

TEMPLATE 1 – GAP ANALYSIS

Name Organisation under review:

Institute of Physical Chemistry of the Polish Academy of Sciences (short name: IPC)

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SUBMISSION DATE: **N/A (document aimed at adoption to the strengthened procedure)**

DATE ENDORSEMENT CHARTER AND CODE: **22/07/2014**

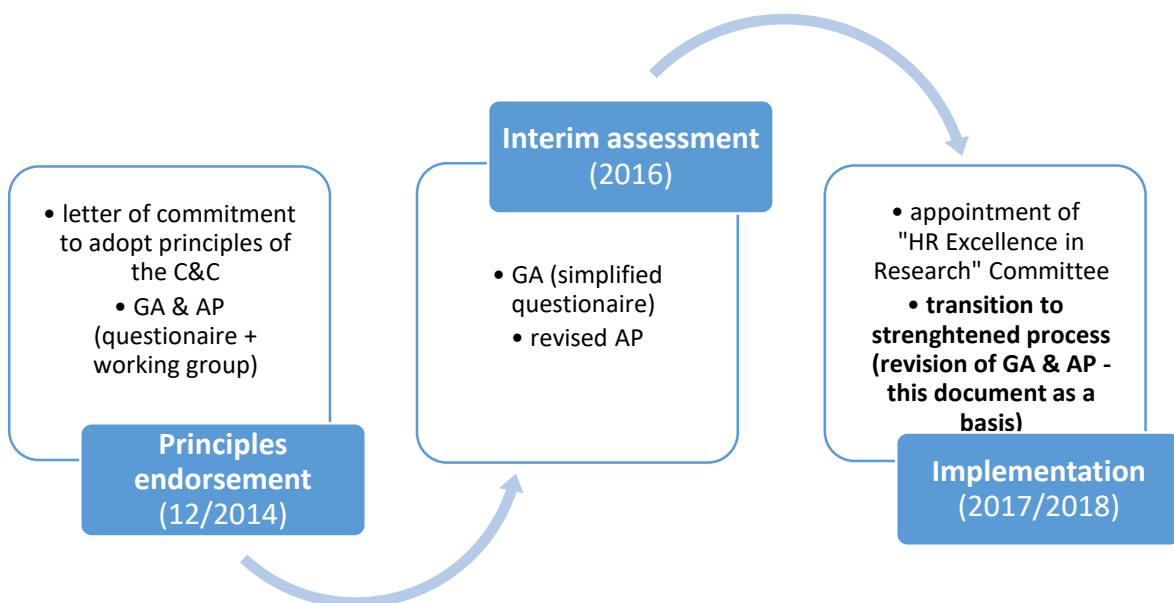
PROCESS (MAX. 300 WORDS)

IPC encountered necessity to transit to the new strengthened implementation process. The interim assessment was also conducted in compliance with the previous procedure, which influenced:

- templates of documents which were presented to assessors,
- scope of conducted survey which touched on only selected principles out of 40 principles of the Charter & Code,
- selection of actors involved in the action plan preparation,
- selection of tasks proposed in the action plan for the next period.

It affected the action plan itself, which was not comprehensive and for sure – incompatible with the revamped procedure of awarding and assessing "HR Excellence in Research" award.

For this reason implementation of the strengthened procedures required repeating IPC self-assessment and preparation of the new action plan. For this purpose new templates of documents (from the strengthened procedure) were used.



