



Human Resources Strategy for Researchers (HRS4R) Internal Gap Analysis and Action Plan

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

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Basic information on the NMFRI

- The oldest marine science center in Poland.
Its beginnings date back to June 1921 when the Sea Fisheries Laboratory was established in Hel.
- The National Marine Fisheries Research Institute (NMFRI) is supervised by the Ministry of Maritime Economy and Inland Waterways.
- According to the Regulation of the Council of Ministers of June 2011, the Institute has been awarded a National Research Institute status.
- Employment: 225 people, involved in R&D: 63 (including scientific staff: 25)



- The NMFRI is a dynamic modern Institute performing comprehensive scientific research and development studies, supporting economically sustainable and environmentally sound development of sea fisheries.
- The NMFRI is also an attractive research and business partner as regards environmental impact assessment, spatial planning, the needs of entrepreneurs of the fishing industry and cooperation within various marine projects.
- International cooperation with the International Council for the Exploration of the Sea (ICES) and within the framework of the National Program for Collection of Fisheries Data (NPCFD) with the European Union is crucial for the scientific research performed at the NMFRI. The director of the NMFRI is also a member of the European Fisheries and Aquaculture Organization.



The NMFRI Gdynia Aquarium

- The Gdynia Aquarium, which is part of the NMFRI, is a modern zoological garden where one can admire the remarkable species of fish, amphibians and reptiles from every corner of the world, as well as explore the secrets of nature at workshops at the center of marine education.



NMFRI European Charter and Code Implementation Working Group

- Assoc. Prof. I. Psuty – Deputy Director for Scientific Matters
- Dr. A. Wąs-Barcz - Department of Fisheries Resources
- K. Pawlikowski, M.Sc. - Department of Fisheries Oceanography and Marine Ecology
- Dr. I Waszak - Department of Food and Environmental Chemistry
- M. Kieliszewska, M.Sc. – Department of Fisheries Economics
- M. Grzeszczak, M.Sc., A. Ochman, M.Sc., Dr. P. Dorszewski – administrative staff

Internal analysis process

- Part of the members of the Implementation Working Group, i.e. the administrative staff, were in contact and met regularly starting from Oct 2015 to plan, prepare and execute phases of implementing the C&C. The following general rules were established:
 - all scientific departments should be involved,
 - level of importance should be taken into account,
 - level of implementation should be taken into account.
- A thorough gap analysis was carried out. The Charter and Code were studied against existing legislation (national laws, internal regulations), guidelines and good practice at the NMFRI in order to provide a comprehensive gap analysis.

Defining the Action Plan

- Considering the recommendations provided by the Assessors from the European Commission in the CONSENSUS report form, the Implementation Committee was established (Director's ordinance 15/2016).
- The Committee Members include the Institute's management staff and supports the Implementation Working Group as an advisory body.
- As a result of discussions and consultations between the Implementation Working Group, Institute's Management, Heads of Departments and research staff, analyzing together the internal gap analysis and the results of questionnaire for research staff, an effective action plan was established.

Implementation Committee

- Dr. Emil Kuzebski - Director
- Assoc. Prof. I. Psuty - Deputy Director for Scientific Matters
- Rafał Geremek, M.Sc. - Deputy Director for Financial Matters
- Assoc. Prof. B. Urban-Malinga - Head of the Department of Fisheries Oceanography and Marine Ecology
- Prof. Jan Horbowy - Head of the Department of Fisheries Resources
- Assoc. Prof. J. Szlinder-Richert - Head of the Department of Food and Environmental Chemistry
- Prof. A. Dowgiałło - Head of the Department of Processing Technology and Mechanization
- Dr. Adam Mytlewski - Head of the Department of Fisheries Economics
- Małgorzata Arndt-Szyszkó, M.Sc. - Head of the Department for Project Services and Information
- Maciej Siwy - legal advisor

