



The Human Resources Strategy
of The Institute of Soil Science and
Plant Cultivation –
National State Institute
for researchers' career development



Internal Gap Analysis and Action Plan
for the period 2016-2020

Pulawy, 1st February 2016

Table of Contents

List of abbreviations	2
1. THE INSTITUTE	3
1.1. Introduction.....	3
1.2. The context and approach.....	5
2. METHODOLOGY.....	5
2.1. Internal Gap Analysis.....	6
2.2. The survey for researchers.....	6
3. SURVEY RESULTUS.....	7
3.1. General information about the test group.....	7
4. THE CURRENT STATE AND CONCLUSIONS OF INTERNAL ANALYSIS AND SURVEYS	11
5. ACTION PLAN.....	27

List of abbreviations

ABBREVIATION	FULL NAME
HR Logo	EU logo HR EXCELLENCE IN RESEARCH
HR Strategy	The Human Resources Strategy for Researchers (HRS4R)
Charter	European Charter for Researchers
Code	The Code of Conduct for the Recruitment of Researchers
DRS	Department of Research Support
SO	Scientific Office
NSC	The National Science Centre (pl: NCN)
NCRD	The National Centre for Research and Development (pl: NCBiR)

1. THE INSTITUTE

1.1. Introduction

The Institute of Soil Science and Plant Cultivation (IUNG) was founded in 1950. It operates under the supervision of the Ministry of Agriculture and Rural Development and the Ministry of Science and Higher Education. A tradition of agricultural research in Pulawy, however, goes back to the year of 1862, when the Polytechnic Institute of Agriculture and Forestry was established here. IUNG is also the heir of the State Research Institute of Rural Husbandry (PIRGW) that was seated in Pulawy in the years of 1917-1950.

The Institute of Soil Science and Plant Cultivation is the largest and the oldest research-development centre in Poland, conducting agricultural studies. The broad range of activities comprises crop production, soil science and fertilization, as well as recognition and protection of agricultural areas against various forms of degradation.

The Institute employs: researchers (professors and associate professors, adjuncts, and assistants), research specialists, engineering and technical specialists, administration staff, technicians, and auxiliary personnel (Figure 1).

IUNG-PIB offers stationary and extramural PhD courses, which are currently pursued by 11 doctoral students (6 in a stationary and 5 in an extramural mode). Additionally, 16 persons have opened doctoral proceedings (the employees of IUNG-PIB and other units who are not doctoral students).

**The Human Resources Strategy of The Institute of Soil Science and Plant Cultivation –
National State Institute for researchers' career development**

