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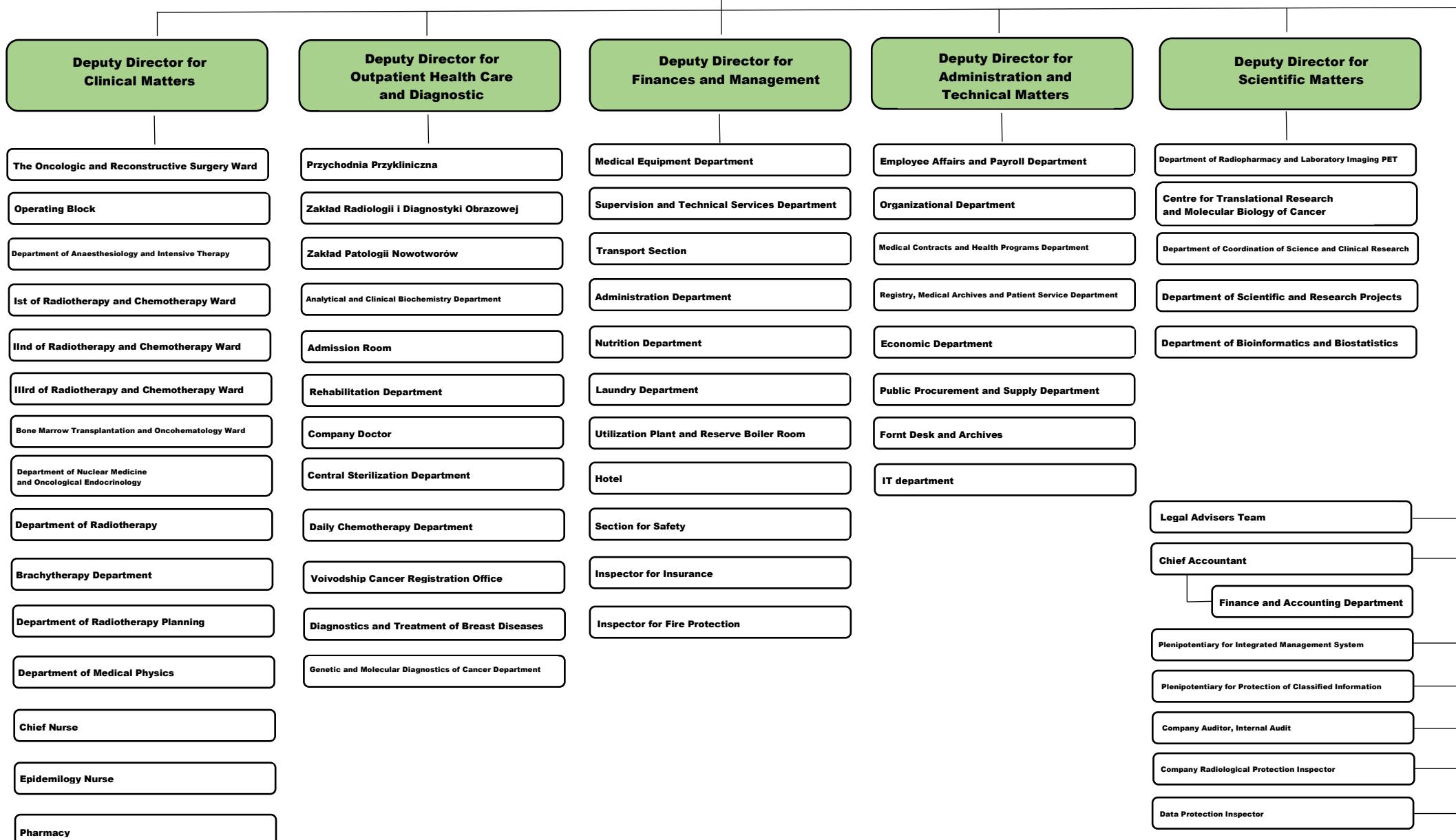
## HRS4R STRATEGY OF THE MARIA SKŁODOWSKA-CURIE NATIONAL RESEARCH INSTITUTE OF ONKOLOGY - GLIWICE BRANCH

