

## TEMPLATE 3: INTERNAL REVIEW

Name Organisation under review: the Institute of Mother and Child

Organisation's contact details: ul. Kasprzaka 17A, 01-211 Warszawa, phone (48) 22 32 77 305 , e-mail: dyr@imid.med.pl..

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

<http://www.imid.med.pl/pl/aktualnosci/the-institute-applies-for-hr-excellence-in-research-logo.....>

Web-link to organisational recruitment policy (OTM-R principles):<sup>45</sup> we are working on our OTM-R principles. Once it is introduced in the Institute, we will publish it on our website....

**SUBMISSION DATE TO THE EUROPEAN COMMISSION: 04.07.2018**

### 1. ORGANISATIONAL INFORMATION

Please provide an update of the key figures for your organisation. Figures marked \* are compulsory.

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	85*
Of whom are international (i.e. foreign nationality)	1*
Of whom are externally funded (i.e. for whom the organisation is host organisation)	3*
Of whom are women	66*
Of whom are stage R3 or R4 <sup>1</sup> = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	24*
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	0*
Of whom are stage R1 = in most organisations corresponding with doctoral level	34*
Total number of students (if relevant)	11*
Total number of staff (including management, administrative, teaching and research staff)	1043*
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	
Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)	
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	
Annual funding from private, non-government sources, designated for research	

<sup>1</sup> [http://ec.europa.eu/euraxess/pdf/research\\_policies/Towards\\_a\\_European\\_Framework\\_for\\_Research\\_Careers\\_final.pdf](http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf)

**ORGANISATIONAL PROFILE** (a very brief description of your organisation, max. 100 words)

*The Institute of Mother and Child is a research institute with a proven track record in Poland and on the international arena, active in the field of maternal and child health, reproductive health and health of the population in developmental age. It is an institution with many years of tradition and significant achievements known in the country and on the international forum. The Institute was appointed by the resolution of the Council of Ministers in 1951. Activities undertaken by IMC serve families who plan and expect children as well as children and young people themselves.*

## **2. NARRATIVE (MAX. 2 PAGES)**

### **I. Ethical and professional aspects**

During the analysis carried out in 2016 we concluded, that the employees of the Institute follow the values and ethical rules included in the Charter and Code, but it is not written in any official document. Hence, we prepared the Code of Ethics for Scientist, in which we wrote down all the principles mentioned in the Charter and Code. Additionally, one of the paragraphs concerns controlling plagiarism. The Code of Ethics was discussed and then approved by the Commission for HR Excellence in Research award and by the Scientific Council of the Institute of Mother and Child. The document was introduced by the Director in the Institute on the 10<sup>th</sup> of April 2017. Each researcher employed in the IMC is obliged to become familiar with the document and to follow it. This is confirmed by signing an appropriate statement.

In order to strengthen commercialization in the Institute as well as to codify the rules of it, we introduced the Intellectual Property Management Regulations on the 28<sup>th</sup> of December 2016. In 2018 we are going to analyze, which achievements of Institute's employees have a potential of being commercialized. We are going to help and support researchers in patenting some of their inventions. When applying for funding research projects from the statutory grant, researchers are rewarded for plans of commercializing the results of their projects

We verified the ISO procedure 'Detailed rules of gaining, carrying out and settling statutory activity in the Institute of Mother and Child' whether it precisely reflects recent rules included in the regulations of the Commission for Evaluating and Selecting Statutory Topics modified in December 2015. We introduced all necessary changes into the ISO procedure, so that it is in accordance with the regulations of the Commission.

In order to strengthen researcher's involvement in national as well as international research projects, the Committee for Evaluating Scientific Achievements of Researchers added a new criterion of evaluating researchers: applying for externally funded research projects. From now, it will be checked every four years during evaluation of researcher's achievements, whether a senior researcher has applied for such a project.

We have regulated and streamlined the system of sending publications as well as doctoral thesis to the library of the IMC by introducing appropriate procedure and obliging researchers to follow it as well as by implementing an on-line platform, on which each researcher registers his/her achievements, including publications. The platform is constantly being developed and improved on the basis of comments delivered by researchers who are using it.

In order to strengthen the process of disseminating research results, we added to the annex to the employment contracts the point regarding obligation of disseminating research results as well as we modified the rules of evaluating the applications for funding research projects from the statutory grant. From now, we reward disseminating research results among scientists and non-specialists.