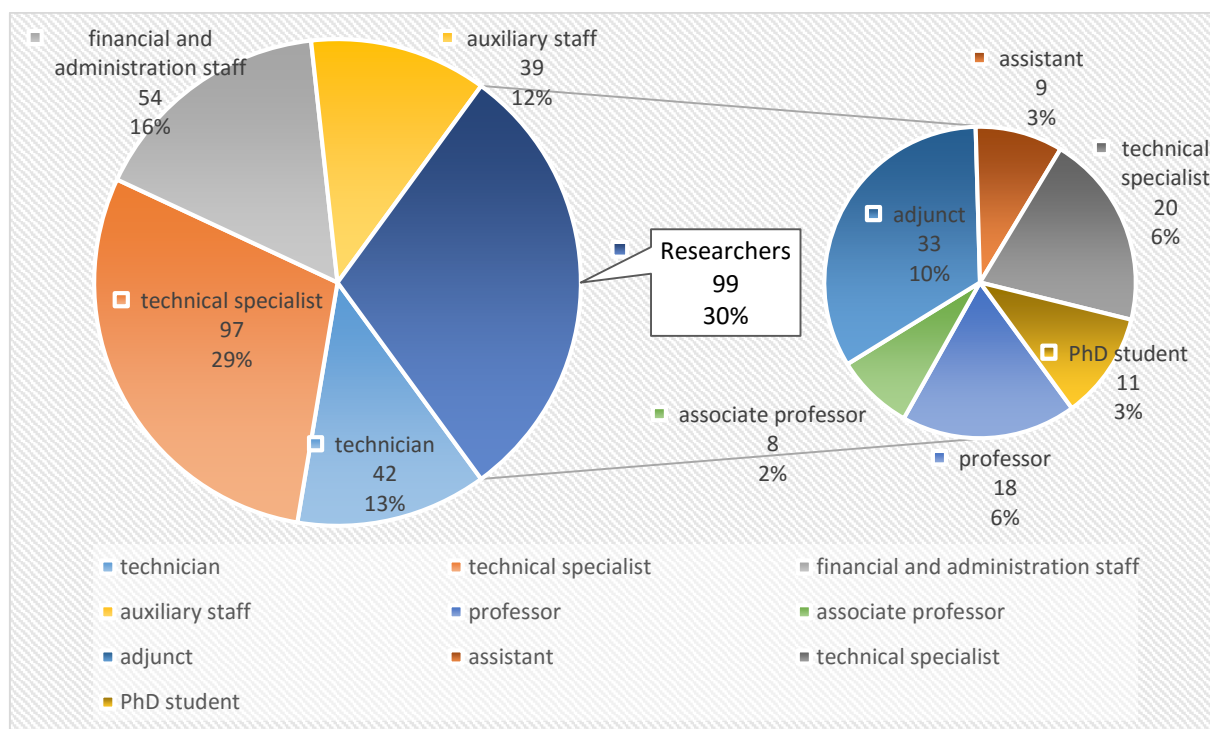


Figure 1. The structure of employment at IUNG-PIB according to position

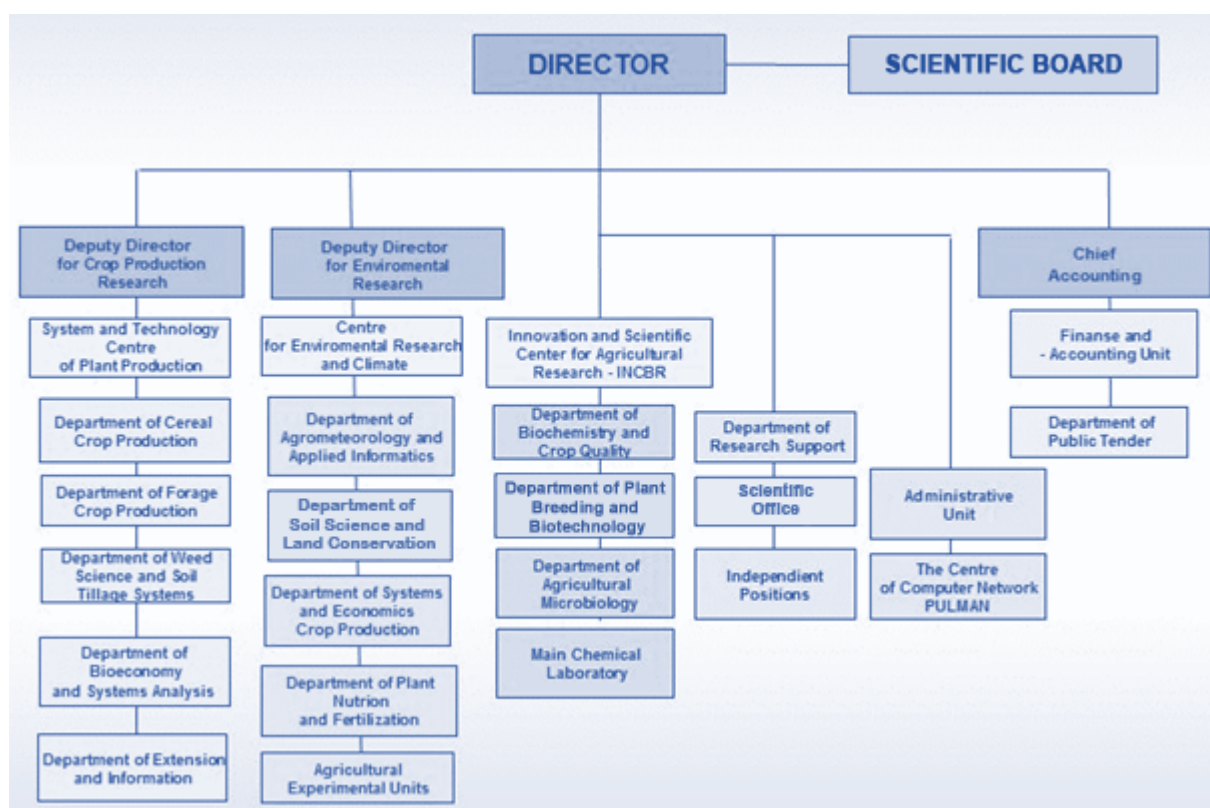


Figure 2. Institute organization chart

1.2. The context and approach

Since its foundation, the Institute has put an emphasis on international cooperation, which greatly facilitates the exchange of knowledge and experience and the development of science. In the recent years, changes in the structure of employment and international exchange of employees can be largely attributed to EU projects: *„Protection of Land and Water Quality and Sustainable Development of Rural Areas”* (Proland) and *Strengthen IUNG’s proficiency on „Managing the Production of Food and Feedstuff, their Safety and Quality under Global Climate Change”* (Proficiency) coordinated by IUNG-PIB. Since June 2015, the Institute has been coordinating the project of "New Strategies on Bio-Economy in Poland" (BioEcon), under which IUNG-PIB will hire new employees, mainly from EU countries and associates. The "HR Excellence for Research" logo will constitute a huge incentive for new scientists seeking stable employment. Developing HR Strategy will allow for taking measures to improve the conditions of employment of scientists, in accordance with the provisions of the Charter and the Code.

2. METHODOLOGY

The first step related to the preparation of the HR Strategy for IUNG HR-PIB was to send a letter of intent to the European Commission on 27 July 2015, in which the Directorate of IUNG-PIB expressed support for the provisions of the Charter and Code.

The next step was the decision of the Directorate of IUNG-PIB to apply for the HR logo and to assemble a three-person working group, which included a lawyer of IUNG-PIB, head of the Scientific Secretary, and a researcher trained in the HR. In December 2015, a survey was conducted among the employees running research activity. The working group for HR Strategy used an internal analysis and the results of the survey to take decisions aimed at removing any inconsistencies that existed at IUNG-PIB in respect to the provisions of the Charter and Code. After developing the HR strategy with a plan of corrective actions, the documents were sent to the EC in accordance with the procedure for business unit applying for the HR logo.

2.1. Internal Gap Analysis

After sending a letter of intent, in which the authorities of IUNG-PIB expressed their support for the provisions of the Charter and the Code, activities aimed at obtaining the HR logo were undertaken. Since October 2015, an informal group formed by the Director of IUNG-PIB conducted an internal analysis of the current state of the legal status of IUNG-PIB and in Poland and their consistency with the Charter and the code. The internal analysis was performed in accordance with the *"Template for internal analysis"* placed on the EURAXESS website.

The document of the internal analysis has been made available to the Directorate of IUNG-PIB.

2.2. The survey for researchers

The next step in preparing the HR Strategy was to make a survey among researchers, research specialists, doctoral students, and other staff members running scientific research. The survey included 56 respondents, but 55 questionnaire forms were as 1 form was rejected for not fulfilling the criteria of the survey. The survey was conducted in a partially open manner due to the need to verify the questionnaire forms. The data in the survey included an e-mail address, but it was available only for the person collecting the data, and not to persons analyzing the survey. Data collection by a server located outside the Institute (the Google Forms) allowed for the verification of whether more than one questionnaire was not sent by a respondent and whether it was filled by an authorized employee. It also made it possible to return to completing the survey in case of problems with editing.

The questionnaire forms were drafted in Polish, due to the fact that all the persons authorized to participate in the survey knew the Polish language in a sufficient degree to understand the questions. 40 survey questions were based on the provisions of the Charter and the Code. Each point of the survey required assessing the state of the implementation of a particular issue on a scale from 1 to 5, where 1 – very bad, 5 – very good.

In addition, each questionnaire point included a text box in which the respondents (voluntarily) could enter their suggestions and proposed actions for improving the state of the given issue at IUNG-PIB.

The survey results were evaluated according to the following criteria for the evaluation of issues in the Charter and the Code:

poor	There are discrepancies between the state of the given issues in IUNG-PIB and the provisions of the Charter and the Code, remedial actions recommended	> 35% of 3,2,1 points
average/ acceptable	An acceptable situation, actions recommended depending on the possibility	20-35% of 3,2,1 points
good	Implementation of the provisions of the Charter and Code evaluated as good	> 80% questionnaires with 5 or 4 points

Text fields, the fulfillment of which was optional provided an additional valuable information in the survey. A significant part of the comments of the employees who filled those text fields were the basis to take up additional measures.

3. SURVEY RESULTUS

3.1. General information about the test group

Among the 55 persons who took part in the survey, 47% were women (Figure 3). 1/3 of the surveyed employees were persons aged 31-40 years, while the smallest groups, 12.7% each, were the oldest (>60 years) and the youngest (≤ 30 years) employees (Figure 4).

