

**Minutes of the Meeting of the HRS4R and OTM-R Implementation Team  
and the HRS4R Internal Audit Team at IUNG-PIB held on October 8, 2025**

On 8 October 2025, a meeting was held between the HRS4R and OTM-R Implementation Team at IUNG-PIB and the HRS4R Internal Audit Team.

On behalf of the HRS4R and OTM-R Implementation Team at IUNG-PIB, the following members were present:

- Deputy Director Aleksandra Ukalska-Jaruga;
  - Katarzyna Szewczyk;
  - Grzegorz Pawluk;
  - Małgorzata Stachyra;
  - Anna Czapla
  - Beata Feledyn-Szewczyk;
  - Anna Gałązka;
  - Monika Kowalik;
- oraz Magdalena Woźniakowska.

Representatives of the HRS4R Internal Audit Team present:

- Karolina Furtak;
- Łukasz Pecio;
- Tytus Berbeć.

The meeting was opened by the Deputy Director Aleksandra Ukalska-Jaruga, who emphasized that this was the second session of the newly appointed team. She indicated the person who will coordinate the process of maintaining and reporting on the HR Excellence in Research award for the Institute - Ms Magdalena Woźniakowska. The purpose of the meeting was to discuss the results of the survey conducted in 2025 by the internal audit team among employees, as well as the recent changes to the European Charter for Researchers.

During the meeting, the main findings of the employee survey were presented. Dr hab. Karolina Furtak introduced a summary of key comments and observations, followed by a detailed discussion of each point by the team. The discussion focused both on the potential causes of the issues raised and on possible corrective actions. It was noted, among other things, that the questions related to financial incentives—particularly additional project-related remuneration and bonuses—should be clarified in future surveys to better capture the specific nature of the comments submitted.

An important element of the meeting was the discussion on the new national evaluation framework for research institutions, which will significantly influence the assessment of employees' achievements and the Institute's overall performance. The Deputy Director Aleksandra Ukalska-Jaruga emphasized that detailed guidelines are currently being developed regarding the new evaluation rules for 2025, including the equal treatment of project-related and publication-related activities, as well as a stronger emphasis on practical outcomes and the application of research results. She announced that an informational meeting will be organized for all Institute employees, during which the principles of the new system and the planned changes to evaluation forms will be presented. Employees are also encouraged to actively participate in the consultations on the new evaluation system conducted at the national level, so that the voice of the Institute and its staff is visible in shaping the final solutions.

During the discussions, the need to diversify professional development initiatives for different groups of employees was also raised—separate actions dedicated to early-career researchers and separate ones for experienced staff. The importance of researcher mobility was highlighted, including mobility at the local or regional level, as a meaningful opportunity to broaden competencies and maintain contact with the scientific and economic environment of the region. In this context, as part of the new HR Strategy, the Director announced developing initiatives that will enable employees to undertake valuable internships in a way that can be reconciled with professional duties and private life.

Another vital part of the discussion concerned issues related to copyright, research data and project data management, as well as research integrity more broadly, and the principles governing the involvement of employees from different departments in project tasks. The team noted the need to refine procedures for promotions and reclassification, as well as the need to include potential career pathways in recruitment announcements so that candidates are aware of development opportunities at the Institute already at the application stage. It was also indicated that further clarification of the role of the anti-mobbing committee is needed, along with training activities in team management, communication, and leadership—particularly for heads of units and individuals newly appointed to managerial positions.

Another area of discussion concerned the European Charter for Researchers and the obligations arising from it. It was emphasized that it is necessary to remain up to date with the new version of the document and with the competencies defined therein as Research Comp. These include, among others, managing one's own professional development, ensuring well-being in the workplace, promoting inclusion and diversity, building effective team relationships, and actively engaging with society through the dissemination of research results. The team also highlighted the importance of interdisciplinarity, science-industry cooperation, and the need to underline the societal impact of research. It was noted that all future activities undertaken within the implementation of the HR Excellence programme should be measurable and continuously monitored.

The team recalled that the previous HR Strategy at the Institute expired on 30 September of this year. This marks the beginning of a roughly three-month period for preparing a new strategy that will take into account both the survey results and current European standards. It will also be essential to address and incorporate all comments provided by the assessors of the HR Excellence in Research programme in response to the Institute's previous Action Plans.

It was agreed that the next meeting of the team will be held to present the assumptions and framework of the new HR Strategy.