Legislation

- **List of relevant national legislation:**

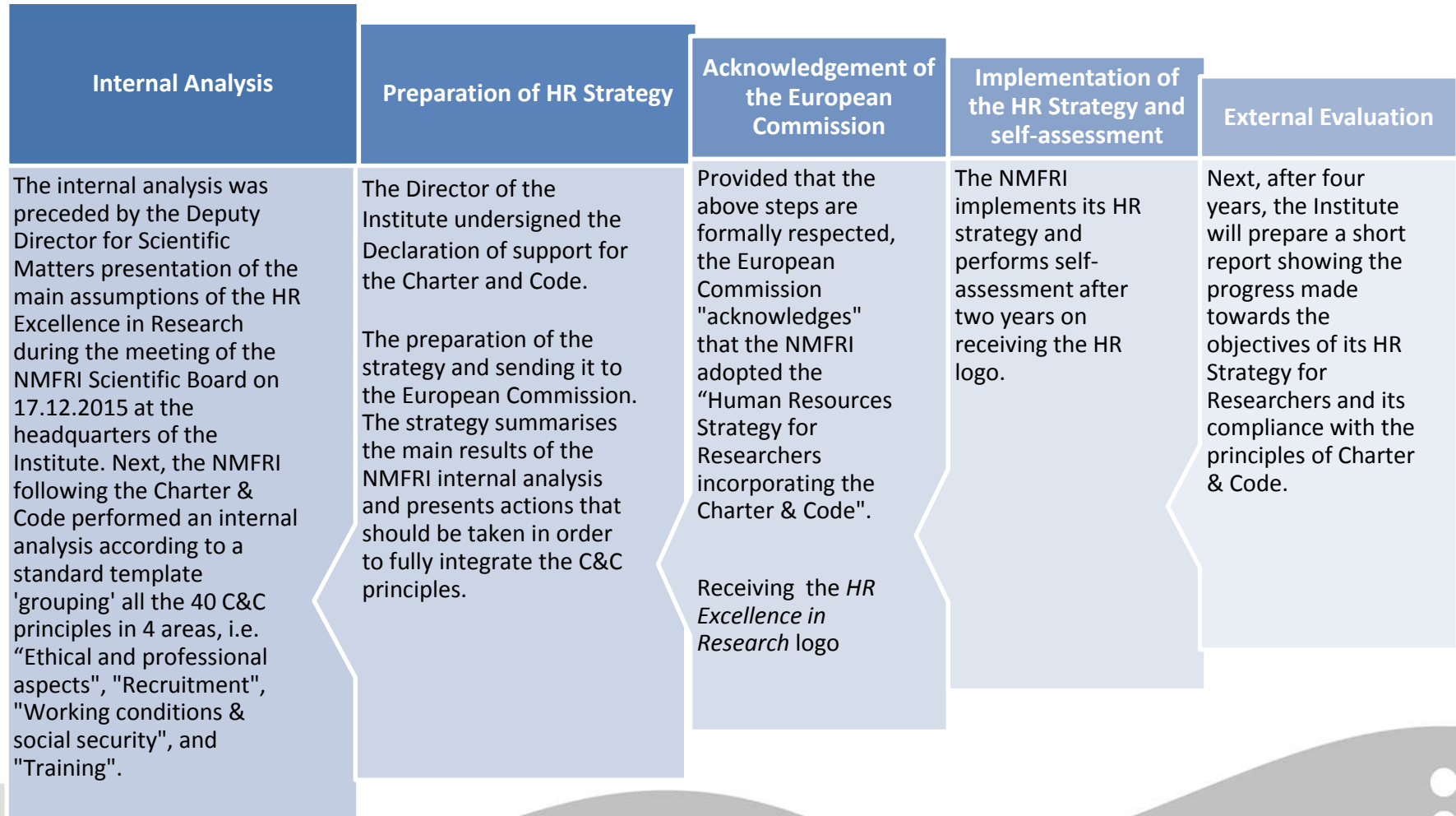
- Act of 23 April 1964 - the Civil Code,
- Act of 26 June 1974 – Labour Code,
- Act of 16 April 1993 on combating unfair competition,
- Act of 4 February 1994 on Copyright and Related Rights,
- Act of 29 August 1997 on the Protection of Personal Data,
- Act of 30 June 2000 on Industrial Property Law,
- Act of 27 July 2001 on database protection,
- Act of 27 July 2005 on higher education,
- Act of 14 March 2003. Law on Academic Degrees and Titles and Degrees and Titles in the Arts,
- Act of 29 January 2004 – Public Procurement Law,
- Act of 27 August 2009 on Public Finance,
- Act of 30 April 2010 on the Principles of Financing Science,
- Act of 30 April 2010 on the National Science Centre,
- Act of 30 April 2010 on the National Centre for Research and Development,
- Act of 30 April 2010 on Research Institutes,
- Act of 18 August 2011 on Maritime Safety,
- Act of 5 August 2015 on Maritime Labour,
- Regulation of the Minister of Foreign Trade and Maritime Economy of 25 June 1979 on occupational health and safety on offshore merchant ships,
- Regulation of the Minister of Labour and Social Policy of 26 September 1997 on general provisions for safety and hygiene at work.

