



**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

*Interim report on Internal Action Plan implementation
Extended version*

March, 2020

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INTRODUCTION

In October 2019, the IOC PAS created the Internal Review of the implementation of the adopted HR Strategy. The report was sent to the European Commission on 11th October 2019. The Institute tried to adhere to the requirements of creating the Interim Report and fully present the implementation process at our institution. Nevertheless, the Consensus Report send by the European Commission indicated that strong corrective actions are necessary.

The Institute received the Consensus Report on 13th March 2020. Shortly afterwards, the situation at the IOC PAS changed significantly due to the outbreak of the global pandemic of SARS-CoV-2. At the moment, the Institute is forced to work remotely, therefore undertaking strong corrective actions regarding the HR Strategy is very difficult. As the situation is completely new and unexpected to our Institution, the IOC PAS Management is prioritizing actions regarding ensuring health and safety of our employees and improving the conditions of remote work. Consequently, the Working Group decided to create an extended version of the Interim Report to fulfil the requirements listed in the Consensus Report and postpone additional actions, including creating the Updated Action Plan for 2021.

METHODOLOGY

Taking into account all suggestions contained in the Consensus Report of the European Commission, the Working Group re-evaluated the process of implementing the HR Strategy at the IOC PAS. The extended version of the Interim Report contains all the information on the changes introduced and the activities undertaken by the Working Group. Particular emphasis was put on a more detailed description of the activities performed, allowing for a full explanation of the changes introduced in our institution.

In-depth analyses carried out by the Working Group showed that not all introduced changes fully meet our expectations and bring tangible results. The extended version of the Interim Report suggests necessary improvements and proposes some new actions. It was not the intention of the Working Group at this stage to create a complete, Updated Action Plan, because during the pandemic our unit is focused on other, more important activities that meet the needs of our employees. Full analysis of the implementation of the HR strategy, preceded by a survey for all employees, will be conducted in 2021.

IMPLEMENTATION OF THE HR STRATEGY

The implementation of the HR Strategy at the IOC PAS started in 2017 and was continued after granting the "*HR Excellence in Research*" award from the European Commission in July 2017. The implementation phase was based on the proposed Action Plan. The Working Group took care of the proper course of activities and introduced modifications to the plan depending on the changing situation at the Institute. In the period 2017-2019, the following aspects had the greatest impact on our institution:

- Increase in employee awareness of C&C principles as a result of internal, information campaigns. Information campaigns were combined with meetings for all employees, as well as conducted by Team Leaders during meetings with their research teams. The attention was paid to the knowledge of ethical principles and the professional responsibility of the researcher.
- Organization of several workshops and trainings open to the entire scientific community at the IOC PAS in the field of financial regulations, applying for various grants, evaluation of scientific institutions, intellectual property rights, safety at the laboratory etc.

- Significant improvement of internal communication thanks to the creation of a new website and internal page. Thanks to the Intranet, employees have convenient access to all the most important documents and regulations, and information is provided to them more efficiently.
- Adopting Open, Transparent and Merit-based Recruitment Procedures. As a result of the changes made, job advertisements in the Institute are more widely advertised, including through the Euraxess portal, and contain more useful information. Selection committees, whenever possible, are composed of people of both genders and ensure that candidates are assessed impartially and on their merits. Candidates are kept informed about the recruitment process and its results. Although some exceptions from the accepted rules can be seen in some recruitments, the recruitment rules at the IOC PAS have been significantly improved in accordance with the *Code*. This element will be further improved in the future.
- Raising the researchers' awareness of sharing the responsibility for the continuation of professional development the IOC PAS. The Institute decided to create an internal programme, "Competition for funding research projects", in which all PhD students can apply for funding for chemicals, additional bonuses for Principal Investigator and funding for conferences or other training courses proposed by the candidate. Moreover, several lectures given by the outstanding scientists from around the world were organized, as well as meeting with people who, after being granted a PhD degree, chose different career paths, to give our students the opportunity to meet and talk to various researchers.
- Increasing access to professional development by intensifying information campaigns about organized trainings, grant opportunities, organized internships, as well as the organization of internal trainings in the field of writing scientific publications, soft skills, database management for scientists, etc.
- Introducing changes in the internal organization, such as appointing an ombudsman-type person for PhD students to improve the process of submitting complaints and appeals and establishment of the Employee Representatives Committee which is obliged to consult the new regulations concerning employees.
- Introducing changes to the researcher's evaluation system. Due to the introduction of a new Law on Higher Education and Science in Poland, the Institute had to change the employee evaluation system to adapt it to the Ministry's requirements. The evaluation system has been changed twice in the last two years, which causes some instability at the IOC PAS and uncertainty among the staff. This aspect will be improved in the future, if possible, according to national legislation.

