

***INSTITUTE OF ORGANIC CHEMISTRY
POLISH ACADEMY OF SCIENCES***

THE HUMAN RESOURCES STRATEGY FOR RESEARCHERS
INCORPORATING

EUROPEAN CHARTER FOR RESEARCHERS
AND THE CODE OF CONDUCT FOR THE
RECRUITMENT OF RESEARCHERS

Action Plan

ACTION PLAN FOR IOC PAS

STRENGTHS

- Young research staff ensures dynamic development and willingness to introduce changes.
- High level of awareness of ethical and professional aspects of C&C.
- Comprehension and acceptance of the principles contained in the C&C among IOC PAS research staff.
- High level of training, especially relations with supervisors, supervision level, managerial duties.
- Good working conditions and research environment.

CHALLENGES

- Increasing the awareness of the C&C principles among ESRs.
- Increasing the awareness of existing national and internal regulations among research staff.
- Modification of the evaluation/appraisal system of researchers, taking into account as far as possible the suggestions of the staff.
- Creation of a coherent development strategy for research staff and especially young scientists.
- Creation of wider and more transparent rules of participation of employees in the decision-making bodies.
- Clarifying and modifying the rules for complaints and appeals.

RECOMMENDED STEPS

Detailed analysis of the situation in IOC PAS revealed that there will be 3 complimentary paths of improvement of HR management process and procedures to adjust them to the C&C principles:

- Improving staff awareness of the provisions of C&C and other applicable regulations
 - Presentations of HR strategy during internal workshops
 - Strategic meeting of Team Leaders and Working Group
 - Internal communication means (e-mails, intranet)
 - Support in HR procedures execution in research teams
- Developing key skills of the staff
 - Workshops on professional issues and soft skills
 - Meetings with experts
 - Training courses
- Rules improvement and evaluation
 - Consultations on the creation of new regulations and their implementation
 - Evaluation of HR management quality in research teams
 - Internal evaluation

Based on the outcome of the gap analysis, the members of the Working Group selected principles that require support and improvement at the institutional level. For each such principle, they outlined the current situation at IOC PAS, proposed relevant corrective actions, appointed responsible personnel, and settled on a timeframe for implementation of these improvements. This Action Plan is presented in the table below.

C&C Principle	RECOMMENDED STEPS	WHO	WHEN
All aspects	Intranet site for IOC PAS employees will be created to improve communication inside the Institute.	IT unit	IIQ 2017
Ethical & professional aspects			
Professional responsibility	The workshops and seminars, especially for ESR will be organized once a year to raise the awareness of professional responsibility in researchers work.	Director	IIQ 2017 (and once a year on consecutive years)
Professional attitude	Some useful templates and guidelines on grant issues will be developed and will be available on the intranet for all researchers.	Grant Unit	IIQ 2017
Contractual and legal obligations	Meetings with PhD students will be organized upon demand to explain the requirements of external research funders (mainly the National Science Centre). The IPR workshop for permanent staff and PhD students.	Director	IVQ 2017 (and every 2 years) or every time if regulations change
Good practice in research	Dedicated workshop on data (research and personal data) securing and storing run by the Institute data management experts for all ICO PAN employees. Creating of short clear step-by-step instruction based on the existing Director Ordinance: Instruction for securing and storing computer data. All instructions and regulations will be published on our intranet site.	IT Unit, Secretariat	IVQ 2017
Dissemination, exploitation of results	Improvements on the website to make achievements of our researchers more visible to the wider public.	PR unit, IT unit, Team Leaders	Continuously, ongoing
Evaluation/ appraisal systems	Consultations with researchers and possible changes in Regulations for periodic evaluation of researchers. Changes are possible starting from the next evaluation period 2016-2019. Appointment of the advisory board from among the employees.	Director, SC of IOC PAS	IIQ 2017 (or according to the Ministry of Science and High Education guidelines publication)
Recruitment			
Recruitment	Available positions will be advertised also via EURAXESS portal. The rule of applying the principles of the C&C in the process of recruitment will be included into IOC PAS regulations (after approval by SC of IOC PAS). English version of the regulations will be prepared and announced on our website.	Secretariat, HR Unit, Grant Unit Director, SC of IOC PAS	IQ 2017 IIIQ 2017 (according to SC meetings)