Existing Institutional rules and/or practices

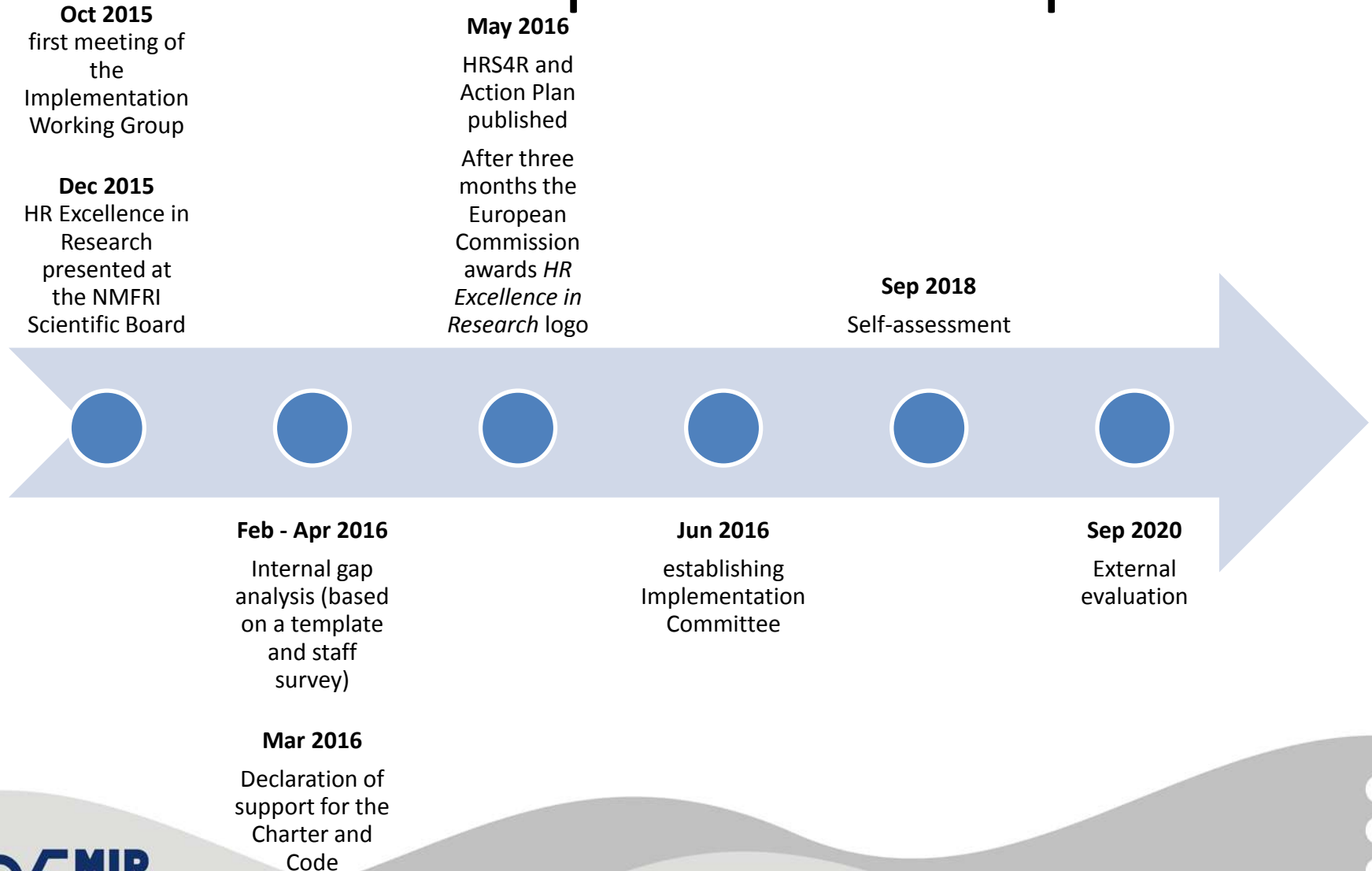
- **Internal law:**

- Statute of the National Marine Fisheries Research Institute
- NMFRI anti-corruption policy
- Scientific Board Regulations
- Procedures of performing evaluation of scientific employees
- Procedures of conducting contest for a scientific position
- Organizational regulations
- The remuneration regulations
- Labour Regulations
- Labour Regulations on board the NMFRI ships
- Rules of Social Benefits Fund
- Terms of intellectual property rights and the principles of commercialization of the results of research and development activities of the NMFRI
- Public procurement regulations
- Code of ethics for scientists
- Director's ordinances

The Human Resources Strategy for Researchers (HRS4R) being in line with the Charter & Code is a five step “implementation process” which was formulated by the European Commission. These five steps are:



Timeline of implementation process



Gap analysis

- Three tools were used for performing the gap analysis:
 - Template for the internal analysis
 - Questionnaire for research staff
 - Discussions between the Implementation Working Group, Institute's Management and Heads of Departments
- In April 2016 the target group (research staff) was asked to fill in the anonymous questionnaire.
 - The research staff includes: scientific and technical employees at the scientific departments

Questionnaire

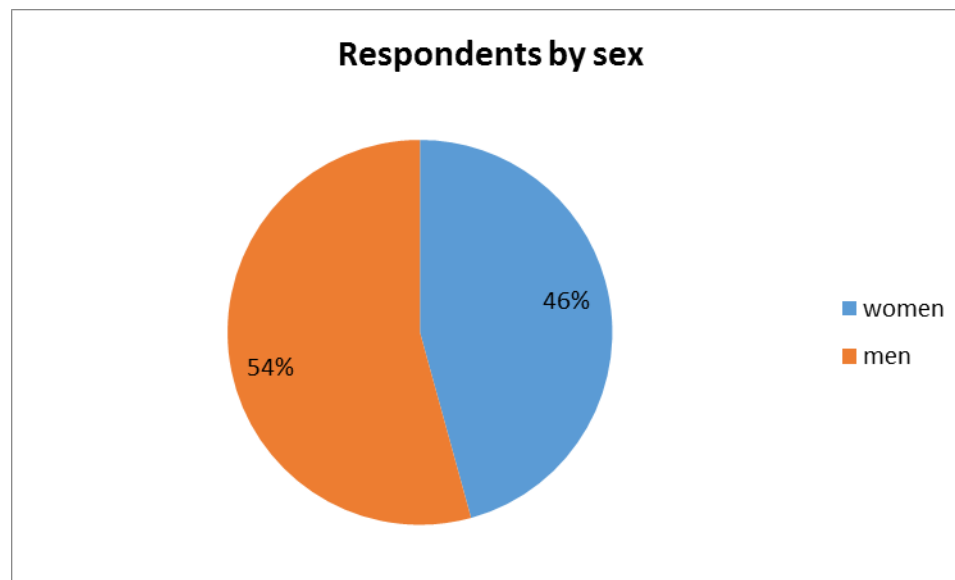
- The anonymous questionnaire collected information about the participants:
 - academic degree, job position, sex, age;
- The participants completed the questionnaire in which they evaluated the level of implementation at the NMFRI of the 40 rules from the C&C, as well as the level of importance of these rules for themselves. They were also encouraged to express their opinion and suggestions on actions to be taken (free response questions).