## 1. INTRODUCTION

Maria Skłodowska-Curie National Research Institute of Oncology Gliwice Branch is a research institute conducting research in various products in the field of oncology and biomedicine. Research staff. Institute employs 237 people involved in science, including 42 on the R4/R3 stage, 99 on R2 stage and 96 on R1 stage. A highly qualified research group, an interdisciplinary team representing such fields of science as: clinical oncology, surgery, nuclear medicine, radiotherapy, oncological endocrinology, medical biology, biotechnology, medical physics, chemistry, bioinformatics and epidemiology. Medical activity is supported by the scientific activity of various research units and laboratories. Since the inception of the Institute in 1947, its employees have authored more than three items and co-participants in the program created by all the workshops' journals. The available research part is financed by grants financed by the Ministry of Science, the National Science Center, the National Center for Research and Development or European funds. The scientific staff is well recognized on the Polish and picturesque scene of mutual and mutual cooperation, which is deepened in many further studies, translators and their own in the framework of Oncology. In 2004, the Research Division of the Institute was awarded the title of "National Center of Excellence" by the Ministry of Science.

The Institute cooperates scientifically and didactically with Polish and foreign research and academic centers. The Institute is a member of four Polish scientific consortia: Center for Biotechnology, Bioengineering and Bioinformatics - Śląska BIOFARMA, BioTechMed Silesia, Center for Chemistry, Biology and Translational Medicine and the European Institute of Environmental Cancer. The Institute is involved in educating young scientists by actively participating in the organization of master's and doctoral studies at several universities (including the Silesian University of Technology, University of Silesia, Medical University of Silesia). The Institute actively cooperates with research teams from European and American research centers, including: Deutsches Krebsforschungszentrum (DKFZ) in Heidelberg, Karolinska Institutet in Stockholm / Huddinge, National Cancer Institute (NIH-NCI) in Bethesda, UT Soutwestern Medical Centrum in Dallas and UT MD Anderson Cancer Center in Houston. The Institute as a member of the CChBMT consortium is a partner of the Global Academic Program MD Anderson Cancer Center (MDAnderson Sister Institutions Network), which is an international scientific network associating several dozen leading research institutions in the field of cancer therapy and biomedical sciences.

**DIRECTOR  
OF GLIWICE BRANCH**



## 2. GOALS OF HRS4R STRATEGY

According to the current statute, the mission of the Maria Skłodowskiej-Curie, National Research Institute of Oncology, is to create new knowledge in the field of oncology and standard procedures in order to implement the National Oncological Strategy.

Taking into account the provisions of the Statute and the results of the Gap Analysis, members of the Working Team defined Goals and activities that will help in the first place meet the standards and principles set out in the Charter and the Code and will be a great support in fulfilling the Mission of the Institute.

### **Strategic goal 1. To create favorable conditions for scientific development at the NIO-PIB in Gliwice - a long-term goal**

Shaping a fully friendly working environment for scientists at every stage of scientific development, in which all R1-R4 groups could successfully implement their

**Specific objective C 1.1. (medium-term target) – Updating, by the end of September 2022, the existing procedures and regulations at the Institute to the provisions of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.**

#### *Indicators:*

*Number of the procedures/regulations at the Institute, updated to the provisions of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers: 6.*

*Number of good practice catalogs in the field of data protection and security: 1.*

*Number of guides on reporting violations of anti-mobbing, anti-corruption and sexual harassment policy: 1.*

*Number of document templates developed for the recruitment of research workers: 4.*

**Specific objective C 1.2. (short-term goal) - Providing, by the end of June 2022, the Institute's research workers with access to specialist and soft training, as well as career counseling.**

*Indicators:*

*Number of prepared projects including training for researchers: 1.*

*Number of trainings conducted: 10.*

*Number of scientists covered by training / counseling: 100.*

*Number of career counselors engaged to provide services to researchers: 1.*

**Specific objective C 1.3. (long-term target) – Increase by the end of 2023 availability and knowledge of internal regulations concerning employment and functioning of research workers.**