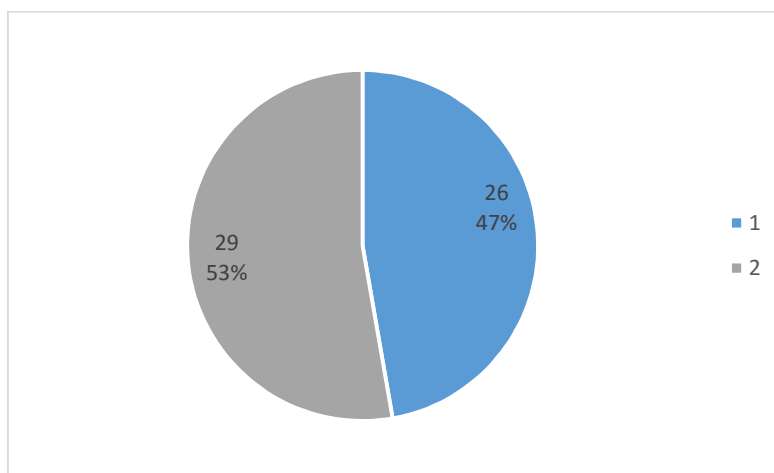


Figure 3. Gender of respondents (1-woman, 2- man)

***The Human Resources Strategy of The Institute of Soil Science and Plant Cultivation –
National State Institute for researchers' career development***

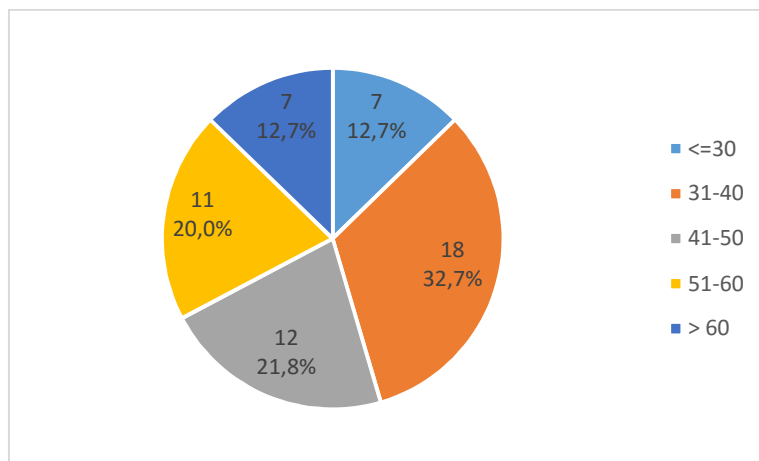


Figure 4. Age of respondents

Doctoral students and research specialists showed the highest activity among the studied groups – 70% of the employees within each group took part in the survey (Figure 5).

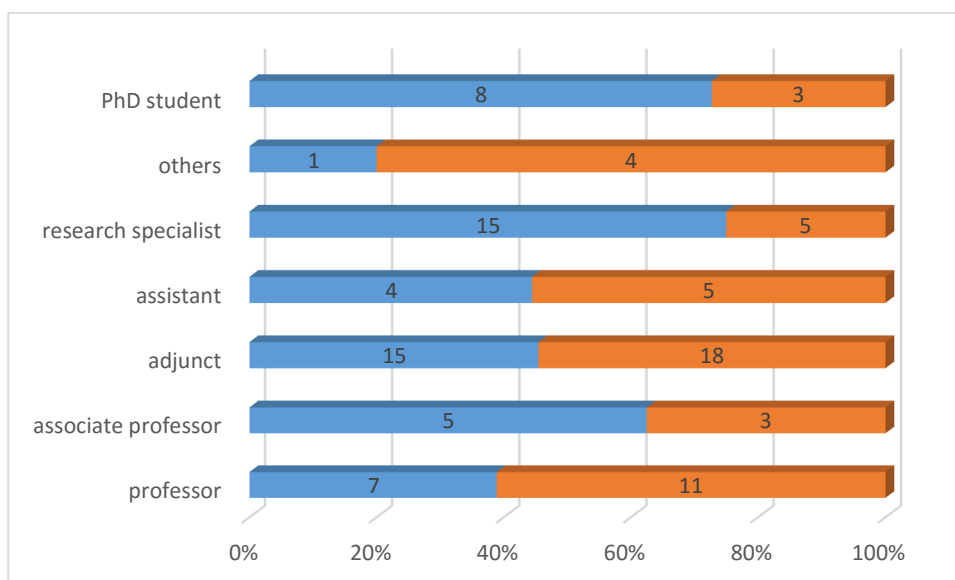


Figure 5. Respondents' professional profile

According to the criteria assumed, 2 issues were evaluated positively, 18 - averagely, while 19 – negatively (Figure 6, Table 1).