Survey results

- The target group, which consisted of 61 researchers, was asked to fill in the questionnaire.
- The questionnaire was completed by 35 persons which corresponds to 57.4% of the total number of the NMFRI research staff.
- The survey participants were grouped by:
 - academic degree
 - job position
 - sex
 - age

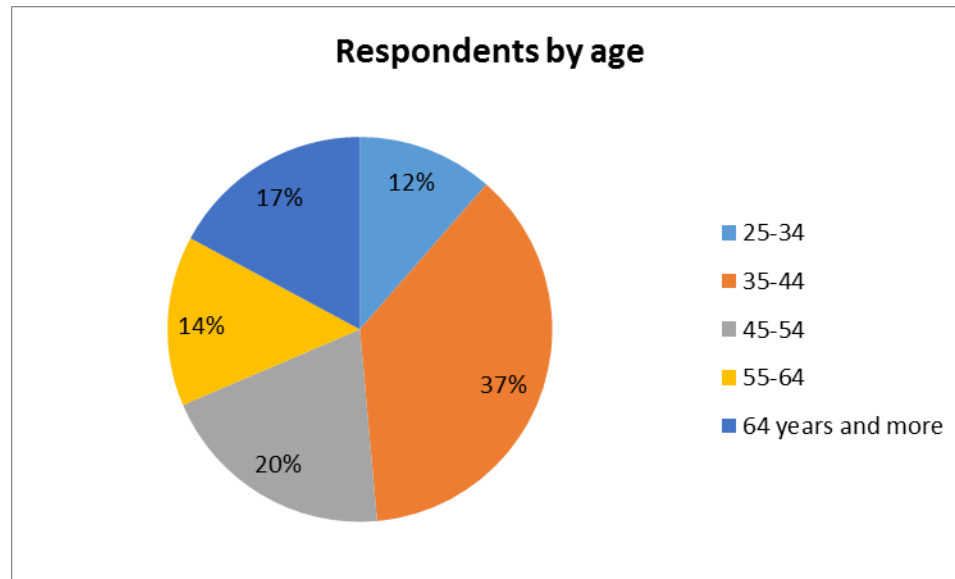
Gender balance

- The survey respondents were almost equally represented with respect to sex.



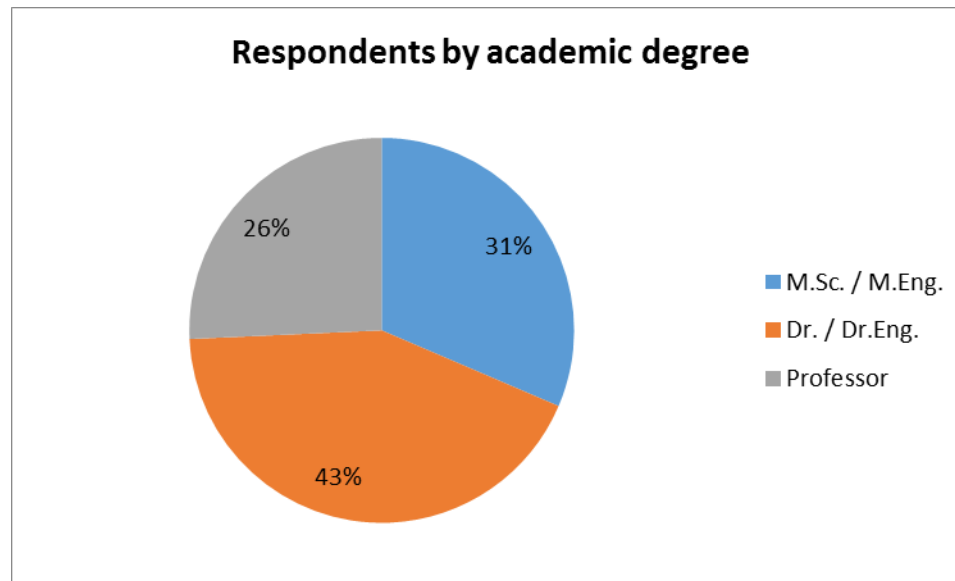
Age

- The age ranged from 25 to 64 years and more. The most numerous group of the survey respondents included the age of 35-44 years.



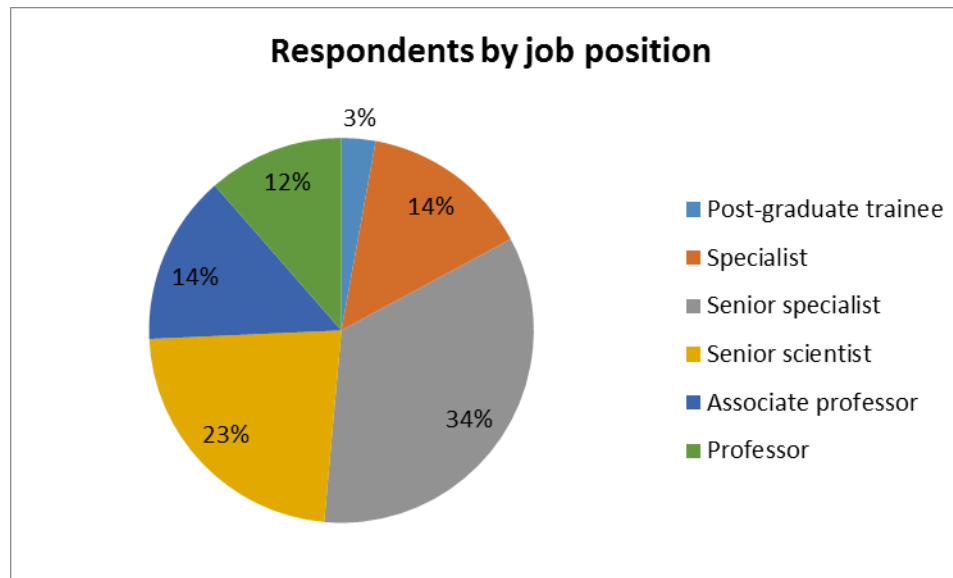
Academic degree

- 43% of the target group holds a doctor degree.
- A master of science degree is held by 31%.
- 26% of respondents are professors.