*Indicators:*

*Number of created document repositories: 1.*

*Number of created internal websites dedicated to researchers: 1.*

*Number of manuals / guides / regulations describing the Institute's operational procedures published on the website: 3.*

*Increased awareness of the regulations concerning the employment and functioning of research workers at the Institute among scientists - 50% (based on a questionnaire survey).*

*Number of employees of the Public Procurement Department, Human Resources Department dedicated to the administrative support of scientists: 2.*

**Strategic goal 2. Increasing the recognition and position of research carried out at the NIO-PIB in Gliwice - a long-term goal**

**Specific objective C 2.1. (long-term goal) Increasing the quality of research by the end of 2023 by increasing international cooperation and knowledge exchange**

*Indicators:*

*Increasing the number of publications in prestigious international journals by 10% (compared to 2021).*

*Number of projects implemented by the Institute's employees as part of international cooperation: 3.*

*Number of foreign internships completed by the Institute's research staff: 4.*

**Specific objective C 2.2. (medium-term target) – Increase the dissemination of scientific knowledge to the public by the end of 2023.**

Indicators:

*Number of organized events / lectures disseminating scientific knowledge among the society: 10.*

*Number of popular science articles published for the general public: 24.*

*Number of participants in events / lectures disseminating scientific knowledge among the society: 300.*

### 3. THE PROCESS OF CREATING THE HRS4R STRATEGY AT MSCNARIO IN GLIWICE

Directorate of the Maria Skłodowska-Curie National Research Institute of Oncology Gliwice Branch (MSCN-RIO), being aware of the benefits of having the HR Excellence in Research award, made efforts to implement the principles of the European Charter for Researchers and the Code of Conduct for the recruitment of researchers at the Institute.

**Prof. dr hab. n. med. Krzysztof Składowski**, director of the MSCN-RIO, Gliwice Branch, on January 13, 2020, signed a declaration of support for the principles and recommendations adopted in the European Charter for Researchers and the Code of Conduct for the recruitment of researchers. The acceptance of this declaration started the process of applying for the HR Excellence in Research award.

In order to analyze the compliance of the procedures and rules in force at the Institute with the principles set out in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, on March 17, 2020, the Director appointed a working team composed of:

Dr hab. n. med. Katarzyna Lisowska

Dr hab. n. med. Jolanta Krajewska

Dr hab. n. med. Dorota Gabryś

Dr n. med. Magdalena Kalinowska-Herok

Dr n. med. Iwona Mitrus

Mgr Małgorzata Redes

Mgr Beata Kozioł

Mgr Alexander Cortez

Mgr Barbara Łasut-Szyszka

Mgr Tomasz Narodowski

Mgr Agnieszka Stępień-Dudek

Mgr inż. Barbara Jarzębska

Additionally, in order to monitor and supervise the work of the team, a Steering Committee was appointed, composed of:

Dr hab. n. med. Tomasz Rutkowski – Deputy Director for Scientific Matters;

Dr hab. n. med. Dorota Ściegłyńska - Professor in the Centre for Translational Research and Molecular Biology of Cancer;

Mgr Magdalena Markowska – Head of Department of Coordination of Science and Clinical Research.

