



Maria Skłodowska-Curie

**National Research
Institute of Oncology**

HUMAN RESOURCES STRATEGY FOR RESEARCHERS



HR EXCELLENCE IN RESEARCH

ACTION PLAN

**EXTENDED VERSION
OCTOBER 2025**

Case number: 2022PL811192

Contact person: Prof. Michal Mikula (michal.mikula@nio.gov.pl)

Maria Skłodowska-Curie National Research Institute of Oncology (MSCI) received the HR Excellence in Research award on October 10th, 2023, recognizing its commitment to regularly reviewing and improving its HR policies in line with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

The initial internal gap analysis—a comparison of the 40 principles of the Charter & Code with the institute's policies and practices—showed that, while some principles have already been adopted, several areas require further development or improvement. These issues were addressed in the initial Action Plan, which outlined necessary steps to enhance and align the Institute's policies and procedures with the Charter & Code principles. Both the internal gap analysis and the initial action plan for implementing the Charter & Code are available on MSCI's website (<https://nio.gov.pl/hr-excellence-in-research-en>).

This document presents MSCI's Extended Action Plan, developed during the HRS4R Internal Review, based on identified strengths and weaknesses, strategic priorities, Organisation of European Cancer Institutes (OECI) standards, and available resources. The Deputy Director for Science and the Head of the HR Department are responsible for overseeing the execution of the Action Plan. Meanwhile, the daily management of specific tasks is handled by dedicated organizational units. The HRS4R process is currently facilitated, monitored, and evaluated by the Steering Committee. All stakeholders—such as researchers at various levels, principal investigators, Human Resources, and academic and administrative leadership—are also involved in the implementation process.

Extended Action Plan

Dimension	Proposed ACTIONS	Timing	Responsible Unit	Indicator(s) / Target(s)	Current status (new, in progress, completed, extended)	Remarks
Ethical and professional	1. Update of the Regulations for managing copyright and related rights, industrial property rights, and principles for the commercialization of research and development results	4Q2025	The Science Support Section in collaboration with the Legal Counsel Team, the Organizational Department, and the Office of the Spokesperson	The updated Regulation approved and implemented / Survey report confirming improvement of indicators.	in progress	The draft of the modified Regulations for the management of copyright is currently being updated. Once approved, the Regulations will be submitted to the MSCI Scientific Council for review.
Working conditions	2. Implementation of an Electronic Document Circulation (EDC) system. Enhancement of dedicated IT infrastructure for storing scientific data.	4Q2026	The ICT Systems and Cybersecurity Department	Implementation of Electronic Document Circulation (EDC). / Survey report confirming improvement of indicators.	in progress	A contractor for Electronic Document Management (EOD) at MSCI has been selected. After signing the contract, the EOD system will be implemented at the Institute. In addition, plans are to build a room in for a scientific data server.

Working conditions	3. Implementation of electronic lab notebooks (ELN) and setting up local data backups in the internal IT infrastructure.	4Q2026	The ICT Systems and Cybersecurity Department in collaboration with the Science Support Section	Offering ELN subscriptions until the needs are met. Dissemination of information in the bulletin about the procedure for creating backups by the IT department (procedure PR60.5 IR4_W1). Survey report confirming improvement of indicators	in progress	MSCI is seeking funding to expand its IT infrastructure for data storage in accordance with ISO 27011.
Ethical and professional	4. Preparation of a directive regarding data storage	4Q2026	The Data Protection Officer in collaboration with the Organizational Department and the Legal Counsel Team	Publication of the modified Directive. Statements of Scientific Staff confirming their acquaintance with the modified Directive. Conducting data protection training (1 per year). Survey report confirming improvement of indicators.	in progress	No final decision on issuing a data retention order. MSCI has implemented ISO Procedure No. PR60.5 - IT Management. Every scientific project carried out at the Institute should be covered by the procedures specified in PR60.5.

Working conditions	5. Scientific bonuses/incentives for scientific employees	2Q2026	Science Support Section, in cooperation with the Chief Accountant	Approval of the budget for scientific bonuses. Granting of scientific bonuses. Survey report confirming the improvement of indicators.	in progress	The regulations on bonuses for researchers have been excluded from the remuneration regulations. The rules on research bonuses do not require the Scientific Council's opinion and will be issued in a separate order.
Working conditions	6. Purchase of webcams or tablets to enable researchers to collaborate remotely.	4Q2026	ICT Systems and Cyber Security	Purchase of 100 laptops and release for researchers' use. Survey report confirming improvement of indicators	in progress	Task in progress