Job position

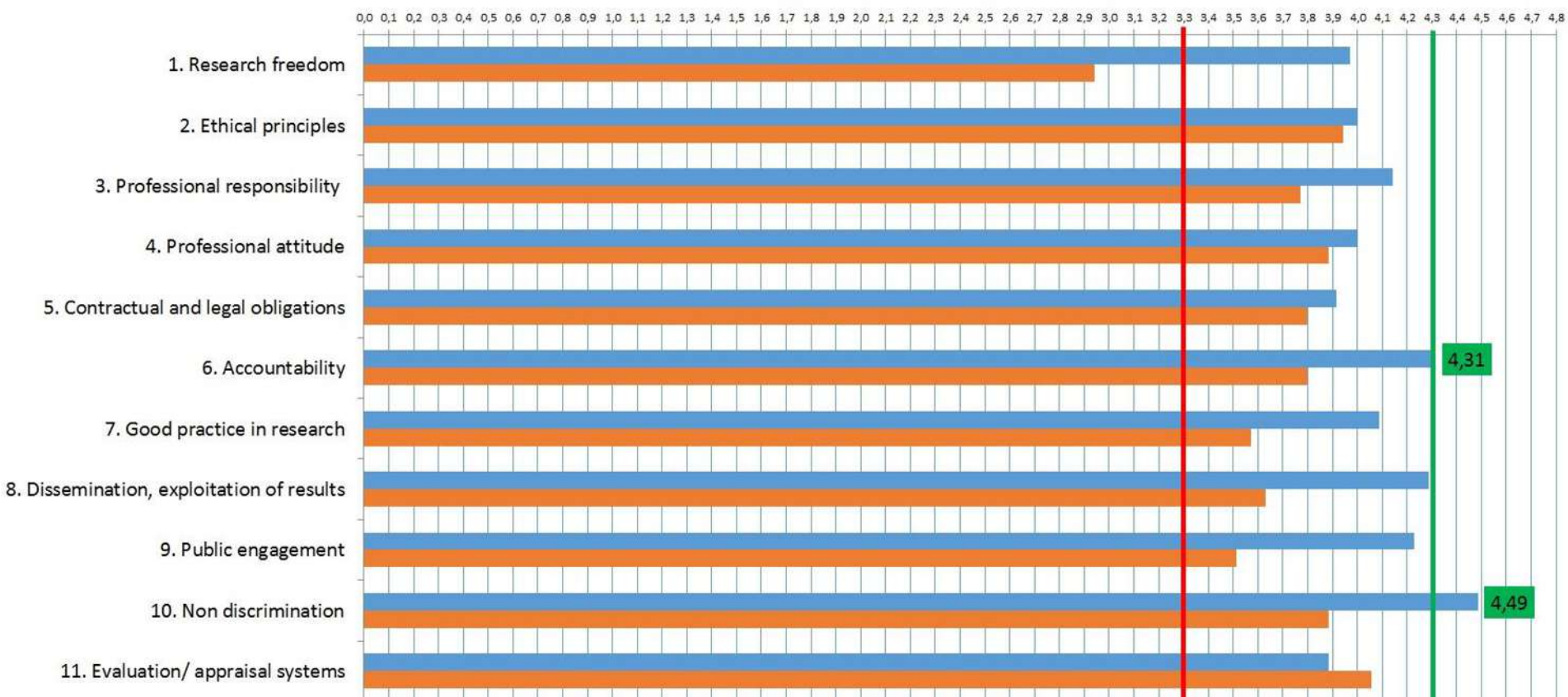
- Among the 35 respondents there are 12% professors, 14% associate professors, 23% senior scientists, 34% senior specialists, 14% specialists and 3% post-graduate trainees.



