

***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

*Report on the Internal Analysis
and the Corresponding Plan of Action*

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INTRODUCTION

The Institute of Organic Chemistry of the Polish Academy of Sciences (IOC PAS) was established in 1964 when the Department of Organic Synthesis of the Polish Academy of Sciences was advanced to the rank of a Research Institute. Soon after, the Warsaw facility of the Institute received its present location at Kasprzaka Street. Since the end of the sixties the process of disconnecting of the 'external' laboratories began; these units were transformed into independent institutions: Centre of Molecular and Macromolecular Studies in Lodz and Institute of Bioorganic Chemistry in Poznan.

The IOC PAS is an A-class scientific institution in all official rankings. It has the right to confer the PhD and DSc (habilitation) degrees in the field of organic chemistry and to conduct applications for the title of Professor. The Institute runs a four-year PhD study, which has operated continuously since 1966 and is the oldest of its kind in the country. From the beginning of the study, the PhD degree in chemical sciences was granted to 390 people. The Institute employs 174 people, including 18 Professors, 5 associate Professors and 49 PhD students.

In the international ranking of the quality of scientific institutions *SCImago Institutions Rankings*, covering the years 2007-2011, in the most prestigious category Q1 (taking into account only publications in the highest ranked scientific journals in the world), the Institute of Organic Chemistry was located at the second place among all scientific institutions in Poland.

The Institute is active in teaching students (summer training, internships in laboratories in IOC) and schoolchildren (workshops for high school students under the auspices of the National Children's Fund).

Key areas of the research activity of the Institute are: methodology of organic synthesis, supramolecular chemistry, chemistry of materials with specific properties, the structure and spectroscopy of organic compounds, and the study on the mechanisms of reactions. The research is carried on regio- and stereoselective synthesis, as well as asymmetric synthesis, which is one of the most important global trends in organic chemistry. Within the supramolecular chemistry studies, synthetic receptors for cations and anions are synthesized, including also those capable of enantioselective differentiation. In this area, the chemistry of porphyrinoids and functional dyes is placed. This research is based on the methodology of the synthesis of macrocyclic compounds – one of the best known achievements of the Institute. Somewhere in between both areas, the application of enzymes in organic synthesis – one of the newer research trends in IOC PAS – is located. Studies of the structure and spectral properties of organic compounds are focused on the development of applications of modern spectroscopic techniques to determine the constitution and stereochemical structure of organic molecules. The same problems, together with predicting the physical and chemical properties and reactivity of organic compounds, are studied theoretically using the most recent methods of computational quantum chemistry.

One of the newest and exciting directions of research carried out at IOC is the development of the CHEMATICA software platform for computational planning of organic-chemical syntheses. This work combines expert chemical knowledge, network theory and artificial intelligence to scrutinize millions of plausible reaction sequences and choose ones that are most elegant and/or efficient. Importantly, CHEMATICA's predictions have been recently validated experimentally (*i.e.*, by carrying the proposed sequences in the laboratory). Our work on CHEMATICA has resonated with the chemical audience worldwide with publications in *Angewandte Chemie* and press coverages in *Science*, *Nature*, and *Chemistry World*.

In the Institute is located very well equipped, unique laboratory for high pressure organic synthesis up to 10 – 20 kbar. The Institute had organized and equipped with the state of the art instruments a number of spectroscopic laboratories: NMR, MS, CD and others.

The Institute actively cooperates with pharmaceutical industry. Here, the original drug against kidney stones named Debelizyna (manufactured by Herbapol Pruszkow) has been developed, as well as two β -lactam antibiotics: generic cephalosporin *Tarcefoksym* and new original cephalosporin named Tarcevis (both in collaboration with Tarchomin Pharmaceutical Company Polfa SA).

The Institute is successfully applying for the research grants, both domestic, and international. The most important and the biggest was the project part-financed by the European Union within the European Regional Development Fund OPERATIONAL PROGRAMME INNOVATIVE ECONOMY.2007-2013: "Sugars as renewable raw materials in the synthesis of products with high added value" which was conducted by a consortium with IOC PAS as a leader. Additionally IOC PAS completed 10 more projects within this programme. IOC PAS was also a partner in the European Commission grants within 5PR (CEDNETS), 6 PR (NANOQUANT, NORMOLIFE, REVCAT, ERA CHEMISTRY), 7PR (HI-CAT). During last 5 years IOC PAS conducted more than 70 national projects founded by National Science Centre.

EMPLOYMENT STRUCTURE

IOC PAS currently employs 113 researchers including PhD Students:

- 23 professors (full Professors and associate Professors) (20%),
- 8 adjuncts (7%),
- 33 assistants (29%),
- 49 PhD students (31 of them have part-time employment as assistants as well) (43%).

This means that our Institute is very "young". 63% are early-stage researchers (ERS), below 35 years old. This makes IOC PAS a place with exceptionally enthusiastic attitude towards science, full of new ideas and real development potential. This also, to some extent, results with lower awareness of existing rules, rights and obligations related to employment issues.

There are also employed 33 persons of technician staff, 19 of administration staff, 2 of library staff, and 7 of supporting staff. That makes together 174 employees. The percentage of women employed in the institute is 41% and 28% among research staff. There are 5 researchers from abroad (4.4%).

INTERNAL ANALYSIS

METHODOLOGY

TOOLS APPLIED

In November 2016 the Director of the IOC PAN signed a letter to the European Commission endorsing the principles of the *European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers*.

In order to prepare high quality analysis and action plan the following steps have been taken:

A Working Group (WG) was established by the IOC PAN Director in May 2016 to perform a gap analysis and prepare an action plan. Preliminary internal gap analysis was performed through the following activities: discussions within the Working Group and desk research. Consequently, the survey was created on the basis of Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) rules and results of WG findings. The survey was meant to check not only the level of implementation of C&C in IOC PAS, but also the level of awareness of C&C among researchers. As mentioned before there are more than 60% of young researchers in the Institute and WG expressed concerns about sufficient awareness of regulations in science in

general among them. Taking into consideration survey results there were conducted additional consultations within individual groups of researchers among research staff. Basing on the results of all above activities the internal analysis and an action have been prepared by the WG.

Summarizing to identify internal gaps and to prepare an action plan the following activities were performed:

- Working Group creation (coordination of the process, conclusive role)
- Desk research, analysis of convergences to and deviations from the Charter and Code principles and existing in-house procedures
- Questionnaire
- Consultations and discussions with researchers
- Final internal analysis and action plan

WORKING GROUP

The group consisted of key scientific and administrative representatives:

- | | |
|-------------------------------|--|
| • Prof. Sławomir Jarosz | - Director of IOC PAS (Head of the WG) (R4) |
| • Prof. Witold Danikiewicz | - Deputy Director for Research (R4) |
| • Prof. Dorota Gryko | - Head of the PhD Studies (R4) |
| • Dr Piotr Lipkowski | - Deputy Director |
| • Prof. Ryszard Ostaszewski | - Research staff representative, research group leader (R4) |
| • Dr. Zbigniew Pakulski, DSc. | - Research staff representative (R3) |
| • Dr. Wojciech Chaładaj | - Research staff representative (R2) |
| • Mgr Maksymilian Karczewski | - PhD Students representative (R1) |
| • Dr. Renata Podraza | - Representative of the administrative staff (Secretary of the WG) |

The Working Group was a key source of a high quality information which enabled conducting internal analyses, to support the whole process of analysis and finally to define an Action Plan. First WG analysed convergences and deviations from the Charter and Code principles and existing in-house procedures, then was coordinating the process and finally was given recommendations how to improve the IOC PAS internal procedures in compliance with those included in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

DESK RESEARCH

The first step in the internal gap analysis was a meticulous comparison between the provisions of C&C and the regulations on national, PAS and internal level in IOC PAS. The analysis was conducted internally on the basis of the following IP PAS documents:

National law, including:

- Act on the Polish Academy of Sciences
- The Law on Higher Education Act
- Law on Academic Degrees and Title and Degrees and Title in the Arts
- Act on the Principles of Financing Science
- Act on the National Science Centre

- Labour Code
- Copyright and Related Rights Act
- Implementing regulations for the above acts.

Polish Academy of Sciences Regulations, including:

- Charter of the Polish Academy of Sciences
- The Ethical Code of the Researcher

IOC PAS regulations, including:

- IOC PAS Statute
- Scientific Council Regulations
- Terms of periodic evaluation of scientific employees
- Rules and procedures of conducting contest for research positions in IOC PAS
- Organizational regulations
- IOC PAS Staff salary Regulations
- The remuneration policy
- Labour Regulations
- Regulations of the Company Social Benefits Fund (uniform & consolidated text)
- Rules of Procedure for granting and payment of material/financial benefits to IOC PAS PhD Students
- Rules of Protection and Use of Intellectual Property at IOC PAS
- Procedures for the application process
- The Rules and Procedures of the Enrolment to the Doctoral Studies
- Terms of PhD Studies at IOC PAS
- Public procurement Regulations
- Regulations for the Management Control Procedures

All internal regulations are available on the IOC PAS website.

The working group has analysed the principles of the C&C in view of their implementation at the IOC PAS. During this study it was necessary to recognize to what extent the principles of the C&C comply with and overlap the existing legislation, rules and practices implemented by the IOC PAN and whether any legislation could impede the implementation of the principles. Operating practices related to C&C were also identified.

The preliminary analysis showed that most of the C&C principles are already applied at the IOC PAN. A more detailed description is given in the internal gap analysis.

QUESTIONNAIRE SURVEY

On the basis of the above analysis the survey was prepared. The survey consisted of 39 questions covering most, but not all aspects from C&C. Respondents were asked not only to assess the level of implementation or awareness of the C&C rules but also the importance of those rules to them. The survey consisted of fundamentally closed questions however every respondent was encouraged to express additional thoughts and remarks to each question. The survey referred to all 4 parts of C&C:

- The ethical and professional responsibility of researchers;
- Recruitment;
- Working conditions;
- Research career training and development.

The Polish language questionnaire was prepared and distributed to the researchers during the meeting with IOC PAS management on October 4th 2016 and was also available for researchers on the next days. Anonymous questionnaires were collected during next two weeks. The respondents were also asked to state their position, gender, job seniority, and age for statistical purposes. WG group decided to prepare questionnaire in traditional paper form, assuming better attendance in this case.

Respondents were asked to assess their attitude towards two aspects:

“Do you agree with this statement?”

- 1 I totally disagree
- 2 I disagree
- 3 I agree to some extent, sometimes
- 4 I agree
- 5 I fully agree
- 0 not applicable, no opinion

“How important is this issue in your opinion?”

- 1 completely unimportant
- 2 unimportant
- 3 to some extent important
- 4 important
- 5 very important
- 0 not applicable, no opinion

After preliminary analysis of the data, the questionnaire results were presented to the members of the WG for further analyses. In general, average rating on the level 3.5 and above was considered satisfactory, however some of them were classified by WG as requiring further attention. Aspects rated lower than 3.5 were very carefully examined by WG in the next steps of evaluation.

The detailed survey analysis is presented below.

CONSULTATIONS WITH RESEARCHERS.