The detailed report on the implementation of the Action Plan below.

DETAILED REPORT ON THE IMPLEMENTATION OF ACTION PLAN

Ethical & professional aspects

<i>Proposed Actions</i>	<i>GAP Principle(s)</i>	<i>Implementation & Current Status</i>
<p>ACTION 1</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>Professional responsibility</p>	<p>The seminars are organized once a year and are combined with an informational meeting for new PhD students and employees. In the opinion of the WG, the frequency of the workshops is sufficient, and the employees are aware of their professional responsibility.</p> <p>Responsible Unit: Head of the PhD Studies</p> <p>Status: Completed and to be continued in the following years</p>
<p>ACTION 2</p> <p>Some useful templates and guidelines on grant issues will be developed and will be available on the intranet for all researchers.</p>	<p>Professional attitude</p>	<p>The Grants Unit regularly publishes information on the possibilities and mechanisms of funding on the Intranet website. On the internal website, templates of documents necessary to be submitted before applying for grants and facilitating the application process are available, including:</p> <ul style="list-style-type: none"> • Research project submission forms • Declarations necessary for applying for certain grants • Data Management Plan • Forms for the recruitment of employees in grants <p>The documents are updated according to the changes in financing conditions. The level of completion of all research projects is reported by the Principal Investigators in their annual reports. Any delays or obstacles are regularly discussed at Team Leaders Meetings.</p> <p>Responsible Unit: Grant Unit</p> <p>Status: Completed and to be continued in the following years</p>

<p>ACTION 3</p> <p>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.</p>	<p><i>Contractual and legal obligations</i></p>	<p>Information about the possibility of participating in training courses organized by the National Science Centre, NAWA, FNP or other institutions is regularly published on the Intranet and sent via e-mails to all employees. These events allow scientists to learn about the rules of financing research projects in various competitions. In addition, IOC PAS organized the following meetings:</p> <ul style="list-style-type: none"> • November 2017 – internal workshop for Principal Investigators regarding statutory expenses and grants • December 2017 - workshop regarding IPR – “Intellectual property protection and patenting practice” • November 2018 – workshops for Team Leaders regarding new regulations “Law 2.0 and public finance” • October 2019 – the meeting with a person representing PoISCA regarding the new Horizon Europe programme • December 2019 – the meeting with a person representing NAWA regarding the current grant opportunities and regulations <p>Responsible Unit: Grant Unit</p> <p>Status: Action held on regular basis/In progress</p>
<p>ACTION 4</p> <p>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.</p>	<p><i>Good practice in research</i></p>	<p>After consultations with the employees, the initially planned workshops dedicated to data securing and storing were converted into an information campaign sent by e-mail to all employees. Such messages are sent cyclically and in the case of data phishing attempts. A data management plan is available on the internal website and specifies good practices to secure data storage and backup. All employees have access to servers on which they can store backups and relevant instructions are available in the IT department.</p> <p>Responsible Unit: IT Unit, Secretariat</p> <p>Status: Completed and to be continued in the following years</p>