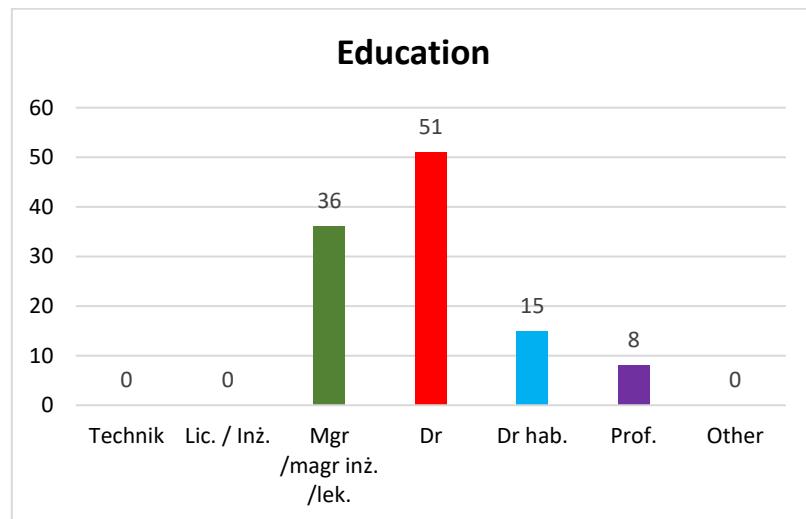
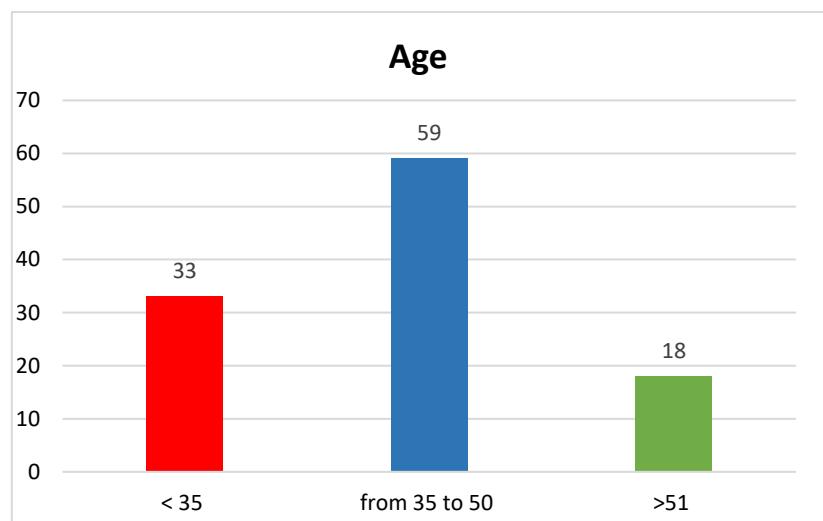
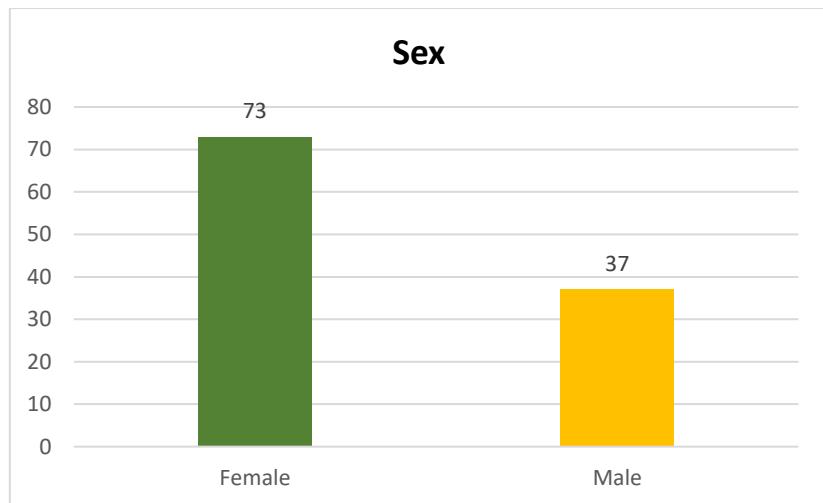
Between April and June 2020, the Working Team reviewed the applicable internal regulations and legal acts and compared them with the recommendations contained in the European Charter for Researchers and the Code.

At that time, the content of a questionnaire for research workers of the NIO-PIB in Gliwice was also carried out, aimed at obtaining opinions on the working conditions at the NIO-PIB in Gliwice. At the end of 2020, the team develops the final version of the survey addressed to the Institute's employees dealing with scientific activities.