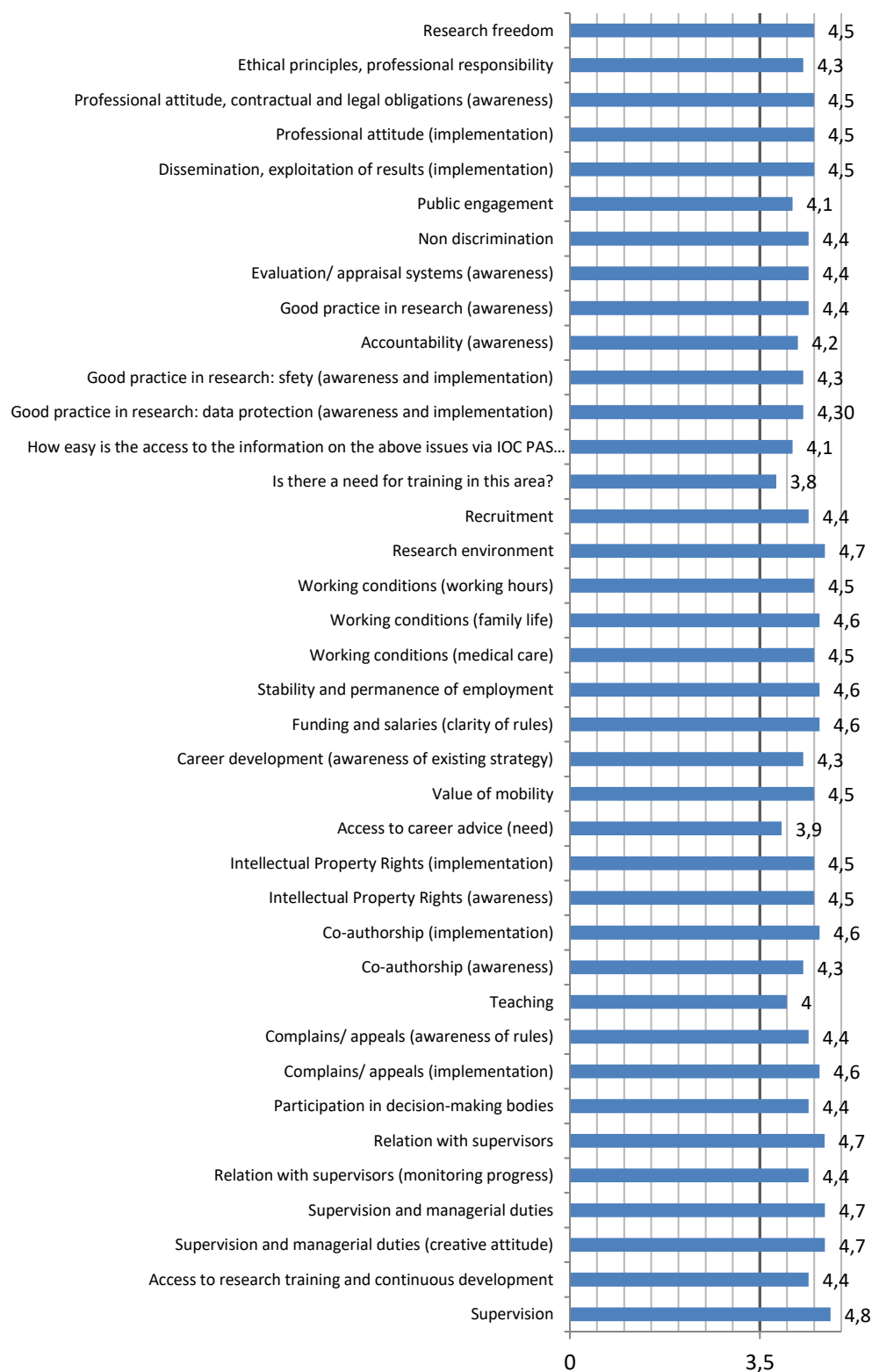
After the survey results analysis, WG decided to run informal additional consultations with researchers to better understand staff attitude towards C&C rules, their expectations, and concerns (e.g. during seminars). Additionally, the meeting of the PhD students devoted to the above issues was organized. The consultations allowed for a better identification of gaps which - from each group perspective - need to be addresses in the IOC PAN Strategy.

The members of WG identified strengths and challenges and suggested actions to be carried out. Based on the desk research, the survey results and the consultations with researchers WG prepared a document containing the Internal Analysis and the Action Plan, which was presented to the IOC PAS Director for final approval.

SURVEY RESULTS

Practically all issues raised in the questionnaire proved to be very important for respondents. This clearly shows how important are provisions of the C&C for the scientific community.

Importance of issues in C&C

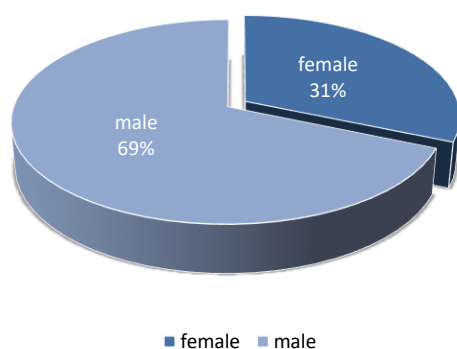


All groups of researchers including PhD students took part in this survey. Some of the PhD students are employed as assistants and some of them have only the status of the students. That makes the group of ESR (Early Stage Researcher) very numerous in our Institute. The survey showed that this group is not fully aware of all issues connected with C&C. They are often not well informed about all procedures and practices in the IOC PAS. Many questions in our survey concerned the level of knowledge of the existing rules. Some of those aspects were evaluated rather poorly due to lack of knowledge among the young researches. This is the reason why the main challenge will be improving the level of awareness of C&C and internal procedures.

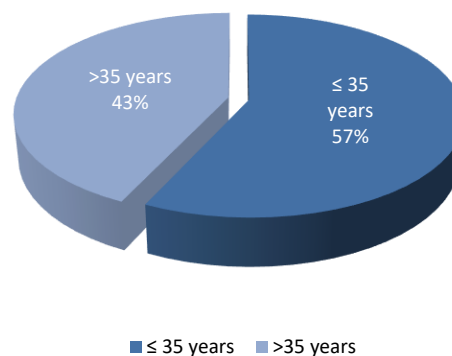
RESPONDENTS PROFILE

The questionnaire was completed by 86 employees out of 113 (76.1 %). The survey was anonymous however data on gender, age, professional profile, and job seniority of respondents in the IOC PAS were collected. Below the characteristics of respondents is specified:

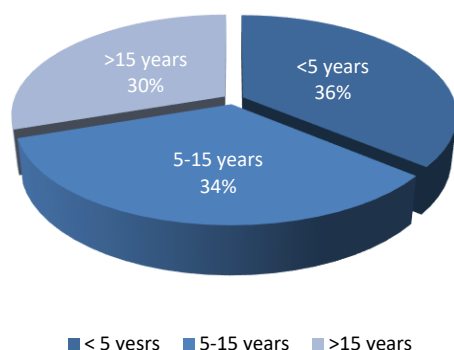
Gender of respondents



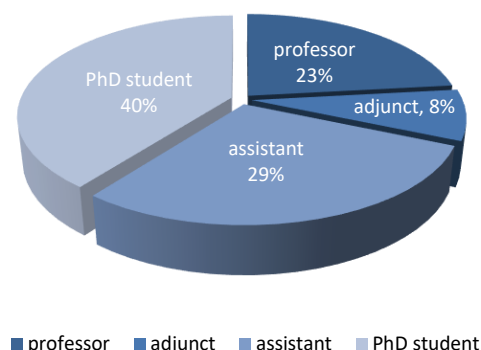
Age of respondents



Job seniority



Professional profile



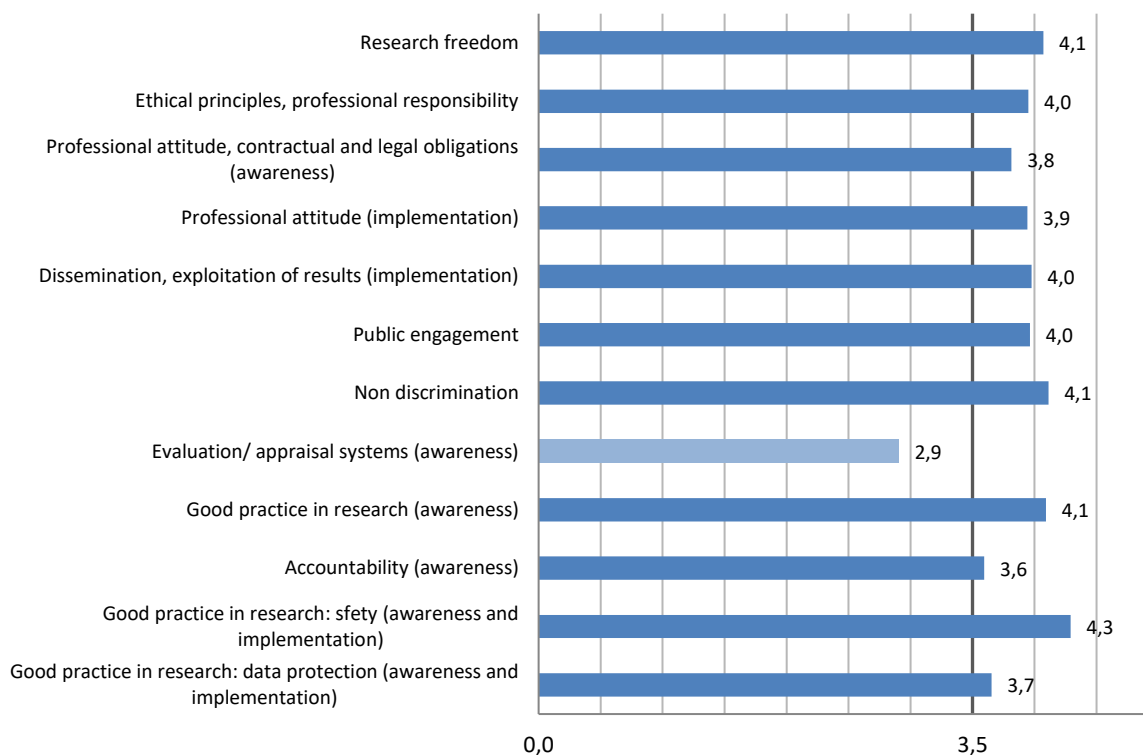
In general, the higher the job seniority, professional level, and the age, the higher scores given in the questionnaire. It is obviously dependent on the overall experience and more balanced assessment of more experienced respondents.

ETHICAL AND PROFESSIONAL ASPECTS

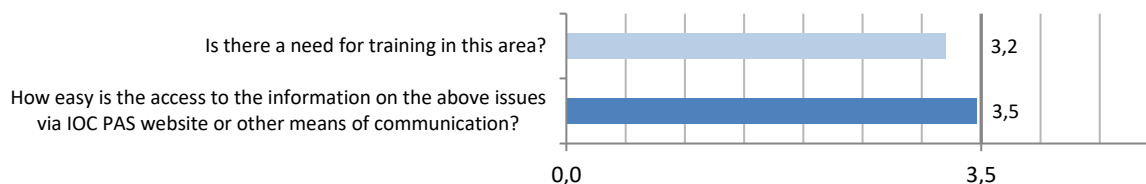
This part of the survey has got high scores (average from the category 3.9). The awareness of General Principles and Requirements applicable to Researchers is high among experienced researchers and lower among ESRs. Most of aspects in this part of the European Charter for Researchers are regulated by national law or other/parent institutions (like funding institutions, Polish Academy of Sciences) and the role of our Institute is mainly to promote those ideas. That's why the actions required in this field are mainly informative. The workshops and seminars, especially for ESRs will be organized once a year. Those seminars will bring the attention of young researchers to the obligatory rules (national, PAS, IOC PAS level). This will help to understand the rights and responsibilities connected with research work. Additionally workshops and seminars on the funding opportunities and good practice in research will be conducted regularly. During future trainings, more emphasis will be placed on the aspects related to professional attitude, contractual and legal obligations, accountability and good practice in research as those issues got the lowest scores in this category. There will be more informative materials available on IOC PAS website concerning ethical and professional aspects.