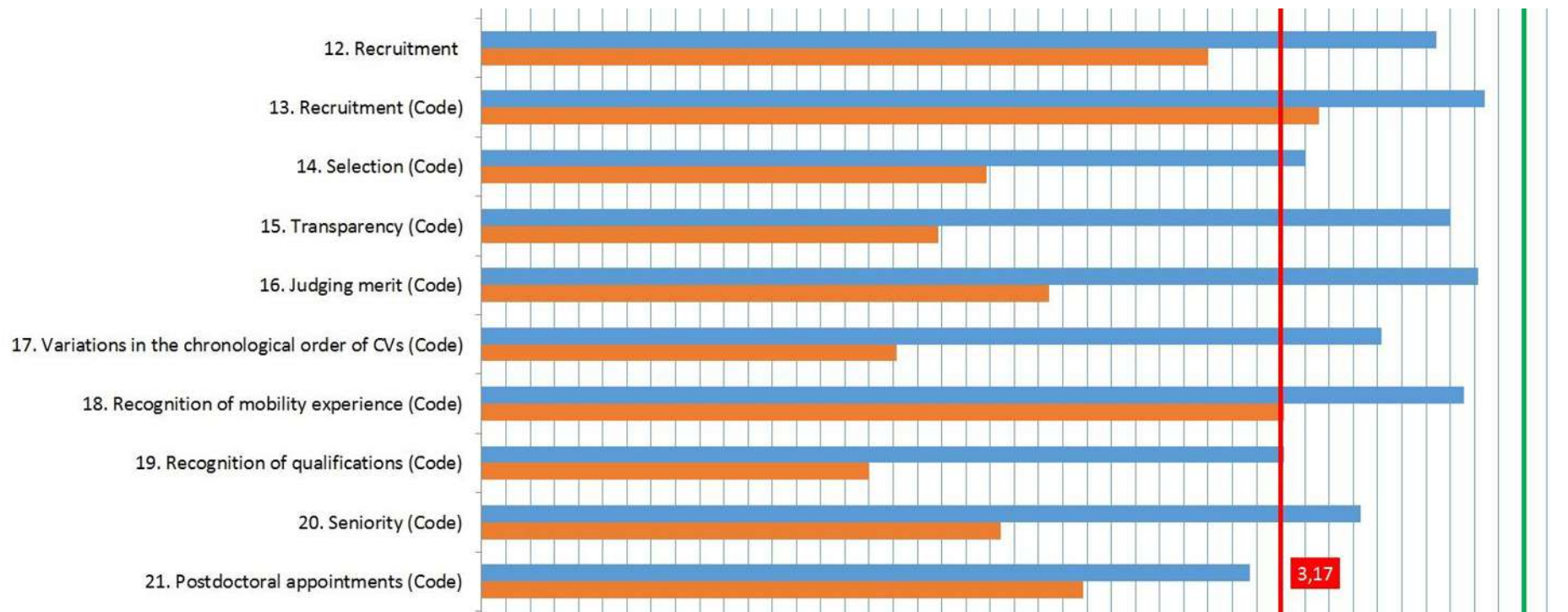
Questionnaire

- Each of the 40 rules of the C&C were evaluated in terms of:
 - **The level of implementation at the NMFRI**
 - the answers were in a six-degree scale:
 - no opinion (0), new to the Institute (unknown) (1), known but not regulated (2), dead letter (3), implemented but not often executed (4), implemented and respected (5)
 - **The level of importance**
 - the answers were in a six-degree scale:
 - no opinion (0), strongly disagree (1), disagree (2), somewhat agree (3), agree (4), fully agree (5)
- If the score is higher than **4.3** it indicates a C&C rule is our strength and no action is required.
- If the score is below **3.3** it identifies a C&C rule as our weak point to be improved.