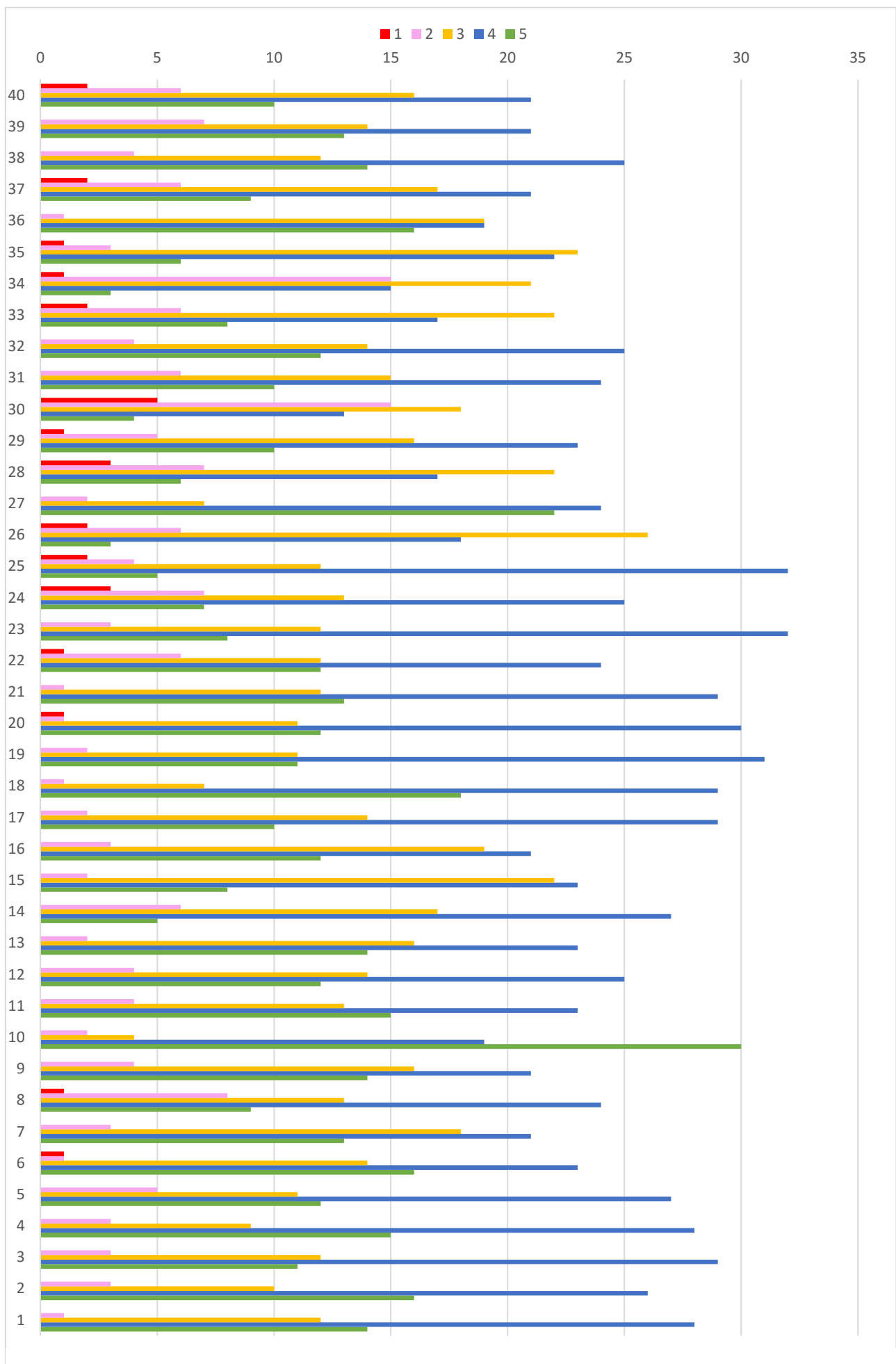


Figure 6. Total ratings for questions concerning the principles of the Charter and Code 1-40: 1- v. bad, 2-poor, 3-acceptable, 4-good, 5- v. good,

**The Human Resources Strategy of The Institute of Soil Science and Plant Cultivation –
National State Institute for researchers' career development**

Table 1. The results of the evaluation issues of the Charter and Code, based on a survey

Evaluation	Charter & Code Principle
☹️	1. RESEARCH FREEDOM
☹️	2. ETHICAL PRINCIPLES
☹️	3. PROFESSIONAL RESPONSIBILITY
☹️	4. PROFESSIONAL ATTITUDE
☹️	5. CONTRACTUAL AND LEGAL OBLIGATIONS
☹️	6. ACCOUNTABILITY
☹️	7. GOOD PRACTICE IN RESEARCH
☹️	8. DISSEMINATION, EXPLOITATION OF RESULTS
☹️	9. PUBLIC ENGAGEMENT
😊	10. NON DISCRIMINATION
☹️	11. EVALUATION/ APPRAISAL SYSTEMS
😊	12. RECRUITMENT
☹️	13. RECRUITMENT (CODE)
☹️	14. SELECTION (CODE)
☹️	15. TRANSPARENCY (CODE)
☹️	16. JUDGING MERIT (CODE)
😊	17. VARIATIONS IN THE CHRONOLOGICAL ORDER OF CVs (CODE)
😊	18. RECOGNITION OF MOBILITY EXPERIENCE (CODE)
☹️	19. RECOGNITION OF QUALIFICATIONS (CODE)
☹️	20. SENIORITY (CODE)
☹️	21. POSTDOCTORAL APPOINTMENTS (CODE)
😊	22. RECOGNITION OF THE PROFESSION
☹️	23. RESEARCH ENVIRONMENT
☹️	24. WORKING CONDITIONS
☹️	25. STABILITY AND PERMANENCE OF EMPLOYMENT
☹️	26. FUNDING AND SALARIES
😊	27. GENDER BALANCE
☹️	28. CAREER DEVELOPMENT
☹️	29. VALUE OF MOBILITY
☹️	30. ACCESS TO CAREER ADVICE
☹️	31. INTELLECTUAL PROPERTY RIGHTS

☹	32. CO-AUTHORSHIP
☹	33. TEACHING
☹	34. COMPLAINS/ APPEALS
☹	35. PARTICIPATION IN DECISION-MAKING BODIES
☹	36. RELATION WITH SUPERVISORS
☹	37. SUPERVISION AND MANAGERIAL DUTIES
☺	38. CONTINUING PROFESSIONAL DEVELOPMENT
☹	39. ACCESS TO RESEARCH TRAINING AND CONTINUOUS DEVELOPMENT
☹	40. SUPERVISION

Explanation: The principle at ☺ - good, ☺ - acceptable / average, ☹-poor .

4. THE CURRENT STATE AND CONCLUSIONS OF INTERNAL ANALYSIS AND SURVEYS

The conclusions from both the internal analysis and survey results will be presented as compared to the provisions of the Charter and the Code. Most of the provisions of the Charter and the Code include remedial actions or additional information explaining the limitations of IUNG-PIB in implementing them.

1. RESEARCH FREEDOM Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
EU and domestic regulations GMO, i.e. the Common Catalogue of Varieties of Agricultural Plant Species (CCA)	Lack of relevant internal regulations. Domestic and international regulations apply.
Survey assessment : average	Remarks: none
Actions required: (T1) Development of " <i>Ethical and organizational rules of conducting research at IUNG-PIB</i> "	
When: 9th month	Who: Scientific Board
2. ETHICAL PRINCIPLES Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.	

***The Human Resources Strategy of The Institute of Soil Science and Plant Cultivation –
National State Institute for researchers' career development***

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
The European Code of Conduct for Research Integrity 2011 (<i>The European Science Foundation and All European Academies</i>)	The Code of Ethics for researchers (2012, PAN), made available to doctoral students.
Actions required: (T1) Development of " <i>Ethical and organizational rules of conducting research at IUNG-PIB</i> "	
Survey assessment : average	Remarks: Additionally, compliance with the ethical rules will be supervised by a disciplinary prosecutor, appointed by the Scientific Board (34).
When: 9th month	Who: Scientific Board
3. PROFESSIONAL RESPONSIBILITY Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
Act of 4th February 1994 on copyright and related rights (i.e. Journal of Laws of 2006, No.90, item 631, with further amendments)	Regulations for managing copyright and related rights, industrial property rights, and commercialization of the results of research and development works.
Actions required: (T2) Verification of PhD theses, monographies in anti-plagiarism system.	
Survey assessment : average	Remarks: none
When: 15th month	Who: Head of SO
4. PROFESSIONAL ATTITUDE Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
Act of 15 January 2015 on changes to the act on rules of science financing and some other acts, Journal of Laws 2015 item 249	<ul style="list-style-type: none"> Regulations for the division of financial means granted to young researchers for conducting research. Competition procedure for the implementation of research within statutory activity; rules of settlement of research subjects and reception of statutory subjects .
Actions required: (T3) Regular newsletter (every 2 weeks) on current possibilities of application by the scientific staff of IUNG-PIB	