## **Survey**

In January 2021, the survey is directed to 237 employees of the Institute directly involved in science. The questionnaire was sent directly to each employee via e-mail.

Ultimately, **110 people** took part in the survey, including **73 women** and **37 men**.



The results made it possible to answer the question whether and to what extent the activities of the MSCN-RIO Gliwice Branch correspond to the principles set out in the HRS4R strategic documents.

The questionnaire contained 41 questions/statements:

1. Scientists at the NIO-PIB in Gliwice follow ethical practices and principles relating to the disciplines they deal with, as well as ethical standards included in the applicable codes of ethics.
2. Research undertaken at the NIO-NRI in Gliwice are significant importance for the society.
3. NIO-PIB in Gliwice supports scientists in the process of obtaining funds for research scientific.
4. Scientists employed at the NIO-PIB in Gliwice are constantly informed about changes in national, sectoral and institutional regulations governing the conditions of training and / or work.
5. NIO-PIB in Gliwice supports and supervises scientists in terms of responsibility for work, in particular for the effective use of funds at their disposal.
6. The test results are stored in such a way as to enable the recovery of data lost, for example, as a result of an information technology failure.
7. During the conducting of scientific research the health and safety regulations are followed.
8. During the conducting of scientific research, the provisions on the protection of personal data are observed.
9. During the conducting of scientific research it is possible to take advantage of good practices and experiences of other scientists.
10. Efforts are made to ensure that research results reach the general public in such a way that they can be understood by non-specialists, thereby increasing the level of public understanding of science.
11. At the MSCN-RIO Gliwice Branch , research tutors provide the necessary support to young people Scientists.
12. The persons managing the unit create appropriate conditions for scientific and professional development for scientists.
13. At the MSCN-RIO Gliwice Branch, employees who have decided to pursue a scientific career are recognized as professionals and are treated accordingly.

14. At the MSCN-RIO Gliwice Branch adheres to the principles of equal rights for all employees irrespective to their sex, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political beliefs, and social or material status.
15. Workers with physical disabilities can move freely and without barriers on the premises of the Institute.
16. MSCN-RIO Gliwice cares about creating the most possible stimulating research environment, including through appropriate equipment of workstations, enabling cooperation on distance by means of research networks and complies with the relevant health and safety regulations.
17. MSCN-RIO Gliwice Branch provides flexible working conditions for its employees, including enabling both women and men to reconcile family and work life (part-time work, teleworking, study leaves, etc.) so that they can conduct research effectively.
18. MSCN-RIO Gliwice Branch ensures the stability of employment conditions, inter alia through employment mainly under an employment relationship for an indefinite period.
19. MSCN-RIO Gliwice Branch makes every effort to provide scientists with fair and appropriate results opportunities, attractive remuneration conditions.
20. MSCN-RIO Gliwice Branch ensures timely payments of salaries and other applicable benefits, in particular in the field of social insurance, jubilee awards, etc., in accordance with applicable regulations. These conditions cover employees at all stages of their careers, including newcomers, according to their legal status, performance and level of qualification.
21. MSCN-RIO Gliwice Branch cares about ensuring a representative gender balance for each individual positions, at all levels of the hierarchy, by applying the policy of equal opportunities at the recruitment stage and subsequent stages of the professional career, but without lowering the quality and qualification criteria.
22. The structure and principles of operation of the NIO-PIB in Gliwice are conducive to obtaining direct support from superiors (plant managers, other organizational units and management) in the field of personal and professional development, including access to training enabling the development of skills and qualifications.
23. MSCN-RIO Gliwice Branch recognizes the value of mobility, intersectoral, inter- and transdisciplinary and virtual mobility (using e-learning techniques), as well as mobility between the public and private sectors, as an important way of expanding scientific knowledge and supporting the professional development of scientists in every stage of your career.
24. The employment policy applied at the NIO-PIB in Gliwice is conducive to employee mobility.