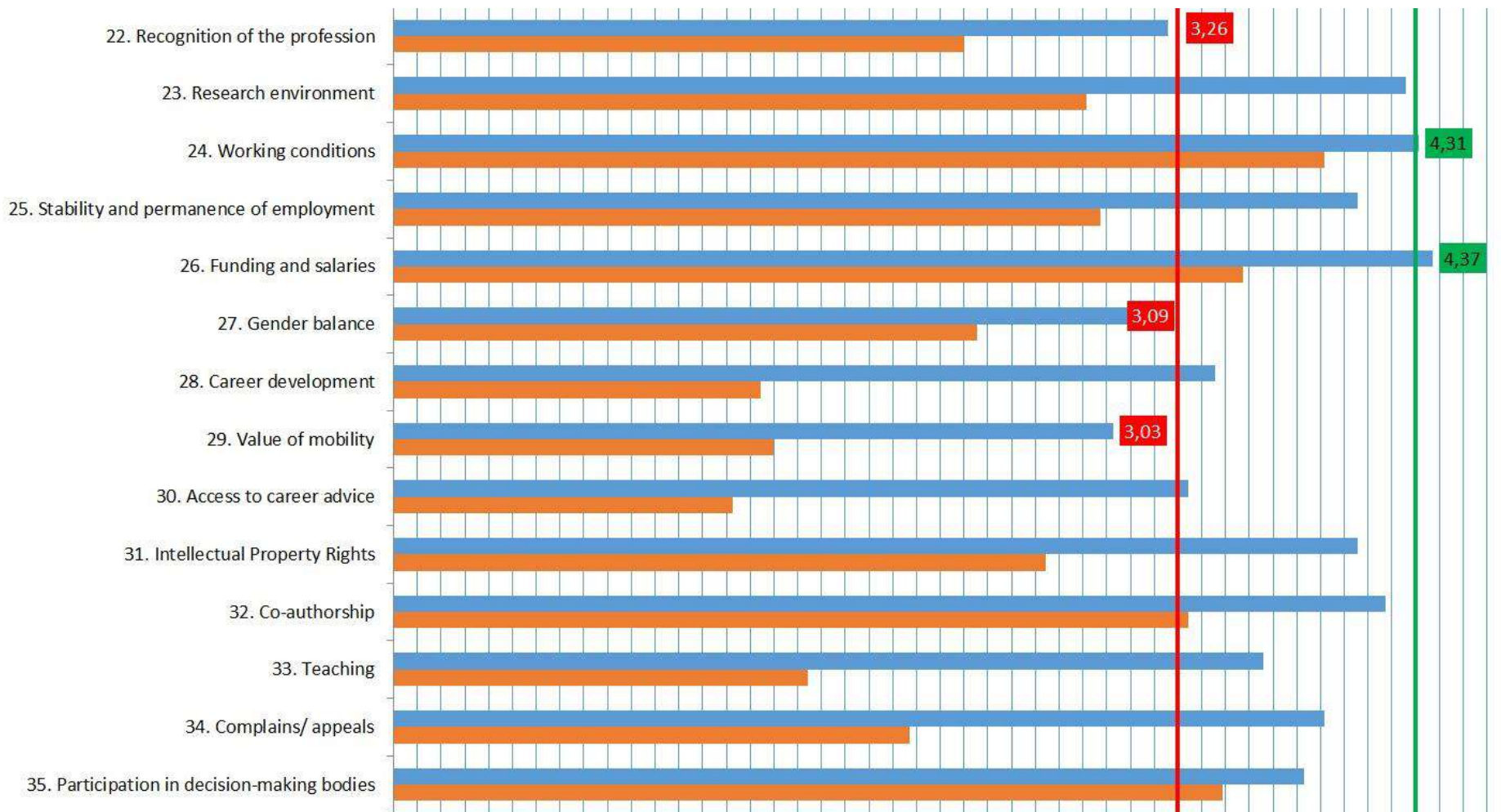
I. Ethical and professional aspects



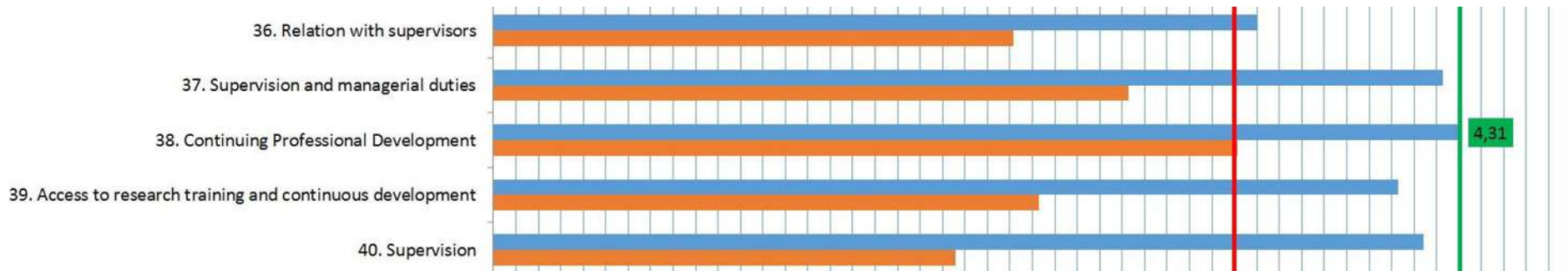
II. Recruitment



III. Working conditions and social security



IV. Training



Strengths

- The areas that were above 4.3 with respect to implementation were identified as the NMFRI strengths:
 - 6. Accountability
 - 10. Non discrimination
 - 24. Working conditions
 - 26. Funding and salaries
 - 38. Continuing Professional Development
- The above mentioned areas were also important for the respondents.

Challenges

- The areas that were less than 3.3 with respect to implementation were identified as the NMFRI challenges:
 - 21. Postdoctoral appointments (Code)
 - 22. Recognition of the profession
 - 27. Gender balance
 - 29. Value of mobility
- The level of importance for these areas is also not very high.

Areas of attention

- Some of the areas regarding the implementation occurred to be important from the viewpoint of the Institute's management staff for the long-time period, including:
 - 4. Professional attitude
 - 7. Good practice in research
 - 8. Dissemination, exploitation of results
 - 9. Public engagement
 - 11. Evaluation/ appraisal systems
 - 13. Recruitment (Code)
 - 14. Selection (Code)
 - 15. Transparency (Code)
 - 28. Career development
 - 31. Intellectual Property Rights
 - 36. Relation with supervisors

Action plan

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	Actions required	When/Who
1. Act of 30 April 2010 on the Principles of Financing Science, 2. Act of 30 April 2010 on the National Science Centre, 3. Act of 30 April 2010 on the National Centre for Research and Development, 4. Act of 30 April 2010 on Research Institutes, 5. Act of 27 August 2009 on Public Finance, 6. Act of 29 January 2004 – Public Procurement Law, 7. Act of 14 March 2003. Law on Academic Degrees and Titles and Degrees and Titles in the Arts.	Order on introducing the procedure of preparing a project	Trainings for scientific workers regarding the project management in the INTEGRYB system. Considering the introduction of the scope of responsibilities for project managers.	Dec 2018 IT ongoing process director

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	Actions required	When/Who
1. Act of 26 June 1974 – Labour Code, 2. Regulation of the Minister of Labour and Social Policy of 26 September 1997 on general provisions for safety and hygiene at work, 3. Regulation of the Minister of Foreign Trade and Maritime Economy of 25 June 1979 on occupational health and safety on offshore merchant ships, 4. Act of 5 August 2015 on Maritime Labour, 5. Act of 18 August 2011 on Maritime Safety, 6. Act of 29 August 1997 on the Protection of Personal Data, 7. Act of 27 July 2001 on database protection, 8. Act of 16 April 1993 on combating unfair competition.	No internal procedures regarding the back-up exist at the Institute (only good practice)	Back-up strategy is needed in terms of data protection. Internal training for researchers on data protection is necessary.	Jun 2018 IT external expert

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.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
1. Act of 30 April 2010 on Research Institutes, 2. Act of 4 February 1994 on Copyright and Related Rights, 3. Act of 30 June 2000 on Industrial Property Law, 4. Act of 16 April 1993 on combating unfair competition, 5. Act of 23 April 1964 - the Civil Code.	Institute's web page Internal regulation regarding the necessity to give presentation at the Institute before presenting it at the international conferences or workshops Acceptance of statutory research topics during internal seminars every year.	Improving the existing webpage in both Polish and English version (up to date, more intuitive, user friendly) where research results will be presented. Encouraging scientists to create content of the Institute's website, to take part in fairs, exhibitions and conferences where research results will be disseminated. Encouraging scientists to create their personal web pages (within the framework of the Institute's main page) so that they can promote their research, projects and publications. Creating a free online scientific monograph presenting current research topics realized at the Institute. Creating a brochure about the Institute to the public, both in Polish and English, promoting conducted research and results and international cooperation	Dec 2018 scientific staff with the support of IT Deputy Director for Scientific Matters Director's Assistant

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.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
1. Act of 30 April 2010 on Research Institutes.	Institute's web page, Facebook accounts, YouTube channel, Institute's magazine - Fisheries News, Educational centre at the Gdynia Aquarium, Participation in science festivals	Getting more involved in social media Searching for funding sources to involve local communities in the Institute's projects. Organizing an international conference about the Baltic Sea (Baltic - a small sea but difficult to manage), open for everyone interested	Dec 2018 scientific staff with the support of a promotion specialist Section of Marine Education