<p>ACTION 5</p> <p>Improvements on the website to make achievements of our researchers more visible to the wider public.</p>	<p><i>Dissemination, exploitation of results</i></p>	<p>The new website was created in April 2017. The layout of the website highlights news on the achievements of our researchers. In April 2019, the internal site, so-called Intranet, was created to improve communication inside the IOC PAS. The Working Group suggested translating the website to English. The Steering Committee decided to create a new, bilingual website (Polish and English) available for foreigners – this action is scheduled for 2020.</p> <p>Responsible Unit: IT Unit, Team Leaders, Secretariat</p> <p>Status: In progress</p> <p>New action: Increasing the Institute's activity in the social media – announcing important achievements and news via Twitter and Facebook page.</p>
<p>ACTION 6</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. Appointment of the advisory board from among the employees.</p>	<p><i>Evaluation/appraisal systems</i></p>	<p>In January 2019, consultations with employees began regarding the introduction of changes to the employee evaluation system. The consultations took place within the Committee for Awards and Distinctions appointed from among the employees. Statutory changes introduced in Poland, however, resulted in changes in the evaluation of research institutions, and consequently also of researchers. In June 2019, the IOC PAS Management got acquainted with all the changes during a special training.</p> <p>Due to the introduction of a new Law on Higher Education and Science, the Institute had to change the employee evaluation system to adapt it to the Ministry's requirements. There have been major changes in recent years:</p> <ul style="list-style-type: none"> • June 2019 – new Regulations for the periodic evaluation of researchers at the IOC PAS – introduction of a new evaluation form • October 2020 – new Regulations for the periodic evaluation of researchers at the IOC PAS – introduction of a new point system <p>Additionally, new Regulations for awarding bonuses to employees of the IOC PAS were introduced in May 2019. Each change is communicated to the employees at the time of its introduction. The IOC PAS makes every effort to ensure that the employee evaluation</p>

		<p>system complies with the requirements of the Ministry and at the same time meets the needs of our employees.</p> <p>Responsible Unit: Director, SC of IOC PAS</p> <p>Status: Completed, however improvements are necessary</p> <p>Improvements: The WG monitored the need for more appropriate dissemination of the existing regulations, as not all employees are fully aware of the changes being introduced. An information campaign via internal website and emails should be carried out.</p>
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Recruitment

<i>Proposed Actions</i>	<i>GAP Principle(s)</i>	<i>Implementation & Current Status</i>
<p>ACTION 7</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 SC of IOC PAS). English version of the regulations will be prepared and announced on our website.</p>	<p><i>Recruitment</i></p>	<p>Procedures and principles of Open, Transparent and Merit-Based Recruitment of Researchers (OTM-R) were published on IOC PAS website in the form of informative leaflet, both in Polish and English. However, the rules have not been collected in the form of regulations. The Working Group, after in-depth analysis, recognizes that it gives the possibility of non-compliance with some provisions in case of some recruitment processes.</p> <p>Recruitment to the doctoral school is carried out based on the recruitment regulations for a given academic year, which are in line with OTM-R principles. Similar recruitment regulations should be provided for all researchers.</p> <p>Responsible Unit: Director, SC of IOC PAS, Secretariat</p> <p>Status: Completed, however improvements are necessary</p> <p>Improvements: Creation of regulations for recruitment of all researchers.</p>