Survey assessment : average	Remarks: none
When: 3rd month	Who: Head of DRS
5. CONTRACTUAL AND LEGAL OBLIGATIONS Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract or equivalent document.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
Act of 4 February 1994 on copyright and related rights (i.e. Journal of Laws of 2006, No.90, item 631, with further amendments.	The obligation to check and accept the contracts concluded by the Institute by the lawyer of IUNG-PIB
Actions required: (T4) Training for staff on intellectual property rights, their types, and the possibility of their transfer and commercialization (conducted by a lawyer).	
Survey assessment : average	Remarks: none
When: 12th month	Who: The Directorate of IUNG-PIB
6. ACCOUNTABILITY Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees. Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
<ul style="list-style-type: none"> • The Act on Liability for Breaching the Public Finance Discipline; • The Labour Code; • Provisions of funders, i.e. NSC, EU on project auditing and a potential ban on application in case of committing a breach of financial discipline. 	Regulations for awarding public contracts in IUNG-PIB.
Actions required: (T5) Establishment of an electronic document repository.	
Survey assessment : average	Remarks: none
When: 15th month	Who: Chief Accountant
7. GOOD PRACTICE IN RESEARCH Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices

***The Human Resources Strategy of The Institute of Soil Science and Plant Cultivation –
National State Institute for researchers' career development***

<ul style="list-style-type: none"> • Labour Law (Labour Code), • Regulation on occupational safety and health. • The Act of 29 August 1997 on the protection of personal data (Journal of Laws of 1997, No. 133, item 883). • The Act of 5 August 2010 on the protection of classified information (Journal of Laws of 2010 No. 182, item 1228). 	<p>ACCREDITATION CERTIFICATE OF TESTING LABORATORY no. AB 339 meets requirements of the PN-EN ISO/IEC 17025:2005 standard, Accredited activity is defined in the Scope of Accreditation No AB 339. The certificate of accreditation is valid until 07.08.2017 from POLISH CENTRE FOR ACCREDITATION.</p>
<p>Actions required: (T6) Development of an internal database of projects (title, managers, source of funding, general description). (T7) Regulations for making backup copies, confidentiality and storage of data at IUNG-PIB.</p>	
<p>Survey assessment : poor</p>	<p>Remarks: none</p>
<p>When: 15th month</p>	<p>Who: Head of DRS (T6), Head of PULMAN (T7)</p>
<p>8. DISSEMINATION, EXPLOITATION OF RESULTS All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.</p>	
<p>Relevant legislation (permitting or impeding the implementation of this principle)</p>	<p>Existing Institutional rules and/or practices</p>
<p>The Act of 30 April 2010 on science funding (Journal of Laws of 2010, No.96, item 615)</p>	<ul style="list-style-type: none"> • Regulations for the management of copyright and related rights, industrial property rights and the commercialization of the results of research and development works. • Regulations No. 002/20/2011 on the award of the Director of IUNG-PIB. • Cooperation with schools. • Participation of IUNG employees in the Science Festival in Lublin, Poland.
<p>Actions required: (T8) Hiring an innovation broker within the project.</p>	
<p>Survey assessment : poor</p>	<p>Remarks: none</p>
<p>When: 39th month</p>	<p>Who: the Directorate of IUNG-PIB</p>
<p>9. PUBLIC ENGAGEMENT Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.</p>	
<p>Relevant legislation (permitting or impeding the implementation of this principle)</p>	<p>Existing Institutional rules and/or practices</p>
<p>The Act on Research Institutes – art. 2 point 2</p>	<ul style="list-style-type: none"> • Scientific workshops (within the framework of the multiannual programme), conferences, and trainings run by the Institute within the framework of statutory activity and the projects and contracts with the Ministry of Agriculture and Rural Development. • Participation in "Science Festivals" and fairs. • Organization of Open Days. • Cooperation with agricultural schools.

	<ul style="list-style-type: none"> • Cooperation with Agricultural Advisory Centers-an important part of the knowledge transfer to agriculture. • Provision of IT agricultural advisory systems, applications for agricultural practice, i.e. NawSald, MacroBil, Plano RSN; on-line advisory programs – calculators and others. • ‘Science-farming practice’ site on the website of the Institute with subsequently updated information and recommendations intended for agricultural practice: http://duw.iung.pulawy.pl/.
Actions required: (T9) Development of public relations strategy for IUNG-PIB.	
Survey assessment : poor	Remarks: Methods of implementation will depend on funds acquired for the promotion of IUNG-PIB.
When: 18th month	Who: The Directorate of IUNG-PIB
10. NON DISCRIMINATION Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
The Labour Code (art. 18 ^{3a} -18 ^{3e}), The obligation to counteract mobbing, art. 94	None
Actions required: (T10) The introduction of anti-discrimination procedures.	
Survey assessment : good	Remarks: none
When: 18th month	Who: the lawyer of IUNG-PIB
11. EVALUATION/ APPRAISAL SYSTEMS Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
The Act of 30 April 2010 on research institutes (Journal of Laws of 2015 item 1095) – art. 44 paragraph 3	<ul style="list-style-type: none"> • Regulations for the evaluation of researchers and research specialists employed at IUNG-PIB; • Annual evaluation of the employees.
Actions required: (T11) Changes in the evaluation of researchers and research specialists according to the legislative changes, in cooperation with the employees.	
Survey assessment : average	Remarks: none
When: 18th month	Who: Head of SO
12. RECRUITMENT Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the	

***The Human Resources Strategy of The Institute of Soil Science and Plant Cultivation –
National State Institute for researchers' career development***

principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
The Act of 30 April 2010 on research institutes (Journal of Laws of 2015 item 1095) – art. 44 paragraph 3	<ul style="list-style-type: none"> • The Statute of the Institute; • Competition procedure; • Director's regulations as regards the competition.
Actions required: (T12) Development of procedures for proper conduct in the Institute, including good habits and practices in mutual contact, indication of the behaviors that are considered by the employer as objectionable and specification of how to respond to the cases of psychological harassment or discrimination.	
Survey assessment : average	Remarks: none
When: 9th month	Who: the lawyer of IUNG-PIB
13. RECRUITMENT (CODE) Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
The Act of 30 April 2010 on research institutes (Journal of Laws of 2015 item 1095) – art. 44 paragraph 3.	<ul style="list-style-type: none"> • The Statute of the Institute; • Competition procedure; • Director's regulations as regards the competition.
Actions required: (T13) Placing professional development perspectives in the competition announcements	
Survey assessment : average	Remarks: none
When: 3th month	Who: the lawyer of IUNG-PIB
14. SELECTION (CODE) Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained should be realistic.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
The Act of 30 April 2010 on research institutes (Journal of Laws of 2015 item 1095) – art. 44 paragraph 3.	<ul style="list-style-type: none"> • The Statute of the Institute; • Competition procedure; • Director's regulations as regards the competition.
Actions required: (T14) Adjusting the Regulations of the Competition Committee to the requirements of the Charter and the Code.	
Survey assessment : poor	Remarks: none
When: 18th month	Who: the lawyer of IUNG-PIB