GA – Gap Analysis

AP – Action Plan

C&C – European Charter for Researchers & the Code of Conduct for the Recruitment of Researchers

Key actors involved at 3 stages, i.e. consultations, execution & supervision were as follows:

1) CONSULTATIONS:

a) General population: tested using survey (June - July, 2018), sent to **all IPC researchers R1-R4** (definition of “a researcher” consistent with the Standard Practice for Surveys on Research and Experimental Development, Frascati Manual, OECD, 2002) disregarding the profile, career “level”, type of contract etc.). As a result 148 responses (ca. 57%) were collected from researchers R1-R4.

b) Working group: i.e. “HR Excellence in Research” Committee: On 7/06/2017 the Director of IPC appointed the “HR Excellence in Research” Committee aimed at support of creation of better working conditions favouring work and employment of researchers following the provisions of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The “HR Excellence in Research” Committee is composed of :

- Agnieszka Tadrzak, M.Sc. (administration), Proxy for R&D funding, chairperson
- Dr habil MEng. Joanna Niedziółka-Jönsson (R3-R4), Professor of IPC, head of Surface Nanoengineering Group
- Dr habil Rafał Szmigielski (R3), Professor of IPC, head of Environmental Chemistry Group
- Dr Krzysztof Sozański (R2), Adjunct, Soft Condensed Matter Group
- MEng. Katarzyna Kryszczuk (R1), PhD student, a member of the Council of PhD Student Self-Government of the Polish Academy of Sciences,
- Aleksandra Kapuścińska-Bernatek (administration), specialist for science popularization and ERASMUS+, service for foreigners (stay legalization),
- Anna Pawlus, M.Sc. (administration), Coordinator of the Physical Optics and Biophotonics Research Group (the ERA Chair holder’s Group – CREATE 666295).

TASKS:

- analyses results of internal surveys (as a focus group facilitated by the chairperson),
- proposes measures to improve coherence between the principles of C&C and IPC performance,
- overview work progress.

Dates of working meetings: 18/07/2017, 1/09/2017, 05/10/2017, 13/02/2018, 27/02/2018, 18/09/2018.

c) Other key actors participating in the consultations:

- **IPC college** (researchers: R1-R4, Directors – incl. responsible for research, employees of accountancy, grant dept., HR dept., specialist for health and safety) – e.g. meeting devoted to discussing employment policy (15/12/2015);
- **HR Department** (administration) (e.g. 12/02/2019);
- **IPC Directors, i.e.:** professor Marcin Opałło - General Director, professor Marek Tkacz – Director for Research (e.g. 27/03/2019);
- **the ERA Chair holder**, professor Maciej Wojtkowski (R4) (CREATE grant, no. 666295) (e.g. 4/04/2018). Prof. Wojtkowski is the ERA chair holder, acquired *inter alia* to introduce favourable working conditions for researchers and boost IPC performance at the international level;
- **health and safety specialist**, Katarzyna Prochowicz (administration) (e.g. 8/03, 08/2018).

2) EXECUTIVE BODY:

- **members of grant funding department:** Agnieszka Tadrzak, M.Sc., Patrycja Nitoń, PhD, Monika Kuczyńska-Wydorska, PhD (administration);
- **HR Department:** Małgorzata Pińkowska, Agata Perczyńska, M.Sc. (administration)
- **Director for Research:** professor Marek Tkacz (R4)

3) SUPERVISION: continuous process

a) **IPC Directors, i.e.:** professor Marcin Opałło - General Director, professor Marek Tkacz – Director for Research (both R4)

b) **“HR Excellence in Research” Committee.**

GAP ANALYSIS

GAP analysis was conducted basing mainly on a **questionnaire**. The questionnaire consisted of 40 statements resulting from 40 principles of the Charter and Code, underlying certification process for the “HR Excellence in Research” award. The task of a respondent was read them carefully and estimate to what extent he/she agrees with those statements (scale: 1-5). “NA” was coded in case of no response, and excluded from further analysis. The questionnaire was sent using [Monkey Survey](#) tool to all IPC researchers and infrastructure and research specialists - 261 respondents. We applied a broad definition of “a researcher” consistent with the Standard Practice for Surveys on Research and Experimental Development, Frascati Manual, OECD, 2002) disregarding the profile, career “level”, type of contract etc. As a result 148 responses were collected.