<p>ACTION 8</p> <p>The recruitment procedure will be described in an information leaflet and will be available on the website of the Institute. The regulation on the recruitment procedure will be translated into English and also posted on the website of the IOC PAS.</p>	<p>Recruitment (Code) Transparency (Code)</p>	<p>Procedures and principles of Open, Transparent and Merit-Based Recruitment of Researchers (OTM-R) were published on IOC PAS website. The regulations are available in both Polish and English. The informative leaflet provides information about job advertising, selection criteria, interviewing candidates and giving feedback. It specifies responsibilities of Selection Committees and principles of candidates' evaluation.</p> <p>Responsible Unit: Research Director</p> <p>Status: Completed</p>
<p>ACTION 9</p> <p>The Recruitment Commission will provide the feedback information to applicants from short-list (interviewed by Recruitment Commission), whereby each applicant will receive a detailed report on their individual assessment with identified strong and weak points of her/his application.</p>	<p>Recruitment (Code) Transparency (Code)</p>	<p>In accordance with the adopted OTM-R procedures, all candidates invited to job interviews (applicants from short-list) should receive feedback after the recruitment is completed. The feedback should include individual assessment with identified strong and weak points of the application. In the opinion of the Working Group, the information is too vague in some cases. New regulations on recruiting for research positions are being considered to improve this aspect.</p> <p>Responsible Unit: Research Director</p> <p>Status: Completed, however improvements are necessary</p> <p>Improvements: Creation of regulations for recruitment of all researchers and useful templates for giving feedback to the applicants from short-list.</p>
<p>ACTION 10</p> <p>Available positions will be advertised also via Euraxess portal.</p>	<p>Recruitment</p>	<p>Since 2017 the available positions are advertised via Euraxess portal. Appropriate job advertisement templates are available on the Intranet site.</p> <p>Responsible Unit: Grant Unit</p> <p>Status: Completed and to be continued in the following years</p>

<p>ACTION 11</p> <p>Introducing amendment to the Ordinance of the Director that the Recruitment Commission must consist of both male and female representatives.</p>	<p><i>Selection (Code)</i></p>	<p>In accordance with the adopted OTM-R procedures, the Recruitment Commissions consist of both male and female representatives. The Institute makes every effort to fully adhere to this rule, however in exceptional cases the Commissions are appointed based on the area of expertise rather than gender. This principle should be included in the regulations for recruitment for scientific positions.</p> <p>Responsible Unit: Director</p> <p>Status: Partially completed</p> <p>Improvements: Creation of regulations for recruitment of all researchers including this principle.</p>
<p>ACTION 12</p> <p>Adjustment of employment policy with special focus on differentiated selection criteria; policy will be published on the IOC PAS website and disseminated among the IOC PAS employees.</p> <p>Introduction of the template for Recruitment Commission supplemented by wide range of selection criteria, for instance overall potential of the candidates, creativity, level of scientific independence.</p>	<p><i>Judging merit (Code)</i></p>	<p>Procedures and principles of Open, Transparent and Merit-Based Recruitment of Researchers ensure that the Recruitment Committees select candidates taking into account a wide range of their competences. The evaluation should include their knowledge, scientific independence and creativity, academic achievements, professional attitude etc. The selection criteria policy is available on the Institute's website, both in Polish and English.</p> <p>Responsible Unit: Director, HR Unit</p> <p>Status: Completed</p>

Working conditions and social security

<i>Proposed Actions</i>	<i>GAP Principle(s)</i>	<i>Implementation & Current Status</i>
<p>ACTION 13</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><i>Stability and permanence of employment</i></p>	<p>In 2017, a meeting with all employees was organised, during which the employment policy at the IOC PAS was explained. The employment policy for PhD students was clarified and possible career paths after completing PhD studies were described. The meeting dispelled the most important doubts and was well received by the employees.</p> <p>In the following years, the Working Group did not observe the necessity to repeat such a meeting. All changes are regularly discussed at meetings with Team Leaders.</p> <p>The document specifying the further development path in the Institute will be issued.</p> <p>Responsible Unit: Director</p> <p>Status: Partially completed and to be continued in the following years</p>
<p>ACTION 14</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><i>Funding and salaries</i></p>	<p>Information on bonuses for all employees, as well as general changes in remuneration, is provided during the meeting with Team Leaders. Team Leaders are obliged to provide such information to the researchers in their groups, however the Working Group noticed that this rule is not fully implemented. The level of awareness of the existing remuneration system among researchers is still low. Information on the intranet page is not regularly updated and informative e-mails are not sent on time.</p> <p>Responsible Unit: Board of Directors, HR Unit</p> <p>Status: Extended</p> <p>Improvements: The Working Group will put emphasis on improving the process of informing employees of any changes in the remuneration system through more regular e-mails and information on the website. Informative action for all Team Leaders about the</p>