15. TRANSPARENCY (CODE) Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
The Act of 30 April 2010 on research institutes (Journal of Laws of 2015 item 1095) – art. 44 paragraph 3	<ul style="list-style-type: none"> Announcement of competitions on the website; The Statute of the Institute; competition procedure, regulation.
Actions required: (T15) Updating of the Regulations of the Competition Committee. <i>“The guidance for personal and professional development for researchers”</i> in the Intranet network and as an attachment to the job announcement. Strong and weak points of the candidates taking part in competitions.	
Survey assessment: bad	Remarks: none
When: 6th month	Who: the lawyer of IUNG-PIB
16. JUDGING MERIT (CODE) The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
The Act of 30 April 2010 on research institutes (Journal of Laws of 2015 item 1095) – art. 44 paragraph 3	<ul style="list-style-type: none"> The Statute of the Institute, Competition procedure, Director’s regulations as regards the competition.
Actions required: (T16) Sharing <i>“The guidance for personal and professional development for researchers”</i> in the Intranet network and as an attachment to the job announcement.	
Survey assessment: poor	Remarks: none
When: 6th month	Who: the lawyer of IUNG-PIB
17. VARIATIONS IN THE CHRONOLOGICAL ORDER OF CVs (CODE) Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
The Act of 30 April 2010 on research institutes (Journal of Laws of 2015 item 1095) – art. 44 paragraph 3	<ul style="list-style-type: none"> The Statute of the Institute, Competition procedure, Director’s regulations as regards the competition.
Actions required:	

***The Human Resources Strategy of The Institute of Soil Science and Plant Cultivation –
National State Institute for researchers' career development***

None	
Survey assessment: average	Remarks: none
When: does not apply	Who: does not apply
18. RECOGNITION OF MOBILITY EXPERIENCE (CODE) Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
The Act of 30 April 2010 on research institutes (Journal of Laws of 2015 item 1095) – art. 44 paragraph 3	<ul style="list-style-type: none"> • The Statute of the Institute, • Competition procedure, • Director's regulations as regards the competition.
Actions required: None	
Survey assessment: good	Remarks: none
When: does not apply	Who: does not apply
19. RECOGNITION OF QUALIFICATIONS (CODE) Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
<ul style="list-style-type: none"> • Convention on the Recognition of Studies, Diplomas and Degrees concerning Higher Education in the States belonging to the Europe Region, drafted in Paris on 21 December 1979 (Journal of Laws 1983, No. 7, item 38); • European Convention on the Academic Recognition of University. Qualifications of 14 December 1959 (Journal of Laws 1995, No. 40, item 204); • Act on the Education System of 7 September 1991 (Journal of Laws No. 95, item 425), the uniform text of 16 May 1996 (Journal of Laws no. 67, item 329); • Act on Scientific Degrees and Scientific Title and Degrees and Title in the scope of Arts of 14 March 2003 (Journal of Laws no. 65, item 595) the uniform text of 2 December 2014 (Journal of Laws 2014 item 1852) 	None. Statutory regulations apply.
Actions required: None	
Survey assessment: average	Remarks: none
When: does not apply	Who: does not apply
20. SENIORITY (CODE)	

The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
The Act of 30 April 2010 on research institutes (Journal of Laws of 2015 item 1095) – art. 44 paragraph 3	<ul style="list-style-type: none"> • The Statute of the Institute; • Regulation on the principles of employing researchers and research specialists at IUNG-PIB; • Director's regulations as regards the competition.
Actions required: None	
Survey assessment: average	Remarks: none
When: does not apply	Who: does not apply
21. POSTDOCTORAL APPOINTMENTS (CODE) Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
The Act of 30 April 2010 on research institutes (Journal of Laws of 2015 item 1095) – art. 44 paragraph 3	<ul style="list-style-type: none"> • The Statute of the Institute; • Regulation on the principles of employing researchers and research specialists at IUNG-PIB; • Director's regulations as regards the competition.
Actions required: None	
Survey assessment: average	Remarks: none
When: does not apply	Who: does not apply
22. RECOGNITION OF THE PROFESSION All researchers engaged in a research career should be recognized as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
<ul style="list-style-type: none"> • The Labour Code; • The Act of 30 April 2010 on research institutes (Journal of Laws of 2015 item 1095) – art. 44 paragraph 3. 	<ul style="list-style-type: none"> • The Statute of the Institute; • Regulation on the principles of employing researchers and research specialists at IUNG-PIB; • Director's regulations as regards the competition.
Actions required:	

***The Human Resources Strategy of The Institute of Soil Science and Plant Cultivation –
National State Institute for researchers' career development***

Survey assessment: average	Remarks: none
When: does not apply	Who: does not apply
23. RESEARCH ENVIRONMENT Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
Labour Law and Polish Health and Safety regulations	Collective Labour Agreement
Actions required: None	
Survey assessment: average	Remarks: none
When: does not apply	Who: does not apply
24. WORKING CONDITIONS Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, <i>inter alia</i> , to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
Labour Law and Polish Health and Safety regulations	Collective Labour Agreement
Actions required: None	
Survey assessment: poor	Remarks: Lack of adequate legislation to introduce flexible working time, which is expected by the employees. Requirements related to the settlement of projects.
When: does not apply	Who: does not apply
25. STABILITY AND PERMANENCE OF EMPLOYMENT Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the <i>EU Directive on Fixed-Term Work</i> .	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
<ul style="list-style-type: none"> Labour Law; The Act on Research Institutes of 30 April 2010 (Journal of Laws 2015 item 1095) - art. 44-46. 	<ul style="list-style-type: none"> Collective Labour Agreement; The Benefits and Loan Fund.
Actions required: (T17) Updating the existing principles of employment for an indefinite period, together with the	

Scientific Board and trade union organization.	
Survey assessment: average	Remarks: none
When: 12th month	Who: Director
26. FUNDING AND SALARIES Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
<ul style="list-style-type: none"> Labour Law The Act on Research Institutes of 30 April 2010 (Journal of Laws 2015 item 1095) 	<ul style="list-style-type: none"> Collective Labour Agreement Guidelines of NSC or scientific projects
Actions required: (T18) Introduction of the system of researcher remuneration dependent on their work performance , as indicated in the annual employee evaluation surveys.	
Survey assessment: poor	Remarks: The proposed system should promote outstanding employees and impose sanctions against workers who do not meet expectations. The system of premiums resulting from activity in acquiring funds for research also needs to be improved.
When: 12 th month	Who: Director
27. GENDER BALANCE Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
None	Women constitute 48% of research and research specialist staff; 41 women/ 85 researchers and research specialists (as at 24 November 2015)
Actions required: (T19) Women included in each recruitment committee, maintaining a gender balance. ¹ .	
Survey assessment: good	Remarks: none
When: 6th month	Who: Director during the recruitment for vacancies
28. CAREER DEVELOPMENT Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term	

¹ According to the opinion of the European Economic and Social Committee on Women in Science (of 15 October 2014), each recruitment committee should include women. The committees should also keep gender balance. This may encourage women to apply for the jobs and contribute to their more frequent recruitment.

