility from the Erasmus + program.

4. ACTIONS

<i>Title of the Action</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>	<i>Current Status</i>
Work place for a Research Development Specialist Funding and salaries	Q2 2016	Research Development Specialist	Newly opened work place for a Research Development Specialist, who will search for possibilities to engage employees in external projects, enabling the earning of additional funds by studying the available websites and announcements.	<i>Completed</i>
New scopes of responsibility Research environment	Q3 2016	Director, Human Resources Specialist	The Director of the ISEA PAS interviewed office administration and network employees, and created new scopes of responsibility to fully use the potential of each employee.	<i>Completed</i>
Website modernisation Recognition of qualifications	Q3 2016	IT Network Administrator	The ISEA PAS website modernisation included the creation of a proper place on the website for inserting the Regulations on intellectual property protection, as well as the recruitment regulations, information about new	<i>Completed</i>

			employee competitions and the selection of the best candidate, in order to properly inform all the employees of these matters.	
Monetary compensation for conducting research projects and the popularisation of research Funding and salaries	Q4 2016	Director	The ISEA PAS created new rules in the ISEA PAS Labour Regulations about monetary compensation for conducting research projects and the popularisation of the research executed by the ISEA PAS.	<i>Completed</i>
New rules in the Regulations for the annual evaluation of researchers Teaching	Q4 2016	Director, Chief Accountant	The ISEA PAS introduced new rules in the Regulations for the annual evaluation of researchers, which ensure monetary compensation or the implementation, utilisation and transfers of knowledge and skills to young researchers.	<i>Completed</i>

Guardian for young Researchers Supervision	Q4 2016	Director, Deputy Director	The Director and the Deputy Director appointed the guardian for young researchers after evaluation the employees' experience and predispositions, chose the best candidate.	<i>Completed</i>
New criterion in the Regulations for the annual evaluation of researchers Teaching	Q4 2016	Director, Deputy Director	A new criterion (participation of young scientists in education) was added to the Regulations for the annual evaluation of researchers. It ensure an additional reward for researchers at the beginning of their career. The ISEA PAS informed all young researchers about a possible prize for their commitment.	<i>Completed</i>
Equipment management Research environment	Continuously from Q1 2017	Director, Head of Administration	The ISEA PAS improved the management of the available equipment. An ISEA PAS has an	<i>Completed</i>

			equipment list, created according to the collected data.	
Establishing academic and professional qualifications Recognition of qualifications	Q1 2017	Director, Deputy Director	The ISEA PAS Director and Deputy Director will establish the procedures for academic and professional qualifications. It will be available on the ISEA PAS website.	<i>In preparation for 2020</i>
Possibility of tele-working employees Working conditions	Q2 2017	IT Network Administrator	The ISEA PAS informed the employees about the possibility of tele-working. To achieve this, a remote link for researchers to connect their computers with the ISEA PAS should be installed. The remote link will allow the users to connect to another computer (for example, in the workplace)	<i>Completed</i>
Extension of the scope of granting a special allowance for scientific work Funding and Salaries	Q2 2017	Director, Chief Accountant, Human Resources Specialist	The Director of the ISEA PAS extended the scope for granting a special allowance for scientific work, in	<i>Completed</i>

			consultation with the Chief Accountant and Human Resources Specialist.	
Staff advice Access to career advice	Q2 2017	Deputy Director, Human Resources Specialist	Staff advice is provided by the Human Resources Specialist and the Research Development Specialist, as they have the best qualifications to offer advice.	<i>Completed</i>
Access to research equipment Research environment	Continuously from Q3 2017	Director, Head of Administration	The ISEA PAS renovates the necessary research equipment and cares about the maintenance of the equipment efficiency.	<i>Completed</i>
Regulation for solving problems and conflicts Complaints/appeals	Q1 2018	Director, Human Resources Specialist	The ISEA PAS prepared Regulation for solving problems and conflicts and appointed a person to deal with all complaints – the staff representative . It's available on the ISEA PAS website.	<i>Completed</i>
Purchasing mobile internet devices Working conditions	Q2 2018	Director, IT Network Administrator	ISEA PAS researchers reported a demand for mobile internet devices. After	<i>Completed</i>