		obligation of informing scientist at their research groups about bonuses policy, changes in remuneration will be carried out.
<p>ACTION 15</p> <p>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.</p>	<p><i>Career development</i></p> <p><i>Access to career advice</i></p>	<p>The need to formalize existing internal career development practices has proved to be a major challenge. The intention of the Working Group was that the regulations should not hinder anyone's professional development, and at the same time should be clear and transparent. After discussions with the representatives of all groups of researchers, it was decided to create an informative leaflet which should clarify existing policy to younger scientists.</p> <p>Along with the establishment of the Doctoral School, the necessity to create Individual Career Plans for new doctoral students for the duration of the doctorate was introduced. Such plans are created individually, in consultation with the Supervisors. The Working Group suggested that such approach would be beneficial for researchers at all stages of their career and should be implemented in the upcoming future.</p> <p>Responsible Unit: Research Director, Head of PhD Students, HR Unit</p> <p>Status: Extended</p>
<p>ACTION 16</p> <p>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.</p>	<p><i>Career development</i></p> <p><i>Access to career advice</i></p>	<p>Since 2017, the process of informing employees about research funding opportunities, internships, research vacancies or scholarships has been highly intensified. A "Grants" tab has been created on the Institute's website, where employees can find up-to-date information on all open calls. Additionally, the Secretariat or the Grant Unit inform researchers about new funding opportunities via e-mails. Information activities also refer to European grants, which was not a common practiced before.</p> <p>Responsible Unit: Grant Unit, Secretariat, HR Unit</p> <p>Status: Completed and to be continued in the following years</p>

		New action: Creation of newsletter about funding opportunities, fellowships, scholarships etc.
<p>ACTION 17</p> <p>Dedicated workshop on commercialization of research results for all Institute employees and PhD students performed by external experts.</p>	Intellectual Property Rights	<p>Seminar regarding IPR was organized in December 2017. The workshop on commercialization of research results for Institute employees is planned for 2021.</p> <p>Responsible Unit: HR unit</p> <p>Status: Extended</p>
<p>ACTION 18</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>	Complains/appeals	<p>The consultations revealed that the principle regarding complains and appeals is especially important for PhD students. In 2018, a meeting with PhD students was organised, during which an impartial person (ombudsman-type) was selected to represent their interests. In addition, the PhD students selected a person for the position of the disciplinary spokesman for doctoral students at IOC PAS – established by the Ordinance of the Director in February 2019.</p> <p>In February 2019, new members for the Disciplinary Committee for Employees and Disciplinary Committee for doctoral students were selected, as well as for both Appeal Disciplinary Committees. Doctoral students can still benefit from the Peer Court and the Appeal Peer Court.</p> <p>The creation of a document describing possible procedures for resolving disputes, complains and appeals is in progress.</p> <p>Responsible Unit: Director, Disciplinary Spokesman</p> <p>Status: In progress</p> <p>Improvements: The Working Group noticed little interest in reporting complains and appeals through an impartial person. Introducing a new ordinance changing the rules for selecting persons acting as ombudsmen was suggested.</p>

<p>ACTION 19</p> <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 right to suggest changes in the existing rules as far as they are consistent with other senior laws.</p>	<p><i>Participation in decision-making bodies</i></p>	<p>April-June 2019 – establishment of the Employee Representatives Committee – the committee was elected in the voting of all IOC PAS employees, it is composed of researchers and administrative employees. The Committee is obliged to consult the new regulations concerning employees. Its activities are additionally supported by the HR Working Group, and its suggestions are consulted with the Advisory Board composed of the Directors of the IOC PAS. The composition of the Committee changes in the event of personnel changes at the Institute.</p> <p>Responsible Unit: Director</p> <p>Status: Completed</p>
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Training