***The Human Resources Strategy of The Institute of Soil Science and Plant Cultivation –
National State Institute for researchers' career development***

contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
None	None
Actions required: (T20) Appointment of mentor group at IUNG-PIB.	
Survey assessment: poor	Remarks: none
When: 30th month	Who: Scientific Board
29. VALUE OF MOBILITY Employers and/or funders must recognize the value of geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
Labour Law	<ul style="list-style-type: none"> The possibility for researchers, research specialists, and doctoral students to apply for delegation in case of temporal leaves such as training leaves (up to 1-2 months), unpaid leaves in the case of longer trips, and short training trips; Funding within EU projects: (Proficiency), NCRD (SIMS), NSC.
Actions required: (T21) Procedures for internship, training, and post-doc leaves.	
Survey assessment: poor	Remarks: none
When: 9th month	Who: the lawyer of IUNG-PIB
30. ACCESS TO CAREER ADVICE Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
None	None
Actions required: (T20) Appointment of mentor group at IUNG-PIB.	
Survey assessment: poor	Remarks: none
When: 30th month	Who: Scientific Board
31. INTELLECTUAL PROPERTY RIGHTS Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for	

under specific collaboration agreements or other types of agreement.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
<ul style="list-style-type: none"> • Act on principles of financing science; • Copyright and related rights; • Industrial property rights. 	Regulations for the management of copyright and related rights, industrial property rights and the commercialization of the results of research and development works.
Actions required: (T4): Training for staff on intellectual property rights, their types, and the possibility of their transfer and commercialization (conducted by a lawyer).	
Survey assessment: poor	Remarks: none
When: 12th month	Who: the Directorate of IUNG-PIB
32. CO-AUTHORSHIP Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc, or to publish their own research results independently from their supervisor(s).	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
Copyright and related rights	<ul style="list-style-type: none"> • Regulations for the management of copyright and related rights, industrial property rights and the commercialization of the results of research and development works; • Determination of the percentage share individual co-authors of the work in the scoring (project manager or the lead author), taken into account when assessing researcher's and research specialist's performance.
Actions required: none	
Survey assessment: average	Remarks: none
When: does not apply	Who: does not apply
33. TEACHING Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices

***The Human Resources Strategy of The Institute of Soil Science and Plant Cultivation –
National State Institute for researchers' career development***

<ul style="list-style-type: none"> The Act of 30 April 2010 on Research Institutes (Journal of Laws of 2015 item 1095) - art. 44-46; The Act on Scientific Degrees and Scientific Title and Degrees and Title in the scope of Arts of 14 March 2003 (Journal of Laws no. 65, item 595 with further amendments). 	<ul style="list-style-type: none"> Regulations for PhD studies at IUNG-PIB; Regulations for doctoral proceedings.
Actions required: (T22) Seminars prepared by PhD students .	
Survey assessment: poor	Remarks: The employees of the Institute do not have the obligation to run teach didactics.
When: 6th month	Who: Head of PhD studies
34. COMPLAINS/ APPEALS Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
<ul style="list-style-type: none"> The Labour Law; The Act of 30 April 2010 on Research Institutes (Journal of Laws 2015 item 1095), art. 51-58. 	<ul style="list-style-type: none"> Activity of the Trade Union; Functioning of the Social Labour Inspector.
Actions required: (T23) Development of the regulations for complaints and appeals. The establishment of the institution of a disciplinary prosecutor by the Scientific Board of IUNG-PIB.	
Survey assessment: poor	Remarks: none
When: 9th month	Who: the lawyer of IUNG-PIB
35. PARTICIPATION IN DECISION-MAKING BODIES Employers and/or funders of researchers should recognize it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
<ul style="list-style-type: none"> The Act of 30 April 2010 on Research Institutes (Journal of Laws 2015 item 1095); The Labour Code . 	<ul style="list-style-type: none"> The Statute- many decisions require an opinion or consent of the Scientific Council; Activity of the Trade Union; Functioning of the Social Labour Inspector; The Programme Council (Heads of the Departments + representatives of junior researchers).
Actions required: (T24) Development of new regulations for the Scientific Board of IUNG-PIB with regard to the legislative changes.	
Survey assessment: poor	Remarks: none
When: 6th month	Who: Scientific Board

36. RELATION WITH SUPERVISORS Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
<ul style="list-style-type: none"> • The Act of 30 April 2010 on Research Institutes (Journal of Laws 2015 item 1095); • The Act on Scientific Degrees and Scientific Title and Degrees and Title in the scope of Arts of 14 March 2003 (Journal of Laws no. 65, item 595). 	<ul style="list-style-type: none"> • Regulations for PhD studies; • Regulations for professional advancement.
Actions required: (T25) The development/implementation of good practice concerning the relations with the supervisor and promoter of PhD thesis.	
Survey assessment: poor	Remarks: none
When: 6th month	Who: Head of PhD studies
37. SUPERVISION AND MANAGERIAL DUTIES Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
<ul style="list-style-type: none"> • The Act of 30 April 2010 on Research Institutes (Journal of Laws 2015 item 1095); • The Act on Scientific Degrees and Scientific Title and Degrees and Title in the scope of Arts of 14 March 2003 (Journal of Laws no. 65, item 595) with further amendments (Journal of Laws of 2014, item 1852, and of 2015, item 249); • Regulation of the Ministry of Science and Higher Education of 30 October 2015 on the detailed mode and conditions of conducting activities in PhD proceedings, in habilitation proceedings, and the procedure for the conferment of the professor title (Journal of Laws z 2015, item 1842). 	<ul style="list-style-type: none"> • Regulations of PhD studies; • Regulations for professional advancement.
Actions required: (T25) The development/implementation of good practice concerning the relations with the supervisor and promoter of PhD thesis.	
Survey assessment: poor	Remarks: none
When: 6th month	Who: Head of PhD studies
38. CONTINUING PROFESSIONAL DEVELOPMENT	