## II. RECRUITMENT

In next years, we are going to focus on recruitment, so that it is in accordance with the OTM-R Strategy. We analyzed the checklist included in the OTMR strategy document, identified our weak points and developed a plan how to achieve the goals connected with introducing the OTM-R strategy (see the OTM-R Checklist for institutions as well as the Plan of Action presented below).

## III. WORKING CONDITIONS AND SOCIAL SECURITY

In December 2017, the Institute finished the renovation and construction investment of the main buildings. It has significantly improved the work comfort of the researchers: rooms, offices, secretariats, laboratories, conference facilities have been renovated.

In coming three years we plan to buy new research equipment for Medical Genetics as well as Screening and Metabolic Diagnostics Departments. This purchase will be financed thanks to EU projects we gained in the last year. We also plan further renovation of Institute's facilities.

As a part of annual evaluation of employees, we created and implemented the system of establishing goals for researchers. Every two years, supervisors are obliged to discuss with researchers the following topics: to what extent they fulfilled goals established two years earlier, providing feedback, establishing goals for the next two years. We treat it as the first step in creating in the Institute the motivational climate for researchers. We want to put emphasis on the fact, that research activity is important in our Institute, that a researcher has got clearly defined research plans and is supported in it. In the same time he/she is responsible for education of early-stage researchers as well as for self-education.

In response to the need of creating clear rules of co-authorship identified in our survey, we included in the Code of Ethics for Scientists rules concerning deciding about co-authorship. We believe it will eliminate the problem of omitting in publications researchers who contributed to creating it.

## IV. TRAINING

We emphasized the role of mentors in the development of researcher's career by writing it down in the Code Of Ethics for Scientists. Moreover, we introduced the system of establishing goals for researchers (see point III), which establishes clear rules of providing feedback for researchers as well as clearly defines the role of a mentor.

During the last two years, we organized the following trainings for Institute's employees:

1. Training in Leadership – in 2016 clinics and departments managers participated in training in team management skills, decision making, motivating employees, efficient communication – the training was financed with IMC's own resources.
2. Training in communication in the health sector - the training was to support the medical staff in difficult situations – when communicating a patient or parents information about the disease, prognosis, to develop a sense of empathy and assertiveness in relation to patients

and parents of patients who have too demanding attitudes – the training was financed with IMC's own resources and was carried out in 2016.

3. Change management training - training for the heads of clinics in the ability to lead organization and teams through the change process - with emphasis on merging two locations where the IMC has functioned so far - financed with IMC's own funds in 2016-2017
4. Training in supporting the process of introducing electronic medical records in clinics. The scope of training: how to reduce resistance of employees towards new skills, how to motivate the team to change, how to support the team in stressful situations - training conducted in 2018
5. MS Office package training - including Word, Excel, PowerPoint - advanced level (programs often used in the scientific activities of employees , e.g. to create schedules, cost estimates or presentations) - training in 2017 from the National Training Fund

### 3. ACTIONS

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered, omitted or added, please provide a commentary for each action.

Examples:

<i>Title action</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>	<i>Current status</i>
Finishing introduction of the New Remuneration System	Until the end of 2016	HR Department	<i>Introducing the New Remuneration System in the Institute of Mother and Child, which includes new motivational system for researchers (together with financial rewards for scientific achievements) – Directive no 5/2016.</i>	<i>Completed</i>
Organizing regular meetings of leaders of all clinical and scientific departments in order to discuss possibilities/needs of cooperation (between clinicians and researchers, between researchers)	Until January 2018	the Scientific Research Department	<i>According to the Directive no34/2008, the Director of the Institute of Mother and Child created the Board of managers. Its members are managers of Clinics and Scientific Departments of the IMC. According to the approved Regulations of the Board of Managers, one of its tasks is to coordinate activities among individual units in carrying out scientific projects as well as diagnostic and therapeutic processes. It has been emphasised during the last meeting of the Board of Managers, that this task is extremely important from the perspective of HR excellence in research policy.</i>	<i>Completed</i>
Improving cooperation	Until March	IT	<i>Introducing the electronic document circulation system, including the scientific module.</i>	<i>Almost completed (first modules have been introduced in</i>