<i>Proposed Actions</i>	<i>GAP Principle(s)</i>	<i>Implementation & Current Status</i>
<p>ACTION 20</p> <p>Bi-annual written opinion on PhD students' progress, pointing objectives, strengths, and challenges in her/his work.</p>	<p><i>Relation with supervisors</i></p>	<p>The supervisor's opinion is provided to PhD students twice a year and attached to the semester report on the progress of their research work.</p> <p>Responsible Unit: Team Leaders</p> <p>Status: Completed and to be continued in the following years</p>
<p>ACTION 21</p> <p>Preparation of the rules of practice for good practices of professional development and IOC PAS professional development model.</p> <p>Improving young researchers' awareness of the C&C principles; establishing means to support employees and PhD students efforts to increase professional</p>	<p><i>Continuing Professional Development</i></p>	<p>All researchers at IOC PAS are strongly encouraged to develop their professional skills and rise their qualifications. Information about the possibility of participating in trainings and workshops is regularly send to all employees. The Library constantly updates information about online courses, trainings in the use of new computer programs or research equipment. To raise the researchers' awareness of sharing the responsibility for the continuation of professional development the IOC PAS took the following actions:</p>

<p>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>		<ul style="list-style-type: none"> • In 2018 the IOC PAS established a programme for PhD students – “Competition for funding research projects”. It is an internal competition in which each PhD student can propose a research project. Every year, several of the best projects are funded by the IOC PAS, and the grants include funding for chemicals, additional bonuses for Principal Investigator and funding for conferences or other training courses proposed by the candidate. The aim of the programme is to encourage PhD students to improve their qualifications by submitting research proposals and choosing their own career development paths. The programme also makes young researchers aware of the importance of their activity in obtaining funding for research projects. In 2019, the programme was further extended and people already holding a PhD degree can apply for funding. • May 2018 – “PhD... and what next” – the seminar with people who, after being granted a PhD degree, chose different career paths, focusing on skills and competences necessary for each path. • In 2019, the programme of inviting outstanding scientist to give open lectures for the IOC PAS community was significantly expanded. Several outstanding scientists from around the world, enjoying international recognition, were invited. During each visit, several researchers have the opportunity to have a short conversation with the invited guest. Such meetings facilitate the building of international cooperation and increase the awareness of young scientists about what a scientific career looks like in different countries. <p>The rules and good practices for professional development are still not fully implemented, this action is extended for the following years.</p> <p>Responsible Unit: Research Director, Head of PhD Studies, Library</p> <p>Status: Completed and to be continued in the following years</p>
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<p>ACTION 22</p> <p>Development of professional trainee courses for researchers of each stage of carrier development e.g. commercialization and market, promotion of the research, presentation development, communication, soft skills.</p>	<p><i>Access to research training and continuous development</i></p>	<p>Taking care of continuous development of the employees, the IOC PAS organized the following workshops:</p> <ul style="list-style-type: none"> • Summer 2017 – a course in writing scientific publications • March 2018 – soft skills workshops – presentations, assertiveness, communication • March 2019 – workshops on database management – chemical databases SCOPUS and REAXYS • June 2019 – training regarding public speeches • January 2020 – stress management workshops <p>In addition, employees and PhD students are regularly informed via emails about trainings and workshops organized by various external institutions.</p> <p>Responsible Unit: Research Director, Head of PhD Studies</p> <p>Status: Completed and to be continued in the following years</p> <p>New action: The Working Group suggested the introduction of team management training for young doctors building their teams at the Institute. Training courses will be awarded individually.</p>
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OTM-R SELF-QUESTIONNAIRE

Open, Transparent and Merit-based Recruitment Check-list					
	Open	Transparent	Merit-based	Answer: ++ Yes, <i>completely</i> +/- Yes, <i>substantially</i> -/+ Yes, <i>partially</i> -- 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, <i>completely</i>	OTM-R procedures adopted at the IOC PAS are available at the Institute's website, both in Polish and English: https://www.icho.edu.pl/europejska-karta-naukowca/
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	++ Yes, <i>completely</i>	OTM-R procedures clearly define recruitment practices and rules for all research positions.
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	++ Yes, <i>completely</i>	Recruitment Committee members are trained in internal regulations and OTM-R procedures.
4. Do we make (sufficient) use of e-recruitment tools?	x	x		+/- Yes, <i>substantially</i>	Interviews with all candidates, depending on the possibilities or individual preferences, may be conducted via videoconference. All documents required in the recruitment process can be sent by e-mail.
5. Do we have a quality control system for OTM-R in place?	x	x	x	+/- Yes, <i>substantially</i>	The quality of the implementation of the OTM-R procedures is controlled by the Working Group and the HR Unit. As some inaccuracies have been identified in case of some recruitment processes, the WG is considering creating additional recruitment regulations in order to strengthen the implementation of the OTM-R procedures.
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	++ Yes, <i>completely</i>	Yes, in recent years, there has been a significant increase in interest in job offers at the institute, more