It is clearly seen from the survey that the awareness of the evaluation/appraisal system in IOC PAS is not well recognised among the staff and needs the special attention as the average score is only 2.9. The awareness of the evaluation/appraisal system in IOC PAS is better known by the researchers from category R4-R3 (score 4.2) than R2 (3.3) or specially R1(2.4). The detailed procedures concerning this aspect are outlined in the Regulations on periodic evaluation of researchers, however, the document is not commonly known among the staff. Actions to be taken are outlined in next section. Unfortunately employees do not report the significant need of training in this area.

Ethical and professional aspects



Additionally, researchers were asked about the accessibility of the information concerning the above issues via the IOC PAS website or other means of communication and necessity of training in the area of professional and ethical aspects. The access was rated as average and need of training was rather low. Nevertheless WG suggested improvements: creating intranet site, more intensive informational action, workshops and meetings and especially for ESRs.

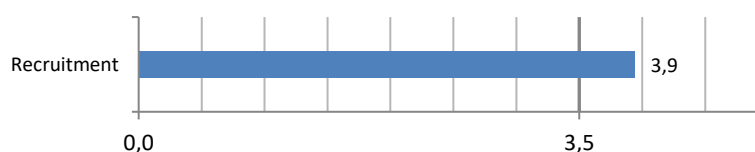


RECRUITMENT

Recruitment was not widely addressed in the survey. Some questions referring to general principles and requirements for the Code of Conduct - i.e. selection, transparency, judging merit, variations in the chronological orders of CVs, recognition of mobility experience, recognition of qualifications, seniority and postdoctoral appointments have been excluded. There is a Recruitment Commission in the Institute so only a few persons are entitled to recruit personnel and there is a strict recruitment procedure which defines the recruitment rules. All principles of “the Code of Conduct for the Recruitment of Researchers” were in detail discussed within WG and the Recruitment Commission to establish which points of “the Code of Conduct for the Recruitment of Researchers” are fulfilled, to what extend, and what might be improved. The WG group assumed that most of employees, although should be fully aware of the “Code”, are not indeed interested in the very particular details and procedures.

Additionally there was an OTM-R self-questionnaire prepared by the WG and the Recruitment Commission (annex to this report) that gave a full insight in the recruitment process in the IOC PAS.

Respondents have been asked only about the level of knowledge of the general procedures of recruitment in IOC PAS: “to what extent do you find the procedures in the Institute clear and well known and how important is this problem in your opinion?”. Due to the survey results (score 3.9) the awareness of recruitment regulations is sufficient among the research staff.



The other thing is that except the PhD students who naturally treat IOC PAS as one step in their education, the structure of employment in the Institute is rather stable due to the limited lab space and financing possibilities. Such selection in the survey was made also due to the necessity to limit length of the questionnaire. Therefore, the above issues were discussed by WG and Recruitment Commission to suggest adjustments and other measures to be taken to improve consistency of recruitment process in the IOC PAS with the Code of Conduct for the Recruitment of Researchers.

To summarize briefly, IOC PAS recruits employees in 3 different ways:

PhD Students: the excellence is the only criteria. According to the Polish law, only those candidates who pass the entrance exam with a very high score are entitled to obtain the scientific stipend that is a basic

remuneration for the PhD Students. Other criteria are also defined by national law and IOC PAS internal regulations based on this law.

Recruitment to grants: all criteria are strictly defined by the funding agencies. IOC PAS takes care to fulfill all those requirements.

Recruitment of other employees: all candidates should present their own plan of the development of future scientific career and preferably should have some background for financing of their research (e.g. grant application). Those candidates are expected to aim to complete habilitation degree in the next few years. The national law regulates this form of employment and time to finish the habilitation work.

WORKING CONDITIONS AND SOCIAL SECURITY

This group of issues turned out to be the most problematic. Some of them like research environment, working conditions, intellectual property rights, and co-authorship were very high evaluated by respondents. The others were evaluated very low (below 3) and those aspects of C&C were the most important to WG to suggest real improvement. For instance, funding and salaries rules or complaints/appeals procedures are not commonly known, although specific regulations are available on the IOC PAS webpage. WG decided that there is a need to improve some internal regulations to make them more transparent and friendly for employees. All low rated problems were very deeply analysed and further discussed with employees. Final conclusions are collected in the “final internal analysis” section.

There were some aspects rated especially high. These are: research environment, all aspects of working conditions (flexibility in working hours, supporting family life, and additional medical insurance), respect for the intellectual property rights and specially relation to co-authorship issues. All were rated 4 or higher. Those issues don't need additional actions.

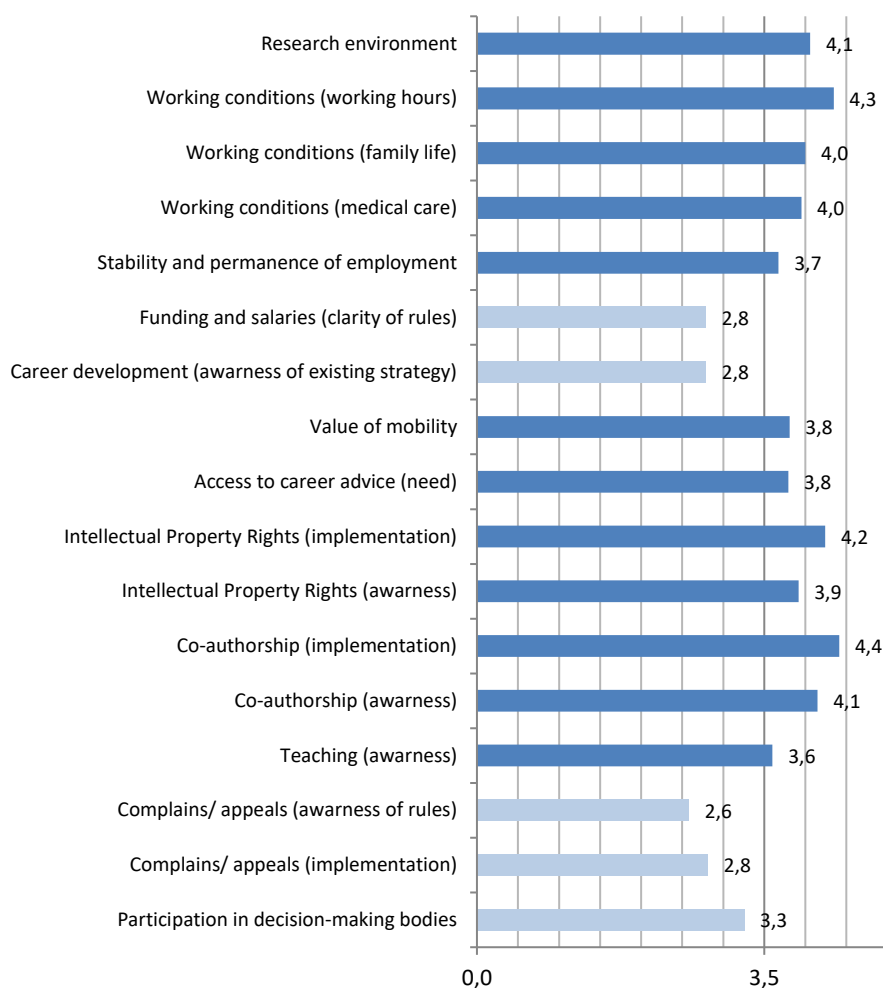
Surprisingly low rated was the question about sense of stability and permanence of employment (3.7). Probably it reflects the general situation on the labor market in Poland and includes PhD student's position. Most of the PhD students are offered a 2.5 year part-time assistant position during their studies, and usually a three-month employment contract is offered by the IOC PAS to most PhD students, after successful defence of a doctoral thesis, which gives time to find the post-doctoral position and enhance mobility. However the student, by definition, has no permanent position. The time of employment on adjunct position is limited by national law. For employees with longer job seniority the average score is 4.1.

IOC PAS recognizes the value of mobility, and according to the staff (score 3.8) this principle is sufficiently appreciated in the Institute. Some researchers would like to find more help in finding opportunities for mobility, especially from supervisors. The IOC PAS researchers at all stages of their careers are encouraged to apply for and participate in short and long-term internships. The information about different types of mobility stays is provided regularly by the Research Coordination Office via e-mails and FB site.

As far as access to career advice is considered, the results of the questionnaire show that the implementation of this principle is satisfactory (3.8) however some respondents express the necessity of training in this area, therefore the WG suggested some improvements.

The question “are teaching duties adequately remunerated and taken into account in the evaluation/appraisal system” was rated 3.6. The IOC PAS is a research Institute, therefore teaching is not an essential duty of the researchers. However individual teaching activity of the researchers is viewed very positively by the IOC PAS Management. It is remunerated rather by partner institutions but is taken into account in the evaluation/appraisal systems.

Working conditions and social security



Beneath there is a more detailed analysis of the aspects that got the lowest rating:

Funding and salaries (clarity of rules): Salaries in research institutions in Poland are strongly dependent on the financing provided by the Ministry of Science and Higher Education and are regulated by the national level law. It depends also on the additional funding sourced from grants. Funding for research comes mainly from grants. Those rules are not fully recognized by the staff in IOC PAS. The scores are as low as 2.8 (3.6 for R3-R4 researchers, 2.5 for R1 group or even 2.0 for R2). It may reflect some disappointment of the amount of the remuneration of the scientists in Poland in general and probably from existing differences between employees, raising from different engagement in research connected with grant projects. Nevertheless, there is a strong need to clarify this aspect in IOC PAS, not only by organising meetings but also informing employees on regular basis about changes and possibilities of obtaining additional funds.

Career development: The results of the questionnaire show, that the implementation of the career development strategy in IOC PAS is not satisfactory (score 2.8, from 3.5 for R3-R4 group to 2.6 for R1 or even 2.3 for R2). Respondents highlighted the lack of clear strategy for researchers at all stages of their career in the IOC PAS. They also expressed the necessity of training in this area. There are clear rules concerning the maximum time in which the researcher should achieve the PhD degree or habilitation (regulated by law). That means some uncertainty of further scientific development and employment for some of the staff and probably is strongly reflected in the questionnaire. Specially, researchers preparing their habilitation are forced by those rules to complete it in the relatively short time.