between administration departments and researchers through introducing a system allowing for electronic circulation of documents and information	2018	Department		IMC, others are being introduced)
Organizational changes in the Institute leading to changing proportions between research and clinical work	Until June 2018	Board of Directors together with External Consulting Company	<i>realization of this target is delayed due to discussions among researchers and directors.</i>	<i>Will be completed until the end of 2019</i>
Creating and introducing the Intellectual Property Management Regulations	Until the end of 2016	The Legal Department of the Institute	<i>Introducing the Intellectual Property Management Regulations in the Institute of Mother and Child - Directive no 71/2016.</i>	<i>Completed</i>
Creating and introducing the Code of Ethics for Scientists	First half of 2017	The Commission for HR Excellence in Research Award	<i>Introducing the Code of Ethics for Scientists in the Institute of Mother and Child - Directive no 38/2017.</i>	<i>Completed</i>
Plagiarism control procedure	Until the end of 2017	The librarian	<i>Introduced in the Institute of Mother and Child as a part of the Code of Ethics for Scientists - Directive no 38/2017 (chapter III, par. 9)</i>	<i>Completed</i>
Modifying 'Detailed rules of gaining, carrying out and settling statutory activity in the Institute of Mother and Child' ISO procedure	First half of 2017	Commission for Evaluating and Selecting Statutory Topics; Scientific Director, the Scientific	<i>Introducing the modified 'Detailed rules of gaining, carrying out and settling statutory activity in the Institute of Mother and Child' ISO procedure. The updated ISO procedure complies with the regulations of the Commission for Evaluating and Selecting Statutory Topics modified in December 2015</i>	<i>Completed</i>

		Research Department		
Modifying the scientific achievements' evaluation	Until the end of 2017	The Committee for Evaluating Scientific Achievements	<i>The modification of the scientific achievements' evaluation has been approved by the Scientific Council. The criterion regarding applying for externally funded projects has been added.</i>	Completed
Creating a procedure of submitting documents to the library	First half of 2017	The librarian	<i>Introducing the procedure of submitting documents to the library in the Institute of Mother and Child – Directive no 35/2017.</i>	Completed
Finishing renovation of Institute's facilities	Until the end of 2017	An external company	<i>Finishing renovation of Lipsk building (renovated offices, laboratories for researchers, consulting rooms), renovation of the ground floor of the Main Building (it is a new location for the Gynaecology And Obstetrics Clinic). The Clinic moved from building that was rented by the Institute and was located 5 minute walk from other clinics and departments of the Institute. Thanks to this change of location, it is possible to intensify scientific and clinical cooperation between all clinics and departments of the Institute.</i>	Completed
Modification of the annex to the employment contracts	First half of 2017	HR Department	<i>This modification has been introduced in the form of a provision in the employment contract. The provision concerns the obligation to disseminate results of scientific activity</i>	Completed
Modifying the Rules of evaluating applications for statutory projects	First half of 2017	Commission for Evaluating and Selecting Statutory Topics	<i>Introducing changes in the Rules of evaluating applications for statutory projects. There have been added points concerning dissemination of results as well as commercialization.</i>	Completed
Create and implement the procedure of supporting and monitoring progress/ evaluating of trainees and early-stage	Second half of 2017	the HR Department and the Scientific Research Department	<i>Introducing the system of evaluating researcher's scientific development in the Institute of Mother and Child– Directive no 63/2017.</i>	Completed

researchers  - Create and implement the system of establishing goals for researchers				
- Internal evaluation of implemented improvements	January-February of 2018	The Commission for HR Excellence in Research award	<i>During a meeting, the commission for HR Excellence in Research logo has analysed implemented improvements. This table is the result of the analysis.</i>	Completed
- Implementing what was identified as 'to be improved' during the internal evaluation mentioned above	May-June of 2018	Depending on the results of the internal evaluation - People responsible for areas identified as 'to be improved'	<i>It has been decided, that the main thing to be improved during the coming three years is to introduce OTM-R Policy in IMC. HR Department and Scientific Research Department are working on it. We will also continue renovation of our facilities.</i>	Completed
- constant monitoring of realizing the Plan of Action presented above (regular meetings of the Commission, analyzing the realization of individual points, recommendations and indicating persons responsible for implementing them)	Every six months, starting from 2018	The Commission for HR Excellence in Research award	<i>During the last two years, the Commission gathered in order to discuss and approve individual points of the Plan of Action. Recent meeting was aimed to analyse results of implementation of the plan of action as well as to discuss and accept the next Plan of Action for the years 2018-2021. From now we plan to organize meetings of the Commission every six months.</i>	the first meeting - completed

As the establishment of an Open Recruitment Policy is a key element in the HRS4R strategy, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation.