					scientists from abroad and from various parts of Poland apply to us, which confirms that the implemented procedures ensure open recruitment.
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	+/- Yes, substantially	Yes, there are more candidates from abroad. Remuneration still remains an obstacle to some extent, as in Poland it is not attractive enough to attract highly qualified candidates.
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	++ Yes, completely	Yes, the procedures ensure that all candidates are treated equally. We have a very balanced representation of all candidate groups.
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	++ Yes, completely	Yes, working conditions at the IOC PAS are attractive. We offer the best research infrastructure, salaries adequate to national conditions, bonuses and various additional benefits such as medical care, sports cards, subsidies for learning languages etc.
10. Do we have means to monitor whether the most suitable researchers apply?				-- No	No means available.
Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		++ Yes, completely	Yes, job advertisements templates are available on the internal website.
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		+/- Yes, substantially	We try to include all information required by the <i>Code</i> in job advertisements, but the rule still needs to be improved. According to the Working Group, it would be helpful to create a new advertisement template.
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		++ Yes, completely	All job offers are advertised via Euraxess portal.
14. Do we make use of other job advertising tools?	x	x		++ Yes, completely	The job offers are advertised via the IOC PAS website, Ministry of Science and Higher Education, funding agencies websites, BIP, social media.

15. Do we keep the administrative burden to a minimum for the candidate?	x			++ Yes, completely	Candidates in the recruitment process must provide only the necessary documents, we try to minimize their number. The form of delivery of the documents is up to the candidate.
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees?		x	x	++ Yes, completely	Yes, the rules are clearly defined in the internal regulations and the adopted OTM-R procedures.
17. Do we have clear rules concerning the composition of selection committees?		x	x	++ Yes, completely	Yes, the rules are clearly defined in the internal regulations and the adopted OTM-R procedures. The selection committees must have at least 3 members and ensure appropriate gender balance, impartiality, differences in professional experience etc.
18. Are the committees sufficiently gender-balanced?		x	x	+/- Yes, substantially	We make every effort to comply with this principle, however the committees are mainly based on the area of expertise of their members.
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	++ Yes, completely	Yes, the guidelines are clearly specified in the adopted OTM-R procedures. The WG is considering the creation of new candidate evaluation templates to facilitate this process.
Appointment phase					
20. Do we inform all applicants at the end of the selection process?		x		+/- Yes, substantially	In most recruitment processes, candidates are informed by e-mail that the selection process is completed. However, in some cases, the WG observed exceptions to this rule. New regulations on recruiting for research positions are being considered to improve this aspect.
21. Do we provide adequate feedback to interviewees?		x		+/- Yes, substantially	Candidates invited to job interviews receive feedback after the recruitment is completed. In the opinion of the Working Group, the information is too vague in some cases. New regulations on recruiting for research positions are being considered to improve this aspect.

22. Do we have an appropriate complaints mechanism in place?		x		+/- Yes, substantially	In accordance with the adopted OTM-R procedures, all rejected candidates should be informed via e-mail about the possible complaints mechanism. However, in some cases, the WG observed that this rule is not fully recognized by the Recruitment Committees. New regulations on recruiting for research positions are being considered to improve this aspect.
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				+/- Yes, substantially	The WG and HR Unit monitor all processes related to the recruitment for scientific positions. In the event of irregularities, remedial actions are taken.