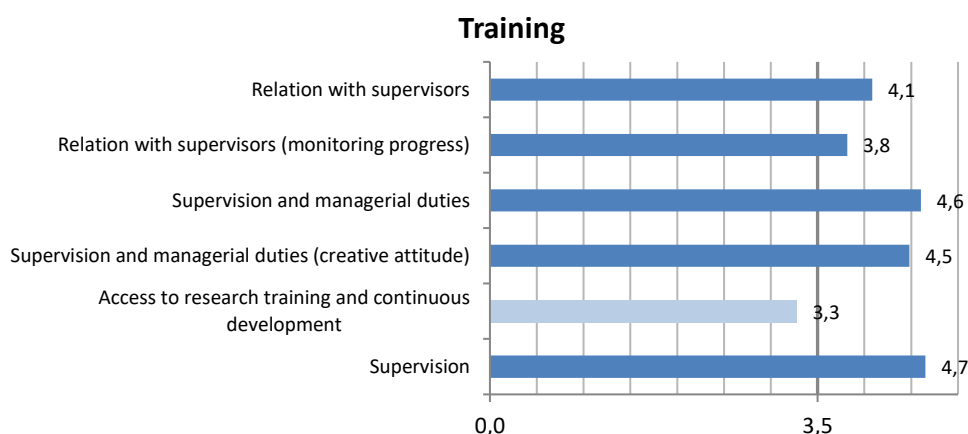
Complaints/appeals: There were two questions asked in the survey about complaints/appeals procedures in IOC PAS. Both got low notes. Employees in general find the system insufficient and ineffective. The first question concerned the knowledge about existing solutions and procedures. The answers revealed that they are barely known among the staff (average score 2.6, from 3.6 for R3-R4 group to 2.3 for R2 or R1 group). That means that there is an urgent need of training in this area and possibly adjusting existing procedures to the staff needs. The second question concerned the implementation of the fair and impartial system of solving conflicts between researchers or researchers and their supervisors. The score was also low (average score 2.8, from 3.4 for R3-R4 group to 2.7 for R2 or even 2.4 for R1). This result is a simple consequence of the previous question. Lack of awareness of existing procedures results in a sense of inability to take action in this area. The survey revealed that this problem should be specially carefully analysed and addressed in IOC PAS. Meetings with employees to discuss the existing possibilities and procedures of solving conflicts among researchers will be organised. 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. A document/guide describing possible procedures for resolving disputes, complains and appeals will be created.

Participation in decision making bodies: Respondents were asked if they have sufficient representation in the decision making bodies and if they have adequate influence on important decisions concerning Institute. The average score was 3.3 and didn't differ to much among groups. The fact is that all groups have representatives in the Research Council (the main decision making body in IOC PAS). After consultations it was revealed that there is a need to create a possibility for staff representatives to make decisions also on minor matters, although important for employees.

TRAINING

This category was highly rated except "Access to research training and continuous development" (average score 3.3, from 3.7 for R3-R4 group, 3.2 for R1 and 2.8 for R2 group). It was discussed by WG and some improvements were suggested (details in "final internal analysis section"). In general, researchers in the IOC PAS have a wide possibility to attend the conferences and workshops in the field of their professional interest but till now less attention was paid to soft skills and other than strict professional training in place.

Other questions were rated very high. That means that training, and supervising are real strengths of IOC PAS. That is very important as PhD Students are almost 45% of IOC PAS staff and training of young researchers is priority in the Institute. There will be some more stress put on the monitoring progress of ESRs. Bi-annual written opinion on the progress of the PhD students work, pointing objectives, strengths and challenges in her/his work will be developed by supervisors.



FINAL INTERNAL ANALYSIS IN DETAILS

All groups of researchers including the PhD students took part in this survey. Some of the PhD students are employed as assistants and some of them have only the status of the students. That makes the group of ESR (Early Stage Researcher) very numerous in our Institute. The survey showed that this group is not fully aware of all issues connected with C&C. They are often not well informed about all procedures and practices in the IOC PAS. Many questions in our survey concerned the level of knowledge of the existing rules. Some of those aspects were evaluated rather poorly due to lack of knowledge among the young researches. This is the reason why the main challenge will be improving the level of awareness of C&C and internal procedures.

I. ETHICAL AND PROFESSIONAL ASPECTS

Most of the aspects in this part of the European Charter for Researchers are regulated by the national law or other/parent institutions (like funding institutions, Polish Academy of Sciences) and the role of our Institute is mainly to promote those ideas. That's why the actions required in this field are mainly informative. Additionally, workshops and seminars on the funding opportunities and good practice in research will be regularly conducted. This part of the survey got the highest scores (average from category 3.9). The awareness of the General Principles and Requirements applicable to Researchers is high among experienced researchers and lower among ESRs.

1. RESEARCH FREEDOM

Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Act on the Polish Academy of Sciences	Researchers are free to express their ideas, propose the research topics and methods (a bottom-up approach). The general limitation is that these topics should adhere to the general mission of the IOC PAS. The annual research plan of	None	

<p>The Law on Higher Education Act</p> <p>Charter of the Polish Academy of Sciences</p> <p>Act on the Principles of Financing Science</p> <p>Act on the National Science Centre</p>	<p>statutory scientific tasks proposed by researchers is approved every year by the IOC PAS Scientific Council (IOC PAS SC). Researchers may also carry out research on their own initiative and apply to different funding institutions (national and foreign) after obtaining the consent of the Director or his Deputy for scientific research. The scientific autonomy is not limited, though the compatibility with external/internal regulations and infrastructural/financial capabilities of the research programme should be identified before final consent. The above C&C statement and rules related to the obligations of researchers are generally declared in national acts. The IOC PAS staff and researchers work in accordance with the policies and procedures of the Institute to ensure all research is carried out to the highest standards of national and international best practice.</p> <p>The results of the questionnaire and consultations clearly show that the principle is fully approved by the IOC PAS research staff. The lower mark given by the younger researchers results from the limitations in the research topics carried out by the scientific team in which they realize their PhD work. However the students are completely free to choose the team and the supervisor.</p>		
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2. ETHICAL PRINCIPLES

Researchers should adhere to the recognized ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
The Ethical Code of the Researcher was adopted by the Polish Academy of Sciences in December 2012. This national document of the Committee on Ethical Issues in Science (Annex to the Act No 10/2012 of the	The IOC PAS is under the supervision of the Polish Academy of Sciences (PAS), the well-respected scientific institution recognized as an authority in the Polish society. In the Act on the Polish Academy of Sciences, article 39 states clear regulations about ethics. According to this article, the Scientific Ethics Committee shall provide opinions on cases of the violations of scientific ethics by an employee of a research institute. The Scientific Ethics Committee may, on its own initiative, refer matters concerning violations of scientific ethics by employees to the competent	None	

General Assembly of the Polish Academy of Sciences) is based on “The European Code of Conduct for Research Integrity” which was announced in 2010 mutually by the European Science Foundation (ESF) and All European Academies (ALLEA).	<p>disciplinary committees with a recommendation of conducting a preliminary investigation. The disciplinary committee in question shall submit the information on the outcome of such an investigation following its completion to the scientific ethics committee without undue delay. The scientific ethics committee shall draw up the research code of conduct and shall engage in activities which aim to disseminate the research reliability standards.</p> <p>The IOC PAS requires that researchers adhere to the recognized ethical practices and fundamental ethical principles in science as well as to the ethical standards as documented in The Ethical Code of the Researcher. Full text of this document is available on the IOC PAS web site. The results of the questionnaire and consultations clearly show that the principle is important and fully approved by the IOC PAS research staff and recognized and respected at the IOC PAS. The researchers represent the high standards of professional responsibility including avoiding plagiarism and respecting other researchers and intellectual property.</p>		
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3. PROFESSIONAL RESPONSIBILITY

Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education Act</p> <p>Charter of the Polish Academy of</p>	<p>The IOC PAS works with staff and students to apply the most professional standards when carrying out their research & teaching. This is facilitated through the work of a number of commissions and the supporting policies and procedures in IOC PAS. IOC PAS support and facilitate the academic staff members to pursue research in their field of expertise. In carrying out their research, all members must abide by the highest standards of research ethics,</p>	<p>The workshops and seminars, especially for ESR will be organized once a year to raise the awareness of professional responsibility in researchers work.</p>	<p>IIQ 2017 (and once a year on consecutive years)</p>

Sciences Act on the Principles of Financing Science Act on the National Science Centre Copyright and Related Rights Act	<p>and work in accordance with the terms of the IOC PAS research policies and national law. Research and innovation activities are subject to regular external reviews by Ministry of Science and Higher Education.</p> <p>The IOC PAS requires that researchers follow the rules of professional responsibility, compliance with rules of intellectual property and joint data ownership, avoiding plagiarism etc. The IPR regulations have been approved by the IOC PAS SC in 2013 and adopted.</p> <p>The results of the questionnaire and consultations clearly show that the principle is fully approved by IOC PAS research staff and recognized and respected at the IOC PAS. The researchers represent the high standards of professional responsibility including avoiding plagiarism and respecting other researchers and intellectual. In the entire history of the IOC PAS there were no cases of plagiarism.</p>		<hr/> <p>Director</p>
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4. PROFESSIONAL ATTITUDE

Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Act on the Polish Academy of Sciences The Law on Higher Education Act Charter of the Polish Academy of Sciences Act on the Principles of Financing Science	The researchers in the IOC PAS are familiar with the strategic goals of its research environment. The issue is often discussed during the meetings between the Management and the Scientific Groups Leaders. The information about the strategic goals set by the Ministry and the funding agencies is distributed via e-mail by the Management and Grant Unit. Before applying to various funding institutions (national and foreign) researchers are obliged to obtain the approval of the Grant Commission (4 senior researchers nominated by the Director of the IOC PAS) and finally Director or his Deputy for scientific research. Specific requirements for the project Calls announced by various funders are checked, and the ability to fulfil them at the IOC PAS is evaluated individually. The researchers	Some useful guidelines on grant issues will be developed and will be displayed on the intranet for all researchers.	IIQ 2017 <hr/> Grant Unit

Act on the National Science Centre Funding agencies regulations Act on the Principles of Financing Science	<p>receive professional administrative support from the departments involved in the procedures, mostly from the Grant Unit, as well as the Accountancy Office and Grant Committee.</p> <p>The results of the questionnaire show that this principle is fully approved by the research staff of the IOC PAS, however its implementation still requires some improvement (this question had the lowest rating in this category and there were some needs pointed during consultations with employees)</p> <p>IOC PAS researchers are obliged (by Directorial Regulations and agreements with the funding agencies) to inform their supervisors and/or management about any delays and obstacles that may disturb the completion of the research project (both statutory tasks as well as projects financed by external funders). Researchers are also obliged to give notice if the projects were to be completed earlier or suspended for whatever reason.</p>		
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5. CONTRACTUAL AND LEGAL OBLIGATIONS

Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract or equivalent document.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Act on the Polish Academy of Sciences The Law on Higher Education Act Charter of the Polish Academy of Sciences Act on the Principles of Financing	IOC PAS researchers at all levels are familiar with the national, regional, or institutional regulations governing training and/or working conditions. The IPR regulations have been approved by the IOC PAS SC in 2013 and subsequently implemented. The Institute's Postgraduate Studies have their own regulations (available on the website and explained to PhD Students by the HR unit and the Head of the PhD Studies). In case of the research projects funded by the external agencies, researchers sign the additional agreement containing	Meetings with PhD students and permanent staff interested in submitting grant proposals will be organized twice a year to explain the requirements of external research funders (mainly the National Science Centre). The IPR	IVQ 2017 (and every 2 years) or every time if regulations change

Science Act on the National Science Centre Funding agencies regulations Act on the Principles of Financing Science	appropriate information about specific regulations and requirements. All reports, financial matters, and tasks throughout the project are supervised and finally verified by the funding organization. The results of the questionnaire and consultations show that the IOC PAS researchers know and respect relevant legislation and rules, however some aspects need improvement.	workshops for permanent staff and PhD students will be organized every 2 years.	_____ Director
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6. ACCOUNTABILITY

Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees.

Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Act on the Polish Academy of Sciences The Law on Higher Education Act Charter of the Polish Academy of Sciences Act on the Principles of Financing Science Act on the National Science Centre Funding agencies regulations	The issue of accountability addresses all researchers. The accountability towards employers is established in the internal Regulations; accountability towards funders or other related public or private bodies is established in contracts. As the scientific unit of the Polish Academy of Science, ICO PAS is obliged to adhere to the principles of sound, transparent, and efficient financial management and cooperate with any authorized audits of their research, whether undertaken by their employers/funders or by ethics committees. The management of assets of ICO PAS, including assets of particular departments and laboratories, and of other organizational units within ICO PAS, is conducted in accordance with the principles of expediency, economy and parsimony and in accordance with the requirements of efficient management.	None	

7. GOOD PRACTICE IN RESEARCH

Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education Act</p> <p>Charter of the Polish Academy of Sciences</p> <p>Act on the Principles of Financing Science</p> <p>Act on the National Science Centre</p> <p>Funding agencies regulations</p>	<p>The employer is responsible for safe working conditions. The regulations are explained to new employees/PhD Students by the HR unit, the Work Safety and Sanitation Inspector, and finally by the direct supervisor/group leader. The appropriate regulations are available on the IOC PAS web site. In addition to the obvious regulations of the Labour Code and other national regulations, more detailed actions are performed by the Work Safety and Sanitation Inspector, the Fire Control Inspector, and the Plenipotentiary of the Director for Protection of Classified Information to train researchers and other IOC PAS staff in the necessary health and safety precautions (regular training every 2 years).</p> <p>All research groups have access to the secure internal network storage space, which should be used for backup of the important data. Additionally, service labs have their own storage devices for saving all performed measurements.</p> <p>The results of the questionnaire show that the researchers of the IOC PAS well know and respect these principles and follow the existing rules. Despite this, the WG has suggested that there are some gaps within the issue of technical data protection and personal data protection and data archiving as well. This statement was confirmed by further consultations with scientists, therefore the appropriate action will be proposed.</p>	<p>Organizing dedicated workshop on data (research and personal data) securing and storing, run by the Institute data management experts for all IOC PAS employees and PhD students. Creating the instruction for securing and storing computer data (which is already formalized through the Director ordinance). All instructions and regulations will be published on our intranet site.</p>	<p>IVQ 2017</p> <hr/> <p>IT UNIT, Secretariat</p>

8. DISSEMINATION, EXPLOITATION OF RESULTS

All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education Act</p> <p>Charter of the Polish Academy of Sciences</p> <p>Act on the Principles of Financing Science</p> <p>Act on the National Science Centre</p> <p>Funding agencies regulations</p> <p>The Ethical Code of the Researcher</p>	<p>Essential obligations of researchers are specified in the Ethical Code of the Researcher and in the IOC PAS Regulations. These obligations include conducting the research and development work, announcing, disseminating, and applying the research results. Following the regulations of the periodical evaluation of researchers, the IOC PAS is focused on achieving the high level of dissemination of research results to the scientific community and the general public. Despite the fact that the IOC PAS conducts mostly basic research, the Institute staff is encouraged to apply for patents. The IPR regulations have been approved by the IOC PAS SC in 2013 and subsequently implemented. Regulations include the intellectual property rights, principles of commercialization of the results of research, and development activities.</p> <p>The most valuable way of results' dissemination to the scientific community are publications, conferences, and workshops. This activity is high ranked in the scientific evaluation of the employees. For example, in 2015 143 scientific papers were published by the IOC PAS staff in peer-reviewed journals and the researchers presented about 100 communications and posters on international and domestic conferences and workshops. Several workshops and conferences have been organized/co-organized by the IOC PAS.</p> <p>The IOC PAS website and FB site provide information about current IOC PAS scientific events and achievements. Due to the questionnaire and consultations IOC PAS motivates researchers to dissemination and exploitation of results.</p>	<p>WG suggested some improvements, mainly on the website, to make achievements of our researchers more visible to the wide public.</p>	<p>Continuously, ongoing</p> <hr/> <p>PR unit, IT unit, Team Leaders</p>

9. PUBLIC ENGAGEMENT

Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Act on the Polish Academy of Sciences The Law on Higher Education Act	The IOC PAS researchers are actively involved in dissemination of the research activities and presentation of the Institute to the public. The IOC PAS organizes and participates in numerous events aiming at improving the public's understanding of science, such as science festivals, days of science etc. IOC PAS also organizes classes and workshops for talented and interested in science youths from the secondary schools and colleges.	None.	

10. NON DISCRIMINATION

Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Act on the Polish Academy of Sciences The Law on Higher Education Act Charter of the Polish Academy of Sciences The Ethical Code of the Researcher	The IOC PAS fully respects all national rules concerning this principle and does not discriminate researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic status. There is no evidence of any discrimination of the employees on any other basis. This statement was confirmed by the questionnaire and consultations results.	None.	

11. EVALUATION/ APPRAISAL SYSTEMS

Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/ appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education Act</p> <p>Act on the Principles of Financing Science</p>	<p>Following the Act of 30 April 2010 on the Polish Academy of Sciences, the IOC PAS SC established the Regulations for periodic evaluation of researchers (signed by the IOC PAS Director and approved and the PAS Vice-President). Senior researchers - professors and associated professors are evaluated every four years, adjuncts and research assistants are evaluated every two years. The evaluation is a parametric tool and includes the following activities of the researchers:</p> <ul style="list-style-type: none"> • Scientific achievements • Scientific development • Educational activity • Material effects of scientific activities (management of research projects) • Other forms of activity <p>The evaluation is carried out by the SC Commission (Deputy Director for Scientific Research, Head of appropriate Department, and two professors elected by the IOC PAS SC). The detailed procedures are outlined in Regulations on periodic evaluation of researchers.</p> <p>The results of the questionnaire and consultations show, that the principle is important, however this system is rather unknown to most of the staff. According to the employees' opinion, it should be consulted with the representatives of all research groups. This system is strongly regulated by law and ICO PAS follows directives given by the Ministry of Science and Higher Education. To meet the demands of both sides, the next evaluation/appraisal system will be consulted with employees and their suggestions will be taken into account as far as possible.</p>	<p>Consultations with researchers and possible changes in Regulations for periodic evaluation of researchers. Changes are possible starting from the next evaluation period 2016-2019.</p> <p>Appointment of the advisory board from among the employees.</p>	<p>IIQ 2017 (or according to the Ministry of Science and High Education guidelines publication)</p> <hr/> <p>Director, SC of IOC PAS</p>

RECRUITMENT (CHARTER AND CODE)

Recruitment was not widely addressed in the survey. We have excluded some questions referring to general principles and requirements for the Code of Conduct - i.e. selection, transparency, judging merit, variations in the chronological orders of CVs, recognition of mobility experience, recognition of qualifications, seniority and postdoctoral appointments.

We have asked only about the level of knowledge of the general procedures of recruitment in the IOC PAS. Due to the survey results (score 3.8) the awareness of the recruitment regulations is sufficient among the research staff.

There is a Recruitment Commission in the Institute, so only a few persons are entitled to recruit personnel and there is recruitment procedure which defines the recruitment rules. Therefore, the above issues were discussed by working group to suggest adjustments and other measures to be taken to improve consistency of the recruitment process in the IOC PAS with the Code of Conduct for the Recruitment of Researchers. Such selection in the survey was made also due to the necessity to limit length of the questionnaire.

IOC PAS performs two types of recruitment for researchers:

Recruitment to the PhD Studies proceeds according to the regulations for the PhD study at the Institute which is consistent with the Rules and Procedures of the Enrolment to the Doctoral Studies and was approved by the SC of IOC PAS. The only criterion in the competitive examination to enter our PhD study is the excellence.

Recruitment to the academic positions is regulated by the Ordinance of the Director of the IOC PAS introducing Rules of the selection procedures in case of employing to the academic positions at the IOC PAS. The structure of employment in IOC PAS is very stable. Most of researchers work in our Institute for years; since we have limited laboratory space and financial resources, most of new employees are recruited specially for the projects and grants. Most of demands concerning recruitment come from funding institutions and the IOC PAS is obliged to follow these rules. Nevertheless WG suggested some improvements in existing procedure to adjust existing procedures to C&C.

12. RECRUITMENT

Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning of their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education Act</p> <p>Labour Code</p> <p>Law on Academic Degrees and Title and Degrees and Title in the Arts</p>	<p>The national law describes the conditions of recruitments: The Act on the Polish Academy of Sciences and the Labour Law mainly. Moreover the IOC PAS has the following legal documents:</p> <ul style="list-style-type: none"> • Ordinance from 19.11.2010 of the Director of IOC PAS, introducing the Rules of the selection procedures in case of employing to the academic positions at IOC PAS • Ordinance of the PhD study from 16.01.2015 <p>Rules of the selection procedure in case of employing to the academic position at the IOC PAS were set by the Research Council of IOC PAS. The requirements for candidates are clearly specified, however, there are currently no rules that facilitate access for disadvantaged groups or for researchers returning to a research career.</p> <p>Available positions are advertised to the public on the IOC PAS website, via the Ministry of Science and Higher Education newsletter of public information (BIP portal). The researchers returning to their research career are not discriminated in the recruitment process. WG suggests also that the rule of applying the principles of the C&C in the process of recruitment should be added to the existing IOC PAS regulations.</p>	<p>Available positions will be advertised also via EURAXESS portal.</p> <p>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 the SC of IOC PAS). English version of the regulations will be prepared and announced on our website.</p>	<p>IQ 2017</p> <p>IIIQ 2017 (according to SC meetings)</p> <hr/> <p>Secretariat, HR Unit, Grant Unit Director, SC of IOC PAS</p>

13. RECRUITMENT (CODE)

Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Act on the Polish Academy of Sciences	The IOC PAS recruits to the academic positions exclusively via open competitions with calls posted on the Institute website, and the website of the Ministry of Science and Higher Education. The selection of the candidates is performed by the Recruitment Commission. The WG judged the recruitment procedures of the IOC PAS as open, transparent, internationally comparable, and tailored to the type of position advertised. However, the procedure was not supportive as so far the applicants did not receive any feedback with information on strong and weak points of their applications.	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.	IIQ 2017
The Law on Higher Education Act		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.	Deputy Director
Labour Code			
Law on Academic Degrees and Title and Degrees and Title in the Arts			

14. SELECTION (CODE)

Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained should be realistic.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Act on the Polish Academy of Sciences The Law on Higher Education Act Labour Code Funding agencies regulations	The researchers of the IOC PAS during consultations considered, that the Institute lacks gender balance at some levels of staff. This is somehow resulted by the fact that exact science is far less popular among women in Poland. However, WG decided that some remedies should be introduced by introducing diversification to the Selection Committee in the IOC PAS in respect of gender.	Introducing amendment to the Ordinance of the Director that the recruitment Commission must consist of both male and female representatives.	IIIQ 2017 _____ Director