***The Human Resources Strategy of The Institute of Soil Science and Plant Cultivation –
National State Institute for researchers' career development***

Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
The Labour Code art.103.	Participation in conferences and trainings, if requested by an employee, depending on the financial means.
Actions required: (T21) Procedures for internship, training, post-doc leaves.	
Survey assessment: average	Remarks: none
When: 9th month	Who: the lawyer of IUNG-PIB
39. ACCESS TO RESEARCH TRAINING AND CONTINUOUS DEVELOPMENT	
Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
None	The consent for a training considered individually on request of an employee, with an indication of the source of financing.
Actions required: (T21) Procedures for internship, training, post-doc leaves.	
Survey assessment: poor	Remarks: none
When: 9th month	Who: the lawyer of IUNG-PIB
40. SUPERVISION	
Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.	
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices
The Act of 30 April 2010 on Research Institutes (Journal of Laws 2015 item 1095).	Regulations for PhD studies at IUNG-PIB, §10 point 2. „A scientific supervisor can be a researcher, having at least the scientific title of doctor habilitated within a given or related scientific discipline, academically active with a confirmed scientific record from the last 5 years”.
Actions required: (T20) Appointment of mentor group at IUNG-PIB.	
Survey assessment: poor	Remarks: none
When: 30th month	Who: Scientific Board

5. ACTION PLAN

The reorganisation plan will be implemented over 4 years divided into two periods; short-term and medium-term actions will be implemented over the first 2 years, and long-term actions – over more than 2 years. The realization of individual tasks set out in the Action Plan will be delegated to particular persons. HR Strategy coordinator appointed by the Director of IUNG will be responsible for implementing the schedule and sending reports to the European Commission.

Actions	No.	Responsibility
Development of "Ethical and organizational rules of conducting research at IUNG-PIB"	T1	Scientific Board
Verification of PhD theses, monographies in anti-plagiarism system	T2	Head of SO
Regular newsletter (every 2 weeks) on current possibilities of application by the scientific staff of IUNG-PIB	T3	Head of DRS
Training for staff on intellectual property rights, their types, and the possibility of their transfer and commercialization (conducted by a lawyer)	T4	Director
Establishment of an electronic document repository	T5	Chief Accountant
Development of an internal database of projects (title, managers, source of funding, general description).	T6	Head of DRS
Regulations for making backup copies, confidentiality and storage of data at IUNG-PIB	T7	Head PULMAN
Hiring an innovation broker within the project	T8	Director
Development of public relations strategy for IUNG-PIB	T9	Director
The introduction of anti-discrimination procedures	T10	The lawyer of IUNG-PIB
Changes in the evaluation of researchers and research specialists according to the legislative changes, in cooperation with the employees	T11	Head of SO
Development of procedures for proper conduct in the Institute, including good habits and practices in mutual contact, indication of the behaviors that are considered by the employer as objectionable and specification of how to respond to the cases of psychological harassment or discrimination	T12	The lawyer of IUNG-PIB
Placing professional development perspectives in the competition announcements	T13	The lawyer of IUNG-PIB
Adjusting the Regulations of the Competition Committee to the requirements of the Charter and the Code	T14	The lawyer of IUNG-PIB
Updating of the Regulations of the Competition Committee. "The guidance for personal and professional development for researchers" in the Intranet network and as an attachment to the job announcement. Strong and weak points of the candidates taking part in competitions	T15	The lawyer of IUNG-PIB
Sharing "The guidance for personal and professional development for researchers" in the Intranet network and as an attachment to the job announcement	T16	The lawyer of IUNG-PIB
Updating the existing principles of employment for an indefinite period, together with the Scientific Board and trade union organization. The update will involve researchers. In the case of auxiliary staff, the principles of the Labour Code shall apply.	T17	Director

***The Human Resources Strategy of The Institute of Soil Science and Plant Cultivation –
National State Institute for researchers' career development***

Actions	No.	Responsibility
Introduction of the system of researcher remuneration dependent on their work performance , as indicated in the annual employee evaluation surveys	T18	Director
Women included in each recruitment committee, maintaining a gender balance.	T19	Director
Appointment of mentor group at IUNG-PIB	T20	Scientific Board
Procedures for internship, training, post-doc leaves	T21	The lawyer of IUNG-PIB
Seminars prepared by PhD students	T22	Head of PhD studies
Development of the regulations for complaints and appeals. The establishment of the institution of a disciplinary prosecutor by the Scientific Board of IUNG-PIB	T23	The lawyer of IUNG-PIB
Development of new regulations for the Scientific Board of IUNG-PIB with regard to the legislative changes	T24	Scientific Board
The development/implementation of good practice concerning the relations with the supervisor and promoter of PhD thesis	T25	Head of PhD studies
Audit of implementation HR Strategy of IUNG-PIB	T26	Auditor


 Dyrektor
prof.dr hab. Wiesław Aleksander Oleszek
 prof.zw.

[illegible]

**The Human Resources Strategy of The Institute of Soil Science and Plant Cultivation –
National State Institute for researchers' career development**

National State Institute for Researchers' career development																											
Actions (long term)	Responsibility	Charter's and Code's Principle	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36	M37	M38	M39	M40	M41	M42	M43	M44	M45	M46	M47	M48	M49	
			2018										2019							2020							
T1	Scientific Board	1,2																									
T2	Head of SO	3																									
T3	Head of DRS	4																									
T4	Director	5, 31																									
T5	Chief Accountant	6																									
T6	Head of DRS	7																									
T7	Head of PULMAN	7																									
T8	Director	8																									
T9	Director	9																									
T10	The lawyer of IUNG-PIB	10																									
T11	Head of SO	11																									
T12	The lawyer of IUNG-PIB	12																									
T13	The lawyer of IUNG-PIB	13																									
T14	The lawyer of IUNG-PIB	14																									
T15	The lawyer of IUNG-PIB	15																									
T16	The lawyer of IUNG-PIB	16																									
T17	Director	25																									
T18	Director	26																									
T19	Director	27																									
T20	Scientific Board	28, 30, 40																									
T21	The lawyer of IUNG-PIB	29, 38, 39																									
T22	Head of PhD studies	33																									
T23	The lawyer of IUNG-PIB	34																									
T24	Scientific Board	35																									
T25	Head of PhD studies	37, 38																									
T26	Auditor																										


 Dyrektor
 prof. dr hab. Wiesław Aleksander Oleszek
 prof. zw.



POSTAL ADDRESS:

**Institute of Soil Science and Plant Cultivation
State Research Institute
ul. Czartoryskich 8
24-100 Pulawy
Poland**

www.iung.pulawy.pl iung@iung.pulawy.pl fb: iungpib