			reviewing each case, the director decides about the purchase. The decision always depends on the budget of the ISEA PAS.	
Seeking out new training opportunities Access to research training and continuous development	Q1 2019	Director, Research Development Specialist	The Research Development Specialist is responsible for seeking out new training opportunities for the ISEA PAS researchers. The specialist sends information by e-mail about all kinds of training in which the researchers would be interested. If the researcher would like to participate in one the ISEA PAS finance the training.	<i>Completed</i>
Rewarding new activity Working conditions	Q2 2019	Director, Human Resources Specialist	Awards are granted for research projects, spending time on training young researchers or providing training in foreign institutions, etc.	<i>In preparation</i>

External company for office and network duties Research environment	Q1 2020	Director, Human Resources Specialist	After checking the new scopes of responsibility the Director decided to use the services of an external company administering the electronic mailbox. ISEA PAS is still working the best solution.	<i>In preparation</i>
---	----------------	--------------------------------------	--	-----------------------

The Open, Transparent, Merit-Based Recruitment Regulation has been posted on the ISEA PAS website with the rest of the information about the "HR Excellence in Research" award. This regulation is available to everyone who is interested in working at the ISEA PAS; additionally, the rules are posted as attachments along with every job advertisement on the ISEA PAS and Ministry of Science and Higher Education websites.

5. IMPLEMENTATION

The Internal Review was accomplished by the Working Group (WG), appointed by the Director of the ISEA PAS during the preparations for the gap analysis in 2016. The WG members are:

- Dr Sebastian Tarcz - Director
- Prof Zbigniew M. Bocheński - Deputy Director
- Grażyna Dudek - Human Resources Specialist
- Danuta Grabowska - Research Development Specialist

The WG has conducted conversations with groups of employees: the Human Resources Specialist and the Research Development Specialist talked with the administrative staff; and the Director and the Deputy Director talked with the heads of departments, who then talked with their employees. Based on these conversations and the planned actions, the WG was able to work out a scheme for the implementation of the changes. All of the employees' comments were considered along with the regulations in force according to the law in our country, which has helped in adjusting the regulations to comply with Polish law.

The first in line to oversee the progress was the Research Development Specialist, who provided the most relevant information to the institute's management. This information was then shared with all of the employees during regular meetings and seminars organised in the ISEA PAS

Regulations have been adjusted to facilitate their compliance with the C&C HRS4R, while all the employees were informed about the introduction of the updated regulations and the newly performed survey results concerning the changes introduced in the Institute's principles and functioning.

6. THREE YEAR ACTION PLAN

The main action is to maintain current changes and continuous the improvement of the employees' conditions.

Title of the Action	Timing	Responsible Unit	Indicator(s) / Target
Establishing academic and professional qualifications Recognition of qualifications	Q3 2020	Director, Deputy Director	The ISEA PAS Director and Deputy Director will establish the procedures for academic and professional qualifications. It will be available on the ISEA PAS website.
Establishing quality control system for OTM-R Recruitment and selection	Q4 2020	Director, Human Resources Specialist	The ISEA PAS will establish quality control system for OTM-R
Saving funds for the salary increase for the rest of employees Funding and Salaries	2020	Director, Chief Accountant	The ISEA PAS will save funds for the salary increase for the rest of employees after granting the salary increase for researchers.
Establishing system to assess OTM-R Recruitment and selection	Q2 2021	Director, Human Resources Specialist	The ISEA PAS will establish system to assess OTM-R
Evaluation Research environment Working conditions	Q2-Q3 2022	Director, Deputy Director, Research Development Specialist	ISEA PAS will use national evaluation of scientific units for internal assessment of the ISEA PAS functioning.

7. ACCEPTANCE

The Institute of Systematics and Evolution of Animals Polish Academy of Science represented by Director Dr Sebastian Tarcz unreservedly accepts the Human Recourses Strategy for Researchers.