Next, the survey results were analysed in details using RStudio software. For analysis a single statistics was applied – mean. Preliminarily, the data were jointly analysed, and subsequently – data were broken into professional groups of the respondents (PhD students/ adjuncts/ associated professors / professors / specialists) to make sure that weak coherence with the principle within one group was not balanced by high ranks given by the other one. The variables corresponding to the statements from the survey were assigned to one out of four groups:

- 1) **Ethical and professional principles**
- 2) **Open, Transparent and Merit-Based Recruitment**
- 3) **Working conditions and social security**
- 4) **Training and development.**

After preliminary analysis of received data, survey results were presented to a working group and thoroughly discussed. The working group has given recommendations how to improve IPC PAS internal rules’ and principles’ contingency with those included in C&C. While indicating the actual gap the following method was used: avg. value for general sample ranging:

- <4.0, 5.0> – “+”
- <3.5, 4.0) – “+/-”
- <3.0, 3.5) – “-/+”
- <1.0, 3.0) – “-”

It was assumed that **any avg. score below 3.5 (< 70% of total possible scoring) obtained for general sample or any professional group means a gap which required addressing in the Action Plan** (gaps were highlighted for better visibility). However, some recommendations were also given for results below 4.0 (80% of overall value) in case Working Group for “HR Excellence in Research” or any other

actor (Board of Director, the ERA Chair holder under H2020 grant CREATE or health& safety watchdog) suggested any actions.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview			
Status: to what extent does this organisation meet the following principles?	<p>+ = fully +/- = almost but not fully -/+ = partially - = insufficiently implemented</p>	In case of -, -/+, or +/-, please indicate the actual “gap” between the principle and the current practice in your organisation. If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation.	Initiatives already undertaken and/or suggestions for improvement
Ethical and Professional Aspects			
1. Research freedom	+	In the survey conducted at the stage of transition to strengthened process (hereinafter: “survey 2018”), “Research freedom” at IPC was assessed very positively (4.3/5). No gap was stated.	N/A
2. Ethical principles	+	The survey 2018 showed that the researchers fully comply with ethical principles (4.8/5). No gap was stated.	N/A
3. Professional responsibility	+	The survey 2018 showed that the researchers fully comply with ethical principles (ca. 4.8/5). No gap was stated.	N/A
4. Professional attitude	+	The survey 2018 showed compliance of researchers’ performance with this criterion (ca. 4.3/5). No gap was stated.	N/A
5. Contractual and legal obligations	+	The survey 2018 showed compliance of researchers’ performance with this criterion (ca. 4.2/5). No gap was stated.	N/A
6. Accountability	+	The overall outcome resulting from the survey 2018 was one of the highest (ca. 4.7/5). For this reason no additional measures were proposed to ensure compliance with this principle. The Committee confirmed coherence between IPC performance and the criterion. No gap was stated.	N/A
7. Good practice in research	+	The survey 2018 showed compliance of researchers’ performance with this criterion (4.6/5). No gap was stated.	N/A

8. Dissemination, exploitation of results	+	Evaluation of researchers showed that the researchers comply with this principle (survey 2018: 4.5/5). No gap was stated.	N/A
9. Public engagement	+	Evaluation of researchers showed that the researchers comply with this principle (survey 2018: 4.5/5). No gap was stated.	N/A
10. Non discrimination	+	Under non-discrimination criterion (survey 2018) IPC scored 4.5/5 . No additional measures were proposed to ensure compliance with this principle. No gap was stated.	N/A
11. Evaluation/ appraisal systems	+	<p>At IPC there are 2 evaluation systems:</p> <ul style="list-style-type: none"> – evaluation of individual researchers with criteria such as: <ul style="list-style-type: none"> ✓ publications (quantity & quality measured with IF), ✓ review works, monographs, textbooks, scripts, didactic publications for students, peer-reviewed conference texts, ✓ patenting activity, ✓ citations, ✓ invited lectures at international conferences, ✓ conducting classes for students, ✓ students' promotion, ✓ reviewing publications, ✓ students supervision, – evaluation of research groups with criteria such as: <ul style="list-style-type: none"> ✓ quantity and quality of publications of the employees of the group (no. of reported publications equal to the no. of research group members minus , ✓ citations of publications of the Leader, ✓ value of obtained grants. <p>Under this criterion (survey 2018) IPC scored 4.0/5. No gap was stated.</p>	N/A
Recruitment and Selection – please be aware that the items listed here correspond with the Charter and Code. In addition , your organisation also needs to complete the checklist on Open, Transparent and Merit-Based Recruitment included below, which focuses on the operationalization of these principles.			
12. Recruitment	+/-	Under this criterion (survey 2018) IPC scored 3.9/5 . No gap was stated by involved actors and no additional measures were proposed.	N/A