25. MSCN-RIO Gliwice Branch provides scientists at every stage of their careers with drawing the benefits of using (if any) its research and development results through legal protection and, in particular, through appropriate protection of intellectual property rights, including copyrights.
26. The creative contribution of scientists, especially doctoral students and young scientists, is reflected by entering on the list of co-authors.
27. MSCN-RIO Gliwice Branch makes sure that novice scientists get help in establishing contact with members of the scientific staff of the Institute, whose competences may be useful to them in the performance of their duties and professional development.
28. The NIO-PIB in Gliwice has a transparent system of evaluating research workers.
29. The NIO-PIB in Gliwice has a transparent system for assessing doctoral students.
30. The NIO-PIB in Gliwice recognizes and tries to implement the scientists' right to possess representatives in the relevant information, consultation and decision-making bodies, in order to protect and represent the individual and collective interests of researchers as professionals and to be actively involved in the work of the institutions.
31. The NIO-PIB in Gliwice recognizes and tries to implement the scientists' right to possess representatives in the relevant information, consultation and decision-making bodies, in order to protect and represent the individual and collective interests of researchers as professionals and to be actively involved in the work of the institutions.
32. The NIO-PIB in Gliwice clearly defines the standards and procedures for hiring employees scientific to work.
33. The deadlines for submitting applications are set out in job advertisements enable the application to all interested.
34. The selection committees represent a wide variety of experiences and qualifications, have an appropriate gender balance and, where necessary and possible, are made up of members from a variety of industries and disciplines.
35. Contest notices on employment contain a detailed description of the required ones qualifications and description of working conditions
36. Candidates are informed about the strengths and weaknesses of their applications
37. In the recruitment process, the candidate's compliance with the qualification requirements is assessed taking into account any different experiences (such as job mobility or non-standard career path).
38. Demonstration of mobility by the applicant is regarded as a valuable contribution to the professional development of the researcher.

39. The recruitment process at the NIO-NRI in Gliwice ensures proper assessment of academic and professional qualifications, including informal qualifications, to all scientists, in particular the context of international and professional mobility.
40. The level of qualifications required at the recruitment stage meets the requirements for Individual positions.
41. At the Institute, there are clear rules for employing people with a doctoral degree, which provide further opportunities for the development of a research career.

It was possible to select one of 5 answers to each of the questions:

- I definitely agree
- I agree
- Hard to say
- I do not agree
- I definitely do not agree
- I do not know

The results of the survey were analyzed by the working team, taking into account the previously conducted analysis of the procedures and legal provisions in force and the NIO-PIB, on the basis of which the Institute operates.

The drawn conclusions and analysis, made it possible to identify activities to fill the identified gaps identified by Working Team, which will allow the implementation of the assumed goals of the strategy.

The results of the survey are presented in a specially generated Report available on the Website dedicated to the Strategy at the link: [https://www.io.gliwice.pl/sites/default/files/ankieta-hr-excellence-in-research-nio-pib-w-gliwicach\\_2.pdf](https://www.io.gliwice.pl/sites/default/files/ankieta-hr-excellence-in-research-nio-pib-w-gliwicach_2.pdf)

## 4. ACTION PLAN AND MONITORING

After conducting an internal analysis and analyzing the results of the survey, the Working Group clearly confirmed that the actions and rules applicable to the Maria Skłodowska-Curie National Research Institute of Oncology - mostly comply with the principles set out in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

A detailed gap analysis has been described in the document "**Gap Analysis**", which is available on the website dedicated to the Strategy at the link: <https://www.io.gliwice.pl/instytut/logo-hr>

The working team also identified the strengths and weaknesses of current practices and procedures in relation to the specific areas set out in the Code and the Charter - these are presented in the **Action Plan** document available on the website: <https://www.io.gliwice.pl/instytut/logo-hr>

Regardless of the assessment made, the members of the Working Team identified areas where there is still a need to improve the processes. This resulted in the identification of 22 activities that should be implemented at the Institute.

The table below presents planned activities, specifying who and when will be responsible for their execution.