In case your organisation has entered the HRS4R process prior to the publication of the OTM-R toolkit and recommendations by the European Commission (2015), please fill out the OTM-R checklist<sup>45</sup>, attach it to this self-evaluation form, and provide a commentary on how you will (continue to) address these principles in the years to come.

Comment on the implementation of Open, Transparent, Merit-Based Recruitment principles:

As our organization entered the HRS4R process prior to the publication of the OTM-R toolkit and recommendations by the European Commission, we filled out the OTM-R checklist (see below) and plan to introduce the OTM-R Policy in our Institute during coming three years.



<i>OTM-R Checklist for institutions</i>						
	Op en	Trans paren t	M er it- ba se	Answer: Yes completely/ Yes substantially/ Yes partially/ No	Suggested indicators (or form of measurement)	
<b>OTM-R system</b>						
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	No, we are working on our OTM-R policy, we started from the checklist to get to know what we lack (see below) . Once we introduce our institutional OTM-R policy, we will publish it in Polish and English version on our website	Introducing the OTM-R Policy in the Institute of Mother and Child - until June 2019 ; English version – until September 2019	
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	No, we are working on it	Introducing the guide and sending it to all staff until June 2020	
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	Yes, once the Director of the IMC appoints members of the Competition Commission , the HR Department organizes a meeting during which the rules of carrying out the competition for a researcher position are reminded. These rules are written in 'The rules of procedure of the commission appointed to conduct a competition for a scientific position at the Institute of Mother and Child' (introduced by the Director's directive no. 45/2011),	- Number of organized meetings (in the years 2016 -18 – there were 15 meetings) versus the number of competitions (in the years 2016 -18 – there were 18 competitions. In some cases we employed two researchers for similar positions in the same time) - Number of people taking part in each meeting – on average 6-7 members	

4. Do we make (sufficient) use of e-recruitment tools?	x	x		Yes, we publish each advertisement for a researcher position on our website and in Euraxess, as well as on the Public Information Bulletin (PIB) website of the relevant Minister Responsible for Science	Links to advertisements- from now we will keep print screens. Unfortunately, so far we had not saved them and links or not active any more
5. Do we have a quality control system for OTM-R in place?	x	x	x	No, we will introduce it after creating the OTM-R Policy in the IMC	Introducing the quality control system for OTM-R until the end of 2020
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	Yes, we publish advertisements in Euraxess and PIB, our website is available for everyone	Trend in the share of applicants from the institution – 1 person in the years 2016-2018
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	Yes – the fact, that this year we recruited a researcher -foreigner (from Brazil) confirms that. We also had a foreigner interested in applying for a job in our Institute	Trend in the share of applicants from abroad – in the last two years we employed one researcher from abroad

8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	Yes, a vast majority of our research employees are women - about 78%	Trend in the share of applicants among underrepresented groups - during the last two years, 16 women and 3 men applied for research positions in our Institute
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	Yes, we are doing our best, we offer broad possibilities of development, clinical part of our Institute (we are also a hospital) serves as a base for research activity. We employ worldwide recognized specialists, so new researchers may learn from their experience.	Trend in the share of applicants from outside the institution – one person in the last two years
10. Do we have means to monitor whether the most suitable researchers apply?				<p>Yes, we do:</p> <ul style="list-style-type: none"> <li>- manager of a department/clinic in which there is a vacancy asks people working in the same research area (in the Institute as well as outside, in Poland and abroad) whether they know a good candidate for the vacancy</li> <li>- the advertisement is available for everyone</li> <li>- in case of internal promotion of a researcher</li> <li>- such person is obliged to presented during a Scientific Council meeting his/her research and professional achievements and plans. The researcher is evaluated by the Scientific Council</li> </ul>	<p>Fluctuation of researchers in the last two years – not a single newly employed researcher resigned from work in our Institute (we are a stable employer)</p>