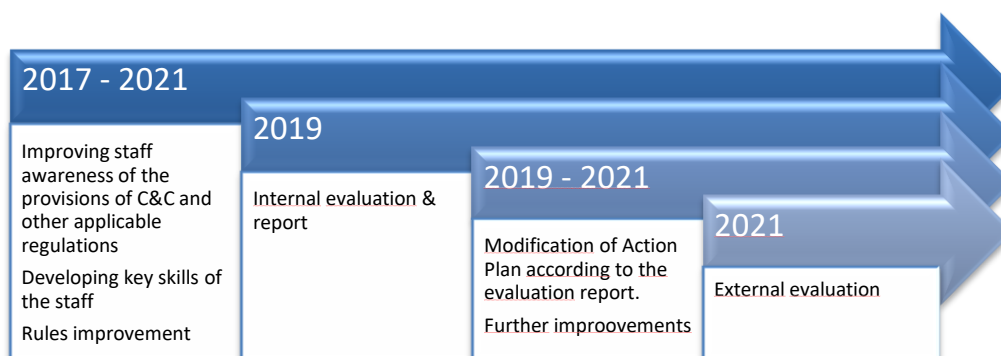
Recruitment (Code)	<p>The recruitment procedure will be described in an information leaflet and will be available on the website of the Institute. The regulation on the recruitment procedure will be translated into English and also posted on the website of the IOC PAS.</p> <p>The Recruitment Commission will provide the feedback information to applicants from short-list (interviewed by Recruitment Commission), whereby each applicant will receive a detailed report on their individual assessment with identified strong and weak points of her/his application.</p>	Deputy Director Recruitment Commission	IIQ 2017 IQ 2017
Selection (Code) and gender balance	Introducing amendment to the Ordinance of the Director that the Recruitment Commission must consist of both male and female representatives.	Director	IIIQ 2017
Transparency (Code)	<p>The recruitment procedure will be described in an information leaflet and will be available on the website of the Institute. The regulation on the recruitment procedure will be translated to English and also posted on the website of IOC PAS.</p> <p>The Recruitment Commission will provide the feedback information to applicants from short-list (interviewed by Recruitment Commission), whereby each applicant will receive a detailed report on their individual assessment with identified strong and weak points of her/his application.</p>	Deputy Director Recruitment Commission	III-IVQ2017 IQ 2017
Judging merit (Code)	<p>Adjustment of employment policy with special focus on differentiated selection criteria; policy will be published on the IOC PAS website and disseminated among the IOC PAS employees.</p> <p>Introduction of the template for Recruitment Commission supplemented by wide range of selection criteria, for instance overall potential of the candidates, creativity, level of scientific independence.</p>	Director	IIIQ 2017
Working conditions and social security			
Stability and permanence of employment	<p>Organization of meetings for young researchers and PhD students with the Management representatives in order to better explain the IOC PAS employment policy.</p> <p>The document specifying possibilities of the further development path in the Institute will be issued.</p>	Director	IIQ 2017 (and once a year on consecutive years) IIQ 2017

<i>Funding and salaries</i>	Employees will be informed, during meeting with the management, about existing system of remuneration and bonuses, and possible changes. Additional information will be published regularly on our intranet page and employees will be informed via e-mail about changes.	Director Accounting Department	If necessary – in case of changes (last meeting was in October 2016)
<i>Career development</i>	Internal IOC PAS specific career development strategy for researchers at all stages of their career should be created and presented to young researchers and PhD students. Informational actions on perspectives of the professional career development practices (applications for Polish and international grants, stays outside IOC PAS), should be intensified through regular e-mails (already existing practice) and periodic meeting with young researchers and intranet site.	Dep. Director for Research, Head of PhD Studies Grant Unit, Secretariat, HR unit	IIQ 2017 Continuously, ongoing
<i>Access to career advice</i>	Informational actions on the perspectives of the professional career development [applications for Polish and international grants, stays outside IOC PAS should be intensified through more regular e-mails (already existing practice)], creation of “information centre” on the intranet site; periodic meeting with young researchers.	Grant Unit, Secretariat, HR Unit	Continuously, ongoing
<i>Intellectual Property Rights</i>	Dedicated workshop on commercialization of research results for all Institute employees and PhD students performed by external experts.	HR Unit	IVQ 2017 (every 2 years)
<i>Complains/ appeals</i>	Meeting with employees to discuss the existing possibilities and procedures of solving conflicts among researchers.	Director	IIQ 2017
	Establishing the position of impartial (ombudsman-type) person will be discussed with the staff and decision will be taken according to the result of this consultation.	Director	IIQ 2017
	Creation of a document/guide describing possible procedures for resolving disputes, complains and appeals.	Disciplinary Spokesman	IIQ 2017
<i>Participation in decision-making bodies</i>	The advisory board composed of representatives of all scientific positions will be established. This body will consult the new regulations concerning employees. It will also have right to suggest changes in the existing rules as far as they are consistent with other senior laws.	Director	IIQ 2017
<i>Training</i>			
<i>Relation with Supervisors</i>	Bi-annual written opinion on PhD students progress, pointing objectives, strengths and challenges in her/his work.	Team Leaders	IIQ 2017 (bi annually)

<p>Continuing Professional Development</p>	<p>Preparation of the rules of practice for good practices of professional development and IOC PAS professional development model.</p> <p>Improving young researchers' awareness of the C&C principles; establishing means to support employees and PhD students efforts to increase professional qualifications by enabling them to participate in training, workshops, e-learning facilities (current information on such events, possibly high financial support, administrative support in the process of applying for participation in such events).</p> <p>Developing soft skills of the research staff (workshops).</p>	<p>Deputy Director for Research, Head of PhD Studies</p> <p>PR Unit, Grant Unit, Secretariat</p> <p>HR unit</p>	<p>IIQ 2017</p> <p>Continuously, ongoing</p> <p>IVQ 2017 and once a year</p>
<p>Access to research training and continuous development</p>	<p>Development of professional trainee courses for researcher of each stage of carrier development e.g. commercialization and market, promotion of the research, presentation development, communication, soft skills.</p>	<p>HR unit</p>	<p>IVQ 2017 and once a year</p>

From gap analysis in the IOC PAS described above, the actions have been identified. WG do not see any specific action required towards the remaining principles and have noted in our gap analysis 'no action required'. Nevertheless WG definitely is going to monitor for changes and update the implementation of all aspects of the C&C in the IOC PAS.

The above process will take 4-5 years. Some activities will have a continuous character due to the natural and continuous staff turnover among the PhD students. Internal regulations status will be monitored for changes in the senior law and the needs of employees.



The Working Group is responsible for monitoring the process of changes and overseeing timelines. The number of members of the WG may be increased according to the needs of the implementation of the Action Plan. Internal evaluation will be conducted on the basis of temporary interim reports and internal surveys.