Ethical and professional	7. Modification of the regulations and preparation of a draft on the copyright agreement	2Q2026	Science Support Section in cooperation with the Organizational Department and the Legal Counsel Team.	Publication of the modified Regulations (currently, Order No. 38/2017 of the Director of the Institute dated May 17, 2017 on the establishment and introduction of the Regulations on the management of copyright and related rights, industrial property rights and the principles of commercialization of the results of scientific research and development work at MSCI and Order No. 90/2017 of the Director of the Institute dated December 14, 2017 on the establishment of the Commission for intellectual property). Statements of familiarization with the modified Orders. Survey report confirming the improvement of indicators	in progress	The draft of the modified Copyright Management Regulations is currently being updated. Once approved, the Regulations will be submitted to the MSCI Scientific Council for approval.
Working conditions	8. Adjusting internal regulations on the conduct of pre-graduate and post-graduate education and the lecturing duties of scientific employees at universities or specialized professional courses.	1Q2026	Education Department in cooperation with the Organizational Department and the Legal Counsel Team	Publication of modified internal regulations. Statements of familiarization with modified internal regulations. Survey report confirming improvement of indicators	in progress	The order is being prepared.

Ethical and professional	9. Appointing an "ombudsman" function to whom a doctoral student/young scientist can report in case of problems	3Q2026	Science Support Section	Establishment of an "ombudsman" function. / Survey report confirming improvement of indicators.	in progress	Discussions are ongoing as to who should serve as the "ombudsman" at the Institute. Should it be a disciplinary officer, a legal advisor, or a psychologist?
Working conditions	10. Establishing a formal policy guaranteeing protected time for clinicians to conduct research, with eligibility, quotas, and accountability	3Q2026	Clinical and Scientific Deputy Directors / HR Department	I: Rules and regulations implemented / T early; % clinicians with allocated time, T late; publications / grants per FTE protected time.	New	

Recruitment and selection	11. Transfer end-to-end recruitment and offer management for grant-funded employees, and advertisement of PhD positions to HR	3Q2027	Board of Directors / HR Department	I: Transfer implemented /T: Time-to-offer, candidate experience scores	New	
Ethical and professional	12. Constitute an external Scientific Advisory Board (eSAB) and implement biennial evaluations of scientific leaders, programs, and research directions	3Q2026	Board of Directors / HR Department	I: Approve eSAB charter, conflict of interest rules, evaluation (quality, impact, funding, translation), and feedback loop into strategy/ T: % of eSAB recommendations implemented	New	
Training and development	13. Run yearly workshops for staff and PhD students focused on writing proposals for National Science Centre and Medical Research Agency calls	2Q2026	Researcher Support Office / HR Department	I: One workshop annually / T: Statistics on submission rate, success rate vs prior year, reviewer scores improve for approved and rejected proposals	New	

Working conditions	14. Implement bilingual (PL/EN) newsletters and institute-wide notices to support inclusivity and onboarding of international staff.	2Q2026	Spoksmen office / Researcher Support Office	I: www page in EN / general internal communication in EN / T: Read/engagement rates by language segment, survey item on clarity of communications	New	
Recruitment and selection	15. Provide bilingual contracts, employment statements, key HR policies, and e-learning induction for new hires	4Q2026	HR and Legal Department	I: Core documents bilingual available and e-learning implemented / T: Onboarding completion rate, error/rework reduction, new hire time-to-productivity	New	
Working conditions	16. Elevate the Researcher Support Office profile and clarify rules for project conduct at MSCI	3Q2026	Researcher Support Office / Spoksmen office	I: All scientific projects transferred to the Researchers' Support Office / T: Survey report confirming improvement of Researcher Support Office perception	New	

Working conditions	17. Briefing of new researchers at all levels on the institutional procedures and policies related to the submission of research proposals and administration of grants	2Q2026	Researcher Support Office	I: Development of the 'MSCI Research Administration Procedures' Handbook; / T: Survey report confirming familiarization with procedure	New	
Ethical and professional	18. Increase visibility and embed HRS4R principles in policies, appraisal, and promotion frameworks	3Q2027	HRS4R Work Group/ Spoksmen office	I: HR excellence in research logo visibility increased in multiple channels with up-to-date HRS4R progress page/ T: Survey report confirming improvement of HRS4R perception	New	
Ethical and professional	19. Conduct yearly survey and pulse checks on researcher needs, supervision, facilities, administrative burden, and career development	3Q2026	HRS4R Work Group/ HR Department	I: A survey performed / T: internal report and conclusions for the HRS4R Work Group and Board of Directors, followed by a public communication "Research Environment Report" with key metrics	New	