Advertising and application phase				Template of advertisement used in IMC
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x	<p>YES – it is written in the directive of the Director of the IMC no 45/2011 what documents should be submitted by a candidate for a research position. It is also defined in this document, that a competition commission is appointed by the Director of IMC for each competition separately. The commission prepares a detailed description of requirements and qualifications for a given position. Together with an advertisement, we also publish a document called 'detailed conditions of a competition for a research position' that refers to that specific competition.</p> <p>-we also developed our templates of advertisements. When publishing advertisements on the Public Information Bulletin website of the relevant Minister Responsible for Science or in Euraxess, we use templates provided by these institutions.</p>	

12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [see Chapter 4.4.1 a)]	x	x	<p>Yes, substantially – we include organisation and recruiting unit; job title, specifications, selection criteria, contact details, number of available positions;</p> <p>We will include the following elements: starting date, required and desirable competencies, professional development opportunities, career development prospects, working conditions, type of contract, reference to Institution's OTMR policy as well as the Code of Ethics for Scientists.</p> <p>The problem of including salary or other benefits will be discussed in the Institute, as this is not practiced in Poland.</p> <p>The link to the detailed description of the application procedure can be found on our website, under the appointment for a given position.</p>	<p>Once the quality control system to monitor to what extent the OTM-R system is being implemented is introduced, we will check whether an advertisement complies with the rules included in the document</p>
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x	<p>Yes, we publish advertisement in Euraxess, we are working on using all options available in Euraxess</p>	<p>- The share of job adverts posted on EURAXESS; - Trend in the share of applicants recruited from outside the institution/abroad</p>
14. Do we make use of other job advertising tools?	x	x	<p>No, just advertisement, we believe it is the best way of reaching relevant candidates. Apart from the Internet, we also place a paper advertisement on the notice board in the IMC.</p>	<p>-</p>



15. Do we keep the administrative burden to a minimum for the candidate? [see Chapter 4.4.1 b)]	x			A candidate is obliged to submit copies of documents only. We will check if it is in accordance with Polish regulations to submit documents in the electronic form. If it is we will make it possible for a candidate.	-
<b>Selection and evaluation phase</b>					
16. Do we have clear rules governing the appointment of selection committees? [see Chapter 4.4.2 a)]		x	x	Members of a committee sign a statement, that they do not have any conflict of interest. A committee consists of at least 5 people. We do not have people from the outside in our committees. In future we will take this solution into consideration. However, it is a problem, that people not working in our Institute are not familiar with the specificity of our organization or unique disciplines our researchers specialize in. In some cases there are a few specialists in a given area in Poland.	The document 'The rules of procedure of the commission appointed to conduct a competition for a scientific position at the Institute of Mother and Child' (introduced by the Director's directive no. 45/2011),
17. Do we have clear rules concerning the composition of selection committees?		x	x	No, it is the decision of the Director. The Director takes into account the needs of the Institute in case of a given position. It is important, that members of a committee should have professional experience and scientific achievements, they are often unit managers and researchers in the same time	-

18. Are the committees sufficiently gender-balanced?		x	x	It is very difficult to achieve the gender balance, because a vast majority of research employees are women. Generally, paediatrics is feminized in Poland. We believe it is more important, that members of a committee are experts in a given area, than that the gender balance is assured.	-
19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?			x	Members of a committee are people with rich scientific experience, also in the area the candidate will work.  Selection of a candidate is a result of secret voting preceded by a discussion among committee members.	The document 'The rules of procedure of the commission appointed to conduct a competition for a scientific position at the Institute of Mother and Child' (introduced by the Director's directive no. 45/2011),
<b>Appointment phase</b>					
20. Do we inform all applicants at the end of the selection process?		x		At the end of the interview, the commission informs why a candidate was not chosen, about his/her weak and strong points.  If during the first stage of the recruitment process the submitted documents are not correct – a candidate is asked to send the completed documents. If a candidate does not fulfil the formal criteria – he/she is informed about that.	Information included in minutes on the meeting from a candidate
21. Do we provide adequate feedback to interviewees?		x		Yes – see the point above	Information included in minutes on the meeting from a candidate

22. Do we have an appropriate complaints mechanism in place?		x		The rules of complaints are described in the directive of the IMC director no 45/2011	Statistics on complaints – it has not happened so far
<b>Overall assessment</b>					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				Not yet, but after introducing the quality control system to monitor to what extent the OTM-R system is being implemented, we will check it once a year.	Minutes on meetings of the future Commission monitoring implementation of the OTM-R system.