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	Actions required	When/Who
1. Act of 30 April 2010 on Research Institutes, 2. Act of 14 March 2003. Law on Academic Degrees and Titles and Degrees and Titles in the Arts.	Appraisal regulations exist at the Institute (director's ordinance).	An existing system will be modified in order to be in compliance with principles of the parametric evaluation of Polish research institutions.	Dec 2017 Commission for Scientific Staff

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	Actions required	When/Who
1. Act of 30 April 2010 on Research Institutes, 2. Act of 26 June 1974 – Labour Code.	The Code of Conduct for the recruitment of researchers is implemented at the Institute. The Code is in line with European Code and Charter.	Adding the information to the code of conduct that at least 14 days will be given to candidates to apply for a position. In addition, the results of the recruitment will be published on the NMFRI website. The English version of the Code will be prepared.	Dec 2016 HR director's assistant

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	Actions required	When/Who
No relevant legislation.	The Code of Conduct for the recruitment of researchers is implemented at the Institute.	Introducing the possibility to recruit via video-conference.	Dec 2016 HR IT Selection Board

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	Actions required	When/Who
1. Act of 30 April 2010 on Research Institutes.	The Code of Conduct for the recruitment of researchers is implemented at the Institute.	Improving the Code of Conduct with respect to informing candidates about the strengths and weaknesses of their applications. Introducing professional trainings/courses for recruiters.	Dec 2017 HR Selection Board

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	Actions required	When/Who
No relevant legislation.	No regulations	Creating rules or good practices how to become a scientific employee - clear and transparent description of requirements and benefits; dissemination of information to the management staff .	Sep 2017 Commission for Scientific Staff

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	Actions required	When/Who
1. Act of 30 April 2010 on Research Institutes, 2. Act of 26 June 1974 – Labour Code, 3. Act of 14 March 2003. Law on Academic Degrees and Titles and Degrees and Titles in the Arts.	All research staff have equal terms and conditions regardless of their level and the duration of the contract.	There is too much administrative responsibilities for scientific workers who are managers at the same time - this limits them in the development of their careers. The Department for Project Services and Information should be developed. Applying IT solutions (INTEGRYB system) in project management.	Dec 2018 IT Department for Project Services and Information

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	Actions required	When/Who
1. Act of 26 June 1974 – Labour Code.	Good gender balance is visible in the employment structure, including the management staff. It is difficult to interpret the results of the survey (probably individual perception).	No action is required, as the gender balance is included in all regulations.	-

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 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	Actions required	When/Who
No relevant legislation.	Limited support in career development.	Mentoring policy is needed (e.g. 1:1 career advisory consultation sessions). Career strategy for researchers should be developed. Encouraging to setting individual career paths (as a good practice).	Dec 2018 All scientific departments

29. Value of mobility

Employers and/or funders must recognize the value of geographical, intersectoral, 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	Actions required	When/Who
No relevant legislation.	Interdisciplinary and international projects are realised at the Institute. Participation in various fairs and exhibitions connected with fishing industry. Financial support for meetings, journeys and cooperation as a good practice.	Encouraging scientists to participate in international and interdisciplinary projects, also with SME. Supporting scientists to establish relations with entrepreneurs.	Apr 2017 Director for Scientific Matters, scientific staff

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	Actions required	When/Who
1. Act of 4 February 1994 on Copyright and Related Rights, 2. Act of 30 June 2000 on Industrial Property Law, 3. Act of 27 July 2001 on database protection, 4. Act of 16 April 1993 on combating unfair competition.	Internal regulations.	Introducing workshops/trainings/seminars for researchers with the external IPR expert.	Apr 2018 Director for Scientific Matters

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	Actions required	When/Who
No relevant legislation.	No formal practices.	Giving more attention to regular contacts between a supervisor and an employee (seminars, reports, feedback, agreed schedules, milestones and deliverables).	Apr 2016 Apr 2018 Management of Scientific Departments

Monitoring of the actions

- The schedule and appointment of responsible staff for actions required has been discussed above in the action plan.
- Monitoring procedures will include:
 - meeting of the Implementation Working Group approx. once every six months (progress assessment)
 - contribution of the Implementation Working Group to the Institute's annual report providing information on all taken actions
 - Internal audit will be performed. Its results will be presented on the Institute's website in 2018.
 - External audit assessing the progress made towards the implementation of Human Resources Strategy for Researchers (HRS4R) by the end of 2020.

Gantt chart

No.	Action plan	Who	2016				2017												2018											
			9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
4.	Professional attitude	IT, director																												
7.	Good practice in research	IT, external expert																												
8.	Dissemination, exploitation of results	scientific staff with the support of IT																												
9.	Public engagement	scientific staff promotion specialist Section of Marine Education																												
11.	Evaluation/ appraisal systems	Commission for Scientific Staff																												
13.	Recruitment (Code)	HR director's assistant																												
14.	Selection (Code)	HR IT Selection Board																												
15.	Transparency (Code)	HR Selection Board																												
21.	Postdoctoral appointments (Code)	Commission for Scientific Staff																												
22.	Recognition of the profession	IT Department for Project Services and Information																												
28.	Career development	All scientific departments																												
29.	Value of mobility	Director for Scientific Matters, scientific staff																												
31.	Intellectual Property Rights	Director for Scientific Matters																												
36.	Relation with supervisors	Management of Scientific Departments																												

95
YEARS

OF SEA
FISHERIES
RESEARCH
IN
POLAND



NATIONAL
MARINE
FISHERIES
RESEARCH
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