15. TRANSPARENCY (CODE)

Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Act on the Polish Academy of Sciences The Law on Higher Education Act Labour Code Funding agencies regulations	The IOC PAS recruits to the academic positions exclusively via the open competitions with calls posted on the website of the Institute and the website of the Ministry of Science and Higher Education. The WG judged the recruitment procedures of IOC PAS as open, transparent, internationally comparable and tailored to the type of position advertised. However, candidates were not informed in details about the recruitment process.	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. The Recruitment Commission will provide the feedback information to applicants from	III-IVQ2017 _____ Deputy Director IQ 2017 _____

		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.	Recruitment Commission
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16. JUDGING MERIT (CODE)

The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Act on the Polish Academy of Sciences The Law on Higher Education Act Labour Code Funding agencies regulations	Candidates to the positions financed by the funding agencies are obliged to meet the criteria required by these agencies. Other candidates are required, among other documents, to include in their application a CV and research plan with the information on their professional interests, achievements, participation in research projects; these research plans are evaluated in the selection process. Although there is an obligation to take into account by the Recruitment Commission the research plan, specifying personal achievements and experiences regardless where they were collected, procedure lacks the strict selection criteria. Therefore, it is possible that regarding on personal approach of Department/Research Team Leader some applications could be underappreciated or declined. Therefore, WG suggested taking measures, such as: creation and spreading the appropriate recruitment policy and introducing changes in the Ordinance.	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. 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.	IIIQ 2017 Director

17. VARIATIONS IN THE CHRONOLOGICAL ORDER OF CVs (CODE)

Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Act on the Polish Academy of Sciences The Law on Higher Education Act Labour Code Funding agencies regulations	<p>The recruitment procedure enables a candidate to describe his/her achievements, participation in research projects, scientific interests and research plan.</p> <p>The Recruitment Commission evaluates the CVs of all applicants and indeed takes into account potentially positive aspects of activities resulting in the career breaks and/or chronological order of CVs. Therefore, WG did not suggest any changes in reference to application requirements.</p>	None.	

18. RECOGNITION OF MOBILITY EXPERIENCE (CODE)

Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Act on the Polish Academy of Sciences The Law on Higher Education Act Labour Code Funding agencies regulations	<p>The researchers of the IOC PAS are supported and encouraged to participate in business trips / domestic and foreign internships and to be professionally mobile. The Institute is always helpful to organize the mobility actions. There is a hotel for PhD Students from outside Warsaw to facilitate the mobility of the students. Recruitment procedures (as a good practice) fully recognize the mobility experience.</p>	None.	

19. RECOGNITION OF QUALIFICATIONS (CODE)

Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Act on the Polish Academy of Sciences The Law on Higher Education Act Labour Code Funding agencies regulations	Polish law regulates appropriate assessment and evaluation of the academic and professional qualifications (Act on Academic Degrees and Academic Title, and on Degrees and Title in Art; Regulation of the Minister of Science and Higher Education on criteria for assessing the achievements of the person applying for postdoctoral appointment). Funding agencies usually are very strict about qualifications required to the offered position.	None.	

20. SENIORITY (CODE)

The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Act on the Polish Academy of Sciences The Law on Higher Education Act Labour Code Funding agencies regulations	The IOC PAS does fully respect these rules. At our Institute during recruitment or promotion the required level of qualifications corresponds to the requirements for the position and is not set as a barrier. The new research position is defined and announced after detailed analysis and defining clear needs and requirements of the vacant position. During recruitment and evaluation, personal achievements of the researcher are taken into account rather than his/her background or the reputation of the institution where the qualifications were gained.	None.	

21. POSTDOCTORAL APPOINTMENTS (CODE)

Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Act on the Polish Academy of Sciences The Law on Higher Education Act Labour Code Funding agencies regulations	The Postdoctoral appointments' criteria are regulated by the Polish law (the Act on Polish Academy of Sciences, the Act on Academic Degrees and Academic Titles, and the Act on Degrees and Titles in Art; Regulation of the Minister of Science and Higher Education on criteria for assessing the achievements of the person applying for postdoctoral appointment). The IOC PAS has no influence on the appointment criteria.	None.	

WORKING CONDITIONS AND SOCIAL SECURITY**22. RECOGNITION OF THE PROFESSION**

All researchers engaged in a research career should be recognized as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Act on the Polish Academy of Sciences The Law on Higher Education Act	The IOC PAS puts the great emphasis on the recognition of research as a profession and the appreciation of researchers at all stages of their career. The Institute's staff and the PhD students are treated as professionals and are also required to recognize the research achievements and scientific independence of	None.	

Labour Code Charter of the Polish Academy of Sciences	other scientists, especially young researchers, regardless of their job position, academic titles or legal circumstances. Experienced researchers as well as the early-stage researchers and their contribution to research activities are highly appreciated at the Institute. There is a representative of the PhD students in the Scientific Council of the Institute and in different committees where issues regarding the PhD studies are discussed and relevant internal regulations are established.		
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23. RESEARCH ENVIRONMENT

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Act on the Polish Academy of Sciences The Law on Higher Education Act Labour Code Charter of the Polish Academy of Sciences	<p>The IOC PAS is one of the best-equipped chemical institutes in Poland. There are ca. 80 laboratory rooms in the IOC PAS, fully equipped for efficient and safe performance of all types of organic chemistry experiments. Additionally, in the Institute of Organic Chemistry PAS operate 6 specialized laboratories providing analytical services for research groups of the Institute as well as external units: scientific and industrial, operating either on a commercial basis or within scientific cooperation. The equipment of all laboratories meets the highest standards and is operated by highly qualified scientific and technical staff.</p> <ul style="list-style-type: none"> • Nuclear Magnetic Resonance Laboratory offers full range of one- and two-dimensional NMR experiments in the liquid phase for almost all the nuclei with a non-zero spin. The NMR spectra are routinely recorded at room temperature, but they can be also conducted in a wide range of temperatures from -120 °C to 120 °C. The measurements in the solid state (CPMAS) are also carried out. We have one 600 MHz, two 500 MHz, one 400 MHz and the old one 200 MHz apparatus. 	None.	

	<ul style="list-style-type: none"> • Mass Spectrometry Laboratory has eight spectrometers covering all types of ionization techniques (EI, CI, ESI, APCI, APPI, MALDI, FD and FI). Two of these machines are GC-MS systems and two other – HPLC-MS systems. Low resolution spectra as well as high resolution spectra (accurate mass measurements) are routinely recorded. GC-MS analyses are also performed along with the identification of known compounds by comparison with the spectra libraries. HPLC-MS measurements together with fragmentation studies (MS/MS and MS³ spectra) are widely used for establishing structures of unknown compounds. • Laboratory of Optical Spectroscopy performs measurements of the IR and UV-VIS spectra as well as measurements of the circular dichroism spectra, both electron (ECD), and vibrational (VCD). Additionally, measurements of optical rotatory dispersion (ORD) are performed. • X-Ray Diffraction Laboratory is equipped with modern Bruker AXS diffractometer with area detector APEX II which allows for advanced X-ray diffraction characterization of monocrystalline organic and metalorganic materials. Application of Cu-radiation is particularly useful in studies of small to medium size (10-500 atoms) organic molecules, including assignment of absolute configuration. • Laboratory of Elemental Analysis performs elemental compositions measurements of organic compounds including the following elements: C, H, N, S, Cl, Br, I and F. • Laboratory of organic synthesis under very high pressure allows to conduct the experiments under the pressure > 10 000 atm. <p>All employees have full access to the internal network and the Internet, including free on-line access to practically all important research journals and chemical databases. It is possible also to access the IOC PAS network from the remote locations, which enables an access to all available resources. All employees have an access to the IOC PAS computer cluster for performing molecular modelling and other types of calculations.</p>		
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	The results of the questionnaire and the consultations show that IOC PAS researchers are highly satisfied with this aspect of working conditions.		
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24. WORKING CONDITIONS

Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, inter alia, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Act on the Polish Academy of Sciences The Law on Higher Education Act Labour Code Charter of the Polish Academy of Sciences	<p>The rules are regulated by national law [Act on the Polish Academy of Sciences, Labour Code] and internal labour regulations. The IOC PAS provides working conditions which allow (within the capabilities of formal regulations) both female and male researchers to combine family and work, raising children, and developing a professional career.</p> <p>The following formal work arrangements are in use:</p> <ul style="list-style-type: none"> • Part-time work (requested by the employee, accepted by the Director of the IOC PAS) • Flexible working time (requested by the employee, accepted by the Director of the IOC PAS) • Sometimes it is possible to perform work at home (e.g. literature study, preparation of the manuscripts, computational work) • 36 days annual leave, vacation Labour Code • training leave for 30 days <p>Due to the specificity of organic chemistry, severely physically handicapped people are not allowed to work in the laboratories for security reasons. However, the IOC PAS buildings are adapted to enable access for people with</p>	None.	

	<p>physical impairments. In the case of disability of the employee we are able to provide a suitable position e.g. in theoretical chemistry team. At the same time, among the new employees there are practically no people with disabilities, because they are very few among the graduates of chemistry in Poland.</p> <p>PhD Students from outside Warsaw have a possibility to stay, for a small fee, in the Institute hotel during their studies in the IOC PAS. PhD Students can benefit also surcharges or refunds of language courses. There is also a possibility of receiving financial support for employee in a difficult life situation or in case of mishap.</p> <p>The results of the questionnaire and the consultations show, that IOC PAN researchers strongly agree with this principle, and the level of implementation at the IOC PAN is satisfactory.</p>		
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25. STABILITY AND PERMANENCE OF EMPLOYMENT

Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the EU Directive on Fixed-Term Work.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education Act</p> <p>Labour Code</p> <p>Law on Academic Degrees and Title and Degrees and Title in the Arts</p>	<p>The Institute offers the work contracts in compliance with these national regulations. Positions financed entirely by the project funds are subjected to the project regulations and require the project-specific contract, which is temporary by its nature. The IOC PAS usually encourages researchers to find new opportunities of funding after the completion of a project.</p> <p>Most of the PhD students are offered a 2,5 year part-time assistant position and usually a three-month employment contract is offered by the IOC PAS to most PhD students, after successful defence of a doctoral thesis, which gives time to find the post-doctoral position and enhance mobility. The time of employment</p>	<p>Organization of meetings for young researchers and PhD students with the Management representatives in order to better explain the IOC PAS employment policy. The document specifying possibilities of the further development path in the Institute will be issued.</p>	<p>IIQ 2017 (and once a year on consecutive years)</p> <p>IIQ 2017</p> <hr/> <p>Director</p>

	<p>on adjunct position is limited by national law.</p> <p>The results of the survey show, that the IOC PAS researchers agree with this principle, and the level of implementation at the IOC PAS is satisfactory. Nevertheless, mainly ESRs and PhD students concerns about the temporary employment. Although the IOC PAS does help the young PhDs to find post-doctoral positions, it cannot guarantee this position and the student (and then doctor), by definition, has no permanent position. The document specifying possibilities of the further development path in the Institute will be issued. The results of this survey at this point are much higher among experienced researchers.</p>		
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26. FUNDING AND SALARIES

Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education Act</p> <p>Labour Code</p>	<p>Labour conditions at the IOC PAS are fully consistent with Polish employment standards. This issue is regulated by the national law (Act on Polish Academy of Sciences, Labour Code, security system) and by relevant internal rules (The remuneration Regulations/Directorial ordinances). Researchers are fully covered by the Polish social security system (health insurance, family allowance, paid maternity leave etc.). This includes researchers at all stages of their career including the early-stage researchers. PhD students are covered by health insurance and personal accident insurance.</p> <p>Statutory salaries are based on fixed wage scales. There is fairly little flexibility regarding wage setting because of the formal procedures. Additional remuneration is usually related to additional actions or research projects (grants) realization. There is also annual premium depending to some extent on</p>	<p>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.</p>	<p>If necessary – in case of changes (last meeting was in October 2016)</p> <hr/> <p>Director Accounting</p>

	<p>basic salary and on scientific effects. All employees benefit the additional, private health packages (that can be by low-cost expanded to the family members) and sport packages. The Benefits and Loan Desk along with the social fund are additional means of support available at the IOC PAS. The funds are distributed by relevant independent committees.</p> <p>The results of the questionnaire and the consultations show that IOC PAN researchers appreciate additional health packages, however are not acquainted with the current system of remuneration and bonuses of employees. The question of clarity and intelligibility of this system was one of the lowest rates (2.7)</p>		Department
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27. GENDER BALANCE

Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education Act</p> <p>Labour Code</p> <p>Charter of the Polish Academy of Sciences</p>	<p>The IOC PAS strives to maintain gender equality at all levels of staff. This is achieved by an equal opportunity policy at recruitment and at subsequent career stages; however, quality and competence criteria are still the most important. The rules of equal treatment in employment and non-discrimination are contained within appropriate regulations. Recent statistics show that around 41% of all employees at the IOC PAS are females, and among researchers 28% are females. In general, women are well represented in most committees, e.g. in the Scientific Council. However, women are still slightly underrepresented among the highest professional researchers.</p> <p>The results of the questionnaire show that the IOC PAS researchers highly evaluate the possibilities to reconcile family and professional life created in the Institute for women to promote gender balance. Nevertheless the comments</p>	None	

	show that the quality and competence criteria are much more important than a formal gender balance.		
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28. CAREER DEVELOPMENT

Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education Act</p> <p>Labour Code</p> <p>Charter of the Polish Academy of Sciences</p>	<p>National law specifies the requirements to be fulfilled in order to continue to support the scientific career development. This issue is not formalized at the IOC PAS, but it is common practice for the senior scientists/group leaders/heads of departments/directors to be mentors to younger co-workers/researchers. Moreover, the Research Coordination Office supports researchers in the career development by a regular distribution of available positions/scholarships/training workshops (also those related to career development). Researchers may apply to the Director for financial support for the participation in such events. Based on the available funds, the IOC PAS Management tries to support young scientists and scientists with fixed-term contracts.</p> <p>The results of the questionnaire show that the implementation of this principle is not satisfactory (score 2.8), therefore the WG suggested some improvements. Respondents highlighted the lack of clear strategy for researchers at all stages of their career in the IOC PAS. They also expressed the necessity of training in this area.</p>	<p>Internal IOC PAS specific career development strategy for researchers at all stages of their career should be created and presented to the young researchers and PhD students.</p> <p>Informational actions on perspectives of professional career development practices (applications for Polish and international grants, stays outside the IOC PAS), should be intensified through regular e-mails (already existing practice) and periodic meeting with young researchers and intranet site.</p>	<p>IIQ 2017</p> <hr/> <p>Dep. Director for Research, Head of PhD Studies</p> <hr/> <p>Continuously, ongoing</p> <hr/> <p>Grant Unit, Secretariat, HR unit</p>

29. VALUE OF MOBILITY

Employers and/or funders must recognize the value of geographical, intersectoral, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education Act</p> <p>Charter of the Polish Academy of Sciences</p>	<p>IOC PAS recognizes the value of geographical, intersectoral, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher career. The IOC PAS researchers at all stages of their careers are encouraged to apply for and participate in short and long-term internships; the mobility experience is always regarded as a valuable contribution to the professional development of IOC PAS employees and the candidates in the recruitment process.</p> <p>The information about different types of mobility stays is provided regularly by the Research Coordination Office via e-mails and FB site.</p> <p>The requirement that the necessary administrative tools should be introduced in order to allow the portability of grants and social security legislations should rather be addressed at a national level or by financing agencies. The IOC PAS itself does not have control on the regulations regarding this issue.</p>	None	

30. ACCESS TO CAREER ADVICE

Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Labour Code Charter of the Polish Academy of Sciences	<p>This is maintained on an informal level at the IOC PAS, more of a good practice rather than a formal rule. Researchers may apply to the Director for financial support for the participation in scholarships/training workshops. Based on available funds, the IOC PAS Managements tries to support the applicants, in particular young scientists. Senior scientists/group leaders/heads of departments/directors are often the best advisers for younger co-workers/researchers.</p> <p>The results of the questionnaire show that the implementation of this principle is satisfactory however some respondents express the necessity of training in this area, therefore the WG suggested some improvements.</p>	Informational actions on the perspectives of professional career development [applications for Polish and international grants, stays outside the IOC PAS should be intensified through more regular e-mails (already existing practice), creation of “information centre” on the intranet site, and periodic meetings with young researchers.	Continuously, ongoing Grant Unit, Secretariat, HR Unit

31. INTELLECTUAL PROPERTY RIGHTS

Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Copyright and Related Rights Act	The IOC PAS SC approved the IPR regulations in February 2013. These regulations govern the procedures resulting in establishing the protection of	Dedicated workshop on commercialization of research	IVQ 2017 (every 2

Act on the Polish Academy of Sciences The Law on Higher Education Act Charter of the Polish Academy of Sciences	intellectual property and the rules for division of possible benefits resulting from exploiting the rights to inventions etc. The results of the questionnaire show that the IOC PAS researchers highly evaluate the implementation of this rule in our Institute. WG suggested however the possibility of organizing a workshop on Intellectual Property Rights and patent procedures.	results for all Institute employees and PhD students performed by external experts.	years) _____ HR Unit
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32. CO-AUTHORSHIP

Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc, or to publish their own research results independently from their supervisor(s).

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Copyright and Related Rights Act Act on the Polish Academy of Sciences The Law on Higher Education Act Charter of the Polish Academy of Sciences	<p>This principle is regulated by The Ethical Code of the Researcher and the IOC PAS IPR regulations. Researchers are obliged to meticulously follow the principles which apply to the authorship of scientific publications. Plagiarism in any shape or form is forbidden. Researchers must comply with the principle of respect of intellectual property rights and shared ownership in regard of research conducted in cooperation with their PhD students, other scientists, or supervisors. Co-authorship is viewed positively at the IOC PAS when evaluating the research staff. The researchers are also encouraged to apply for funding for joint research projects with other research groups within or outside the IOC PAS.</p> <p>The results of the questionnaire show that IOC PAS researchers strongly agree with this principle, and the level of implementation at the IOC PAS is satisfactory.</p>	None.	

33. TEACHING

Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Act on the Polish Academy of Sciences The Law on Higher Education Act Charter of the Polish Academy of Sciences	<p>The IOC PAS is a research Institute, therefore teaching is not an essential duty of the researchers. However, in the programme of the PhD Studies at the IOC PAS there is an obligatory one-semester teaching practice at the Faculty of Chemistry of the Warsaw University.</p> <p>It has to be stressed that any individual teaching activity of the researchers is viewed very positively by the IOC PAS Management. Different types of teaching activities are carried out by the Institute's researchers. Many of them deliver lectures to the students of different Universities in Poland, supervise them in obtaining Bachelor and Master of Science degrees. The IOC PAS researchers are actively involved in teaching activities at the IOC PAS PhD Studies. Moreover, time devoted by senior members of the staff to the training of early-stage researchers/supervising PhD theses is viewed as an important part of teaching.</p>	None.	

34. COMPLAINS/ APPEALS

Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Act on the Polish Academy of Sciences The Law on Higher Education Act Charter of the Polish Academy of Sciences Labour Code	<p>Complaints/appeals are generally solved individually by supervisors, group leaders/heads of departments/the Head of the PhD Study/Directors. According to the Act on the Polish Academy of Sciences the disciplinary spokesman of the Council is elected by the IOC PAS Scientific Council to independently investigate and assess complaints of researchers, including conflicts between scientific supervisors and early stage researchers.</p> <p>PhD students are allowed to present their opinion and suggestions through the PhD Students Council, directly to the Director or to their supervisors, as well as the Head of the PhD Studies. PhD students can also benefit from the peer tribunal to solve conflicts between scientific supervisors and other researchers.</p> <p>There is also the possibility to watch out for help to the Peer Court (for PhD Students). This solution was introduced in March 2015.</p> <p>The results of the questionnaire show that IOC PAS researchers find this problem important but the level of implementation is insufficient (score 2.8). They are not aware about procedures, and are not concerned about impartiality of mediatory bodies (score 2.6). The consultations revealed that this principle is especially important for young researches. WG suggested actions leading to informing employees about the procedures and consider the possibility of establishing positions of ombudsman</p>	<p>Meeting with employees to discuss the existing possibilities and procedures of solving conflicts among researchers.</p> <p>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.</p> <p>Creation of a document/guide describing possible procedures for resolving disputes, complains and appeals.</p>	<p>IIQ 2017</p> <hr/> <p>Director</p> <p>IIQ 2017</p> <hr/> <p>Director</p> <p>IIQ 2017</p> <hr/> <p>Disciplinary Spokesman</p>

35. PARTICIPATION IN DECISION-MAKING BODIES

Employers and/or funders of researchers should recognize it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Act on the Polish Academy of Sciences</p> <p>Charter of the Polish Academy of Sciences</p> <p>Labour Code</p>	<p>There are two main decision-making bodies at the IOC PAS: the Director and the Scientific Council. The Director manages the Institute and is aided by deputy directors and the Scientific Council. The IOC PAS SC is responsible for supervising continuously the scientific activities of the Institute. The SC of the Institute is the highest decision-making body responsible for the acceptance of the research programmes and annual reports, granting PhD degrees and other scientific activities. The Scientific Council also ensures a high level of execution of these activities including career development. The Scientific Council consists of the IOC PAS staff representing the entire research community of the Institute (senior researchers, representative of the PhD Students, representative of the junior researchers) and recognized external senior researchers with areas of expertise relevant to the research conducted at the IOC PAS (one-third of the council members). The proportion between the SC members from different groups of researchers is regulated by the Act on the Polish Academy of Sciences and the IOC PAS has only a limited influence on it.</p> <p>Active contribution to the functioning of the Institute and individual and collective interest protection and representation are also provided by:</p> <ul style="list-style-type: none"> • Regular meetings of the Institute's Management with the Heads of the Research Groups. • Periodic Committees (teams) for specific tasks appointed by the Director. • Moreover, the PhD students are allowed to present their opinion and suggestions 	<p>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 the right to suggest changes in the existing rules as far as they are consistent with other senior laws.</p>	<p>IIQ 2017</p> <hr/> <p>Director</p>