13. Recruitment (Code)	+	Under this criterion (survey 2018) IPC scored <u>4.3/5</u> . No gap was stated.	N/A
14. Selection (Code)	+	Under this criterion (survey 2018) IPC scored <u>4/5</u> . No gap was stated.	N/A
15. Transparency (Code)	+	Under this criterion (survey 2018) IPC scored <u>4.4/5</u> . No gap was stated.	N/A
16. Judging merit (Code)	+	Under this criterion (survey 2018) IPC scored <u>4.5/5</u> . No gap was stated.	N/A
17. Variations in the chronological order of CVs (Code)	+	Under this criterion (survey 2018) IPC scored <u>4.2/5</u> . No gap was stated.	N/A
18. Recognition of mobility experience (Code)	+	Under this criterion (survey 2018) IPC scored <u>4.4/5</u> . No gap was stated.	N/A
19. Recognition of qualifications (Code)	+	Under this criterion (survey 2018) IPC scored <u>4.2/5</u> . No gap was stated.	N/A
20. Seniority (Code)	+	Under this criterion (survey 2018) IPC scored <u>4.5/5</u> . No gap was stated.	N/A
21. Postdoctoral appointments (Code)	+	Under this criterion (survey 2018) IPC scored <u>4.2/5</u> . No gap was stated.	N/A
Working Conditions and Social Security			
22. Recognition of the profession	+	Under this criterion (survey 2018) IPC scored <u>4.2/5</u> . No gap was stated.	N/A
23. Research environment	+	IPC strives for constant improvement of working conditions and tries to introduce stimulating environment through buildings renovation, and equipping interior (e.g. banks and sofas for researchers to exchange	N/A

		ideas, brick grill built at common area). Under this criterion (survey 2018) IPC scored <u>4.4/5</u> . No measures were proposed. No gap was stated.	
24. Working conditions	+	Under this criterion (survey 2018) IPC scored <u>4.5/5</u> . Flexible working hours, part-time job, etc. are everyday practice at IPC and researchers are evaluated upon results of their work. For this reason, no measures were proposed. No gap was stated.	N/A
25. Stability & permanence of employment	+/-	<p>Under this criterion (survey 2018) IPC scored <u>3.9/5 in general sample</u>. <u>However, adjunct professors gave the score of 3.3/5 which means the gap.</u></p> <p>The Commission claimed that most of IPC researchers are employed at IPC on fixed-term employment contracts funded from statutory funds. However, in the case of doctoral students - contracts are concluded for the duration of doctoral studies + 3 additional months (aimed for searching job or postdoctoral internship). There is also possibility of prolongation (if there are career breaks or if conducted research is very complex). Next, young doctors are encouraged to take a postdoctoral internship for at least 1 year, which affects the perception of employment stability among adjuncts. The Commission concluded as well that IPC policy is consistent with the ERA practice, and a change in policy in relation to adjuncts in these categories would lead to deprivation of its motivational dimension. In addition, statutory funding (about 2/3 of IPC budget) fluctuates, which hinders financial long-term planning and change of this situation. Additionally, Polish legal provisions prevent from concluding many subsequent contracts for a specific term (currently as a rule – contracts for a specific term may be concluded for a max period of 36 months).</p>	<p>Proposed measures:</p> <ul style="list-style-type: none"> • continuation of the programme for young scientists encouraging mobility and providing researchers with adequate funding during their stay abroad, • continuation of the policy allowing to increase remuneration after receiving external funding (e.g. grant funding, contract works).