#### IV. THE PLAN OF ACTION for the next 3 years (July 2018-July 2021)

Actions required	When	Who
Creating OTM-R policy of the Institute of Mother and Child	Until June 2019	HR Department, the Scientific Research Department, The Commission for HR Excellence in Research award
Translating OTM-R policy of the Institute of Mother and Child into English	Until September 2019	the Scientific Research Department, The Commission for HR Excellence in Research award
Updating research advertisements' content according to the Institute's OTM-R policy	Until the end of 2019	HR Department, the Scientific Research Department, the Commission for HR Excellence in Research award
Preparing an internal guide setting out clear OTM-R procedures and practices for all types of positions	Until June 2020	HR Department, the Scientific Research Department, the Commission for HR Excellence in Research award
Creating and introducing a quality control system to monitor to what extent the OTM-R system is being implemented	Until the end of 2020	HR Department, the Scientific Research Department, the Commission for HR Excellence in Research award
Create a system to assess whether OTM-R delivers on its objectives and establish the rule of checking it once a year	First half of 2021	HR Department, the Scientific Research Department, The Commission for HR Excellence in Research award
Further renovation of Institute's facilities, buying new research equipment (mainly for Medical Genetics Department, Screening and Metabolic Diagnostics)	Until the end of 2020	External company; Procurement and Supplies Department, Medical Instrumentation Department

Department)		
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#### 4. IMPLEMENTATION (MAX. 1 PAGE)

*Please provide an overview of the expected implementation process. You can use the following questions as a guideline in your description:*

- *How have you prepared the internal review? How have you involved the research community, your main stakeholders, in the implementation process?*
- During the whole 24 months since being awarded with HR Excellence in Research, we have been constantly working on preparing and introducing documents mentioned in the analysis sent in 2016. One person from our Commission for HR Excellence in Research Award (the Scientific Research Department Manager) was responsible for realizing the tasks mentioned in the schedule. This person contacted people indicated in our analysis to be involved in implementing consecutive tasks. Together, they developed the proposal of a document. Each document was discussed and agreed among members of the Commission for HR Excellence in Research Award. Some solutions were also discussed during meetings of the Scientific Council of the Institute. Finally, they were introduced by the appropriate body (the Director of the Institute or the Scientific Council of the Institute). When preparing to the internal review, we started from checking, what was done from our plan and what still needs to be done. We did our best to stick to the schedule and we realized almost all the points in time.
- *Do you have an implementation committee and/or steering group regularly overseeing progress?*
- Commission for HR Excellence in Research Award is our implementation committee. There are meetings of the Commission in order to discuss and approve documents as well as analyze our progress in implementing our plan of action. We also communicate via e-mails.
- *Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy?*
- In December 2017 there has been introduced in the Institute of Mother and Child 'the Scientific and Clinical Strategy of the Institute of Mother and Child 2018-2020 – prospective directions of research, development and implementation activities'. It is stated in the Strategy that the Institute, as an institution owing HR Excellence in Research award, agrees – by implementing the provisions of the European Charter for Researchers and the Code of Conduct for the Recruitment - to develop attractive working and career development environment as well as transparent recruitment of researchers.
- *How do you involve the research community, your main stakeholders, in the implementation process?*
- The following people are involved in the implementation process:



- Director of the Institute of Mother and Child
  - Commission for HR Excellence in Research Award (consisting of Deputy Director for Scientific Research; researchers` representatives -they are from various departments, of all ages, at various stages of professional development; Scientific Research Department manager, PR Department Manager, HR Department Manager, Attorney, IT Department manager, Accounting Department manager )
  - Scientific Council of the Institute of Mother and Child
- *How is your organisation ensuring that the proposed actions are also being implemented?*
  - IMC employees are obliged to follow the directives introduced by the Director of the IMC.
  - *How are you monitoring progress?*
  - There are meetings of the Commission for HR Excellence in Research Award, during which the progress in implementing the provisions of the European Charter for Researchers and the Code of Conduct for the Recruitment is analysed
  - *How do you expect to prepare for the external review?*
  - We are going to check the realisation of our Action Plan and discuss it during the meetings of the Commission for HR Excellence in Research Award. We will also check, whether all the documents are gathered in one place and ordered. We will analyze the implementation of the OTM-R policy.

*Please note that the revised HR strategy and Action Plan must also be published upon completion of the internal assessment.*