	<i>Proposed Actions</i>	<i>GAP Principle(s)</i>	<i>Deadline</i>	<i>Strategy goals</i>	<i>Responsible Unit</i>
1.	Preperation of a guidebook for employees	(-/) 5. Contractual and legal obligations (+/-) 23. Research environment (+/-) 38. Continuing Professional Development	March 2022	C.1.3.	Promotion and cooperation department with cooperation with other administrative departments
2.	Preparation of internal website	(-/) 5. Contractual and legal obligations (-/) 6. Accountability (+/-) 21. Postdoctoral appointments (Code) (+/-) 23. Research environment (+/-) 38. Continuing Professional Development	Marzec 2022	C.1.3.	Promotion and cooperation department with cooperation with other administrative departments
3.	Training concerning procedures of ordering reagents, consumables, research equipment and services	(-/) 6. Accountability	Continuous as from Q1 2022	C.1.2.	Public Procurement and Supply Department, Department of Coordination of Science and Clinical Research
4.	Preperation of guidebook describing procedures of ordering and purchasing reagents, services, etc.	(-/) 6. Accountability	January 2022	C.1.3.	Public Procurement and Supply Department, Department of Coordination of Science and Clinical Research
5.	Reorganisation of departments involved in the procurement of materials, equipment and reagents needed for scientific research	(-/) 6. Accountability	September 2022	C.1.1.	Board of Insitute
6.	Development of catalogue of good practices in the field of data protection and security	(+/-) 7. Good practice in research	March 2022	C.1.1.	IT Department
7.	Creating on-line repository of PhD dissertation	(-/) 8. Dissemination, exploitation of results	June 2022	C.2.1.	Promotion and cooperation department, Department of Coordination of Science and Clinical Research
8.	Conducting cyclin seminars for general public	(-/) 8. Dissemination, exploitation of results (+/-) 9. Public engagement	Continuous as from Q3 2021	C.2.2.	Promotion and cooperation department in cooperation with other research department
9.	Training on anti-mobbing, anti-discriminatory and anti-corruption policies	(+/-) 10. Non discrimination	Continuous as from Q1 2022	C.1.1.	Promotion and cooperation department in cooperation with other research department

10.	Preparation of document templates for the recruitment process	(+/-) 12. Recruitment (+/-) 13. Recruitment (Code)	March 2022	C.1.1.	Employee Affairs and Payroll Department; Department of Coordination of Science and Clinical Research
11.	Updating the internal recruitment regulations	(-/-) 14. Selection (Code) (-/-) 15. Transparency (Code) (-/-) 16. Judging merit (Code) (+/-) 17. Variations in the chronological order of CVs (Code)	Q3 2022	C.1.1.	Organisational department
12.	Training for members of the selection committee	(-/-) 14. Selection (Code)	Q2 2022	C.1.2.	Employee Affairs and Payroll Department; Department of Coordination of Science and Clinical Research
13.	Publication of the recruitment rules on the Institute's website	(-/-) 19. Recognition of qualifications (Code) (+/-) 21. Postdoctoral appointments (Code)	December 2021	C.1.3.	Department of Scientific and Research Projects
14.	Appointment of a foreign employee manager in the HR department	(+/-) 21. Postdoctoral appointments (Code)	Q2 2022	C.1.1.	Employee Affairs and Payroll Department
15.	Creating tools to increase the recognition of the qualifications of Institute research workers	(-/-) 22. Recognition of the profession	1Q of 2022	C.2.1.	Promotion and cooperation department, Department of Coordination of Science and Clinical Research Department of Scientific and Research Projects
16.	Preparation of a set of regulations/documents indicating possible career pathways	(+/-) 28. Career development (+/-) 38. Continuing Professional Development	3Q of 2022	C.1.1.	Employee Affairs and Payroll Department; Department of Coordination of Science and Clinical Research; Department of Scientific and Research Projects
17.	Involvement of a career counselor	(+/-) 28. Career development (--) 30. Access to career advice	2Q of 2022	C.1.2.	Employee Affairs and Payroll Department; Department of Coordination of Science and Clinical Research
18.	Adjustments of internal regulations concerning mobility	(+/-) 29. Value of mobility	2Q of 2022	C.1.1.	Employee Affairs and Payroll Department, Department of Coordination of Science and Clinical Research
19.	Organization of training courses on the protection of intellectual property rights	(+/-) 31. Intellectual Property Rights	Continuous as from Q2 2022	C.1.2.	Commercialisation team;Department of Coordination of Science and Clinical Research