	<p>through self-governmental body (PhD Students Council) directly to the Director or supervisors and the Head of the PhD Studies.</p> <p>The results of the questionnaire (3.3) show that IOC PAS researchers would like to have more influence on decisions and regulations in the IOC PAS.</p>		
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TRAINING

36. RELATION WITH SUPERVISORS

Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education Act</p> <p>Charter of the Polish Academy of Sciences</p> <p>Law on Academic Degrees and Title and Degrees and Title in the Arts</p>	<p>The IOC PAS is very much aware of the importance of appropriate supervision for the development of the early-stage researchers. Every PhD student has the scientific supervisor (senior scientist) from the beginning of the study, who is often supported by a secondary supervisor with a PhD degree. They should consult each other and regularly evaluate the progress of the doctoral research, but also give assistance to the young people in any matter they may need help with. The person appointed formally to consult and support the PhD students and to evaluate the progress (based on supervisor reports) is the Head of the PhD Studies at the IOC PAS. PhD students, on the other hand, are obliged to report the progress of their work and research findings to their supervisor and the Head of the PhD Studies. Other early-stage researchers (assistants) are supported and evaluated regularly by direct scientific supervisor and by the Head of the Research Group. The Deputy Director for Scientific Research formally supervises the functioning of the PhD Studies and regularly consults the Head of the PhD Studies.</p>	<p>Bi-annual written opinion on the progress of the PhD students work, pointing objectives, strengths and challenges in her/his work.</p>	<p>IIQ 2017 (bi annually)</p> <hr/> <p>Team Leaders</p>

	The results of the questionnaire revealed that according to the respondents relations with supervisors are on the very high level in IOC PAS (score 4.1). WG suggests, however, that it would be useful to provide every PhD student with bi-annual written opinion pointing objectives, strengths and challenges in her/his work.		
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37. SUPERVISION AND MANAGERIAL DUTIES

Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education Act</p> <p>Charter of the Polish Academy of Sciences</p> <p>Law on Academic Degrees and Title and Degrees and Title in the Arts</p>	<p>Senior researchers are engaged in different types of activities in terms of statutory research and national and international projects. They are obliged, and willing to encourage the early-stage researchers to join/participate in all possible activities. Scientific supervisors encourage their students and young scientists to apply for grants, take part in conferences, workshops, project activities, dissemination actions for the public. The IOC PAS senior researchers represent the high standard of professional responsibility and so they try to follow this principle as much as possible. The Head of the Postgraduate Study supervises the study programme as well as the scientific development of the young researchers.</p> <p>This statement is confirmed by the questionnaire results and during consultations. Most of respondent appreciated very high involvement and good relationships in research group, both with supervisors and other researchers (score 4.6).</p>	None.	

38. CONTINUING PROFESSIONAL DEVELOPMENT

Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education Act</p> <p>Charter of the Polish Academy of Sciences</p> <p>Law on Academic Degrees and Title and Degrees and Title in the Arts</p>	<p>Development for all staff categories is one of the most important issues at the IOC PAS management level. This is a part of the institutional vision of developing a creative community of scientists that are well equipped for today's changing world.</p> <p>The IOC PAS researchers actively participate in the conferences and workshops (national and international) which allow them to improve their qualifications. In most cases, participation in these events is possible through the project funds, however the IOC PAS also offers support for researchers [mainly young researchers and others currently without their own (project) funds]. On-site scientific events are also organized by the IOC PAS. Foreign researchers, recognized specialists in their research area visiting the IOC PAS, are asked to give an open lecture for the IOC PAS community.</p> <p>Based on the questionnaire and consultations results, the WG discussed this principle's implementation at the IOC PAS and suggested that the IOC PAS should focus more on raising researchers' awareness of sharing the responsibility for the continuation of professional development. This is crucial in the context of short term funding and temporary contracts for young researchers and with the expectation that the majority of them will continue their careers outside the institute and Academia. Awareness about developing skills and competencies, not only in the scientific area, but also in skills and competencies concerning managing research teams, promotion of research, administration of scientific research, interdisciplinary collaboration, scientific communication, commercialization of research results etc. should be raised. The results of the survey in point 28 clearly revealed that there is a need to create appropriate document on professional development strategy in the Institute.</p>	<p>Preparation of the rules of practice for good practices of professional development and IOC PAS professional development model.</p> <p>Improving the 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>IIQ 2017</p> <hr/> <p>Deputy Director for Research, Head of PhD Studies</p> <hr/> <p>Continuously, ongoing</p> <hr/> <p>PR Unit, Grant Unit, Secretariat</p> <hr/> <p>IVQ 2017 and once a year</p> <hr/> <p>HR unit</p>

39. ACCESS TO RESEARCH TRAINING AND CONTINUOUS DEVELOPMENT

Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Act on the Polish Academy of Sciences The Law on Higher Education Act Charter of the Polish Academy of Sciences	The IOC PAN highly appreciates the role of research training and continuous development and enables researchers at all stages of their professional careers the opportunity for professional development. Similarly to the point above, the IOC PAS highly encourages and supports all initiatives of researchers to ensure continuous professional development. Scientific supervisors help the PhD students to find interesting post-doc position, however candidate has to undergo of course usual recruitment procedure. IOC PAS administration helps to organize formal details concerning conferences, scholarships, and post-doc stays. Based on the questionnaire and consultations results the supportive role of the IOC PAS is acceptable but still not sufficient (score 3.3). WG suggested actions improving the awareness of young scientists of their own responsibility and need of continuous development and from the other hand enabling such development by organizing workshops, lectures, meetings.	Development of professional trainee courses for researcher at each stage of the carrier development e.g. commercialization and market, promotion of the research, presentation development, communication, soft skills.	IVQ 2017 and once a year HR Unit

40. SUPERVISION

Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Charter of the Polish Academy of Sciences	The IOC PAS is very much aware of the importance of appropriate supervision of early-stage researcher development. This aspect of C&C has got very high score in our survey (4.7).	None.	

ACTION PLAN

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

As described above, 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)

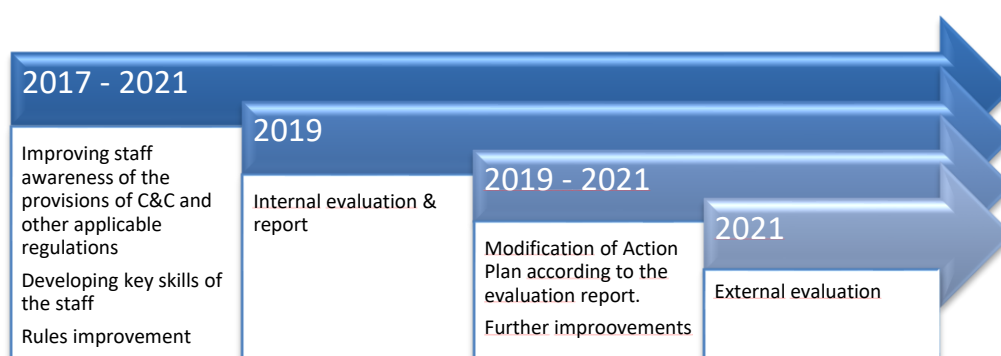
Recruitment (Code)	The recruitment procedure will be described in an information leaflet and will be available on the website of the Institute. The regulation on the recruitment procedure will be translated into English and also posted on the website of the IOC PAS.	Deputy Director	IIQ 2017
	The Recruitment 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.	Recruitment Commission	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)	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.	Deputy Director	III-IVQ2017
	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.	Recruitment Commission	IQ 2017
Judging merit (Code)	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. 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.	Director	IIIQ 2017
Working conditions and social security			
Stability and permanence of employment	Organization of meetings for young researchers and PhD students with the Management representatives in order to better explain the IOC PAS employment policy. The document specifying possibilities of the further development path in the Institute will be issued.	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. 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. Creation of a document/guide describing possible procedures for resolving disputes, complains and appeals.	Director Director Disciplinary Spokesman	IIQ 2017 IIQ 2017 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

Training			
Relation with Supervisors	Bi-annual written opinion on PhD students progress, pointing objectives, strengths and challenges in her/his work.	Team Leaders	I IQ 2017 (bi annually)
Continuing Professional Development	Preparation of the rules of practice for good practices of professional development and IOC PAS professional development model.	Deputy Director for Research, Head of PhD Studies	I IQ 2017
	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).	PR Unit, Grant Unit, Secretariat	Continuously, ongoing
	Developing soft skills of the research staff (workshops).	HR unit	IVQ 2017 and once a year
Access to research training and continuous development	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.	HR unit	IVQ 2017 and once a year

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.

ACCEPTANCE

The Director of the Institute of Organic Chemistry Polish Academy of Science accepts the Human Resources Strategy for Researchers.

Place, date

Warsaw, 10 November 2016

Signature

DYREKTOR
Instytutu Chemii Organicznej PAN

prof. dr hab. Sławomir Jarosz

ANNEX: OTM-R SELF-QUESTIONNAIRE

Open, Transparent and Merit-based Recruitment Check-list					
	Open	Transparent	Merit-based	Answer: ++ Yes, completely +/- Yes, substantially -/+ Yes, partially -- No	Suggested indicators (or form of measurement)
OTM-R system					
1. Have we published a version of our OTM R policy online (in the national language and in English)?	x	x	x	+/-	Yes, in Polish To be prepared and published in English
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	++	Yes, there are clear procedures for all types of positions
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	++	Members of the Recruitment Commission are trained in internal regulations and OTM-R rules.
4. Do we make (sufficient) use of e-recruitment tools?	x	x		+/-	e-recruitment tools are possible but rarely used
5. Do we have a quality control system for OTM-R in place?	x	x	x	+/-	HR Working Group, HR unit
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	+/-	For domestic candidates, yes. Our job offers are rather poorly advertised eg. <i>via</i> EURAXESS. To be changed.
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	-/+	Our job offers are rather poorly advertised eg. <i>via</i> EURAXESS. To be changed
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	++	We have very balanced representation of all groups of candidates.
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	++	Questionnaire results, action plan
10. Do we have means to monitor whether the most suitable researchers apply?				--	No means available

Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		+/-	To be prepared for EURAXESS
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		+/-	More elements should be included in the job advertisements for the recruitment of researchers.
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		-/+	We plan to post all job adverts on EURAXESS. Now it is rarely used.
14. Do we make use of other job advertising tools?	x	x		++	IOC PAS website, ministry of Science and Higher Education, funding bodies websites, BIP, social media
15. Do we keep the administrative burden to a minimum for the candidate?	x			++	We collect minimum documents. The form of delivery of documents is up to candidate.
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees?		x	x	++	Internal regulations
17. Do we have clear rules concerning the composition of selection committees?		x	x	+/-	Internal regulations. To be updated.
18. Are the committees sufficiently gender-balanced?		x	x	++	There is always woman representative in the committee
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	++	Internal regulations. Appropriate templates will be prepared.
Appointment phase					
20. Do we inform all applicants at the end of the selection process?		x		++	Yes, they get brief information
21. Do we provide adequate feedback to interviewees?		x		-/+	Detailed info will provided to all "short-list" candidates.
22. Do we have an appropriate complaints mechanism in place?		x		-/+	There is a mechanism but not widely known. It will be mentioned in the advertisement.

Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				+/-	HR unit is aware of all objectives. There are internal meetings of HR Working Group and Recruitment Committee for the implementation of such an assessment.