20.	Preparation of a guidebook on reporting violations of anti-mobbing, anti-corruption and sexual harassment policies	(+/-) 34. Complains/ appeals	Q2 2022	C.1.1.	Department of Coordination of Science and Clinical Research
21.	Making efforts to obtain funding for staff training	(+/-) 39. Access to research training and continuous development	Continuous as from Q3 2021	C.1.2.	Department of Coordination of Science and Clinical Research
22.	Publication of information about the doctoral student evaluation system on the internal website	+/- 40 Supervision	Q1 2021	C.1.3.	Department of Coordination of Science and Clinical Research

In order to implement the HRS4R Strategy at MSCNRIO Gliwice Branch and monitoring the progress of implementation works the Implementation Committee was established.

The Implementation Committee is a work team and includes heads of departments responsible for the implementation of individual activities and representatives of the Institute's scientific community (R1-R4). An important element of the implementation is systematic monitoring of the implementation process. Meetings of the Implementation Committee will be held at least once a quarter and during the meetings the following will be presented:

- reports on the works performed in a given period,
- assessment of the progress in the implementation of key activities of the strategy in individual areas,
- degree of achievement of specific and strategic goals.

After each meeting of the Implementation Committee, the Steering Committee will receive progress report on the implementation of HRS4R Strategy.

The Implementation Committee will be responsible for accepting the implemented solutions as final, or will propose further changes. Additionally, the designated group of stakeholders R1-R4 will verify the implementation of the HRS4R Strategy at the MSCNRIO Gliwice Branch.

The Implementation will diagnose the current organizational and financial conditions of the strategy implementation, which may affect the current implementation of its assumptions. This will enable the identification of new circumstances affecting the implementation of the strategy that could not be foreseen at the stage of creating the strategic document, including emerging problems and risks, reasons for possible delays or failure to implement the assumed actions, as well as new opportunities and opportunities for even more effective implementation of key activities of the strategy.

The Implementation Committee will be supported by the Steering Committee at each implementation stage. The Steering Committee will carry out a systematic (once every six months) control of the progress in implementing the HRS4R Strategy and the degree of compliance of the activities with the previous assumptions.

The Steering Committee will submit to Director of MSCNRIO Gliwice Branch once a year the Report on the implementation of the HRS4R Strategy.

As recommended by the Commissions HRS4R-team, activities will be carried out over the next 24 months before the first interim assessment.

The Implementation Committee:

- Beata Kozioł, M.A. – Head of Employee Affairs and Payroll Department;
- Barbara Jarzębska. M.Sc. – Head of Department of Scientific and Research Projects;
- Aleksandra Miodońska M.A. - Department of Coordination of Science and Clinical Research;
- Tomasz Narodowski M.A.– Coordinator of the Promotion and Cooperation Team;
- Łukasz Kutrzeba PhD – Member of the Team for Commercialization;
- Małgorzata Redes M.A. – Head of the Organizational Department;
- Urszula Wojcieszek M.A. – Head of the Public Procurement and Supply Department;
- Wojciech Osewski Ph.D. – Head of the IT Department;
- M.A. Barbara Łasut-Szyszka – Assistant at the Center for Translational Research and Molecular Biology of Cancer (R1);
- Alexander Cortez MD. PhD – Head of the Department of Bioinformatics and Biostatistics (R2);
- Dorota Gabryś M.D. PhD – Assistant professor, Department of Radiotherapy (R3);
- Prof. Katarzyna Lisowska PhD – Head of the Centre for Translational Research and Molecular Biology of Cancer (R4).