26. Funding and salaries	+/-	<p>Under this criterion (survey 2018) IPC scored 3.6/5 in general sample. <u>However, specialists gave the score of 3.3 which means the gap.</u></p> <p>Specialists may have fewer opportunities to increase their remuneration due to participation in externally funded projects, and majority of granting schemes are not appropriate for them as single applicants. However, it may result from their characteristics (educational background and experience). Additionally, their remuneration highly depends on the financial situation of IPC, and individual negotiation of the group leader with the director of the Institute. On the other hand, the Institute provides less affluent employees with greater support under the social funds, and offers private medical package.</p>	<p>Proposed measures:</p> <ul style="list-style-type: none"> • take efforts to increase statutory money due to excellent evaluation results and increase remuneration of specialists, • take efforts to convince PIs to fund additional remuneration for specialists for contract work from the funds attributed to research groups (research groups yearly obtain funds which can be freely spent on everyday expenses, and many of them have positive balance). <p>Additionally, Board of Directors suggested an analysis:</p> <ul style="list-style-type: none"> • How many additional contracts and for what amount have been spent by individual research groups from the research groups resources - only for specialists?
27. Gender balance	+/-	<p>Under this criterion (survey 2018) IPC scored 3.8/5. The working group suggested to ensure participation within the Selection Committee female representatives at least at the level of 1/3 to create more women-friendly environment.</p>	<p>Actions to be implemented resulting from the revamped procedure:</p> <ul style="list-style-type: none"> – new amendment imposing obligation that share of each gender in the Selection Committee will be at least at the level of 1/3.
28. Career development	+/-	<p>Under this criterion (survey 2018) IPC scored 3.7/5. The working group stated that there are many career paths at IPC, incl. researcher/ technician/ administration, knowledge of which is widely spread. The Group leaders are free to decide on the composition of their groups. Many of them are composed of workers of those three groups. The Commission, reviewing the progress after the interim report submission, recommended some measures to be implemented on promoting industrial career paths which stays a bit behind.</p>	<p>Proposed measures:</p> <ul style="list-style-type: none"> – development of strategy of educating researchers for industry, gathering & distribution of information on conferences/ workshops dedicated to career development of researchers (also through IPC webpage).

29. Value of mobility	+/-	<p>The researchers of IPC are supported and encouraged to participate in business trips / domestic and foreign internships and to be professionally mobile, which confirmed the results of the survey [average value – 3.8/5]. Members of the WG stated that mobility is very appreciated at our Institute. There are some programmes supporting internships, lab and study visits, in particular of young researchers. Returning researchers are also welcome, and many of them decided to come back to the Institute after the postdoc appointments to set own research groups. Generally, each future PI is expected to gain international experience even if their PhD was completed at IPC and he/she plans to develop own career at IPC. However, specialists gave the score of 3.3 which means the gap.</p> <p>For the reasons specified above, specialists have fewer possibilities to benefit from mobility experience. In particular, participation of the specialists in the research projects/business trips to a conference or training is an individual decision of the team leader.</p>	<p>Proposed measures:</p> <ul style="list-style-type: none"> • promotion of Erasmus+ programme (IPC as beneficiary) and other programmes (e.g. lab visits under CREATE project) available for all IPC employees, • take efforts to convince PIs to cover their costs of trainings, conferences, workshops etc. <p>Additionally, Board of Directors suggested an analysis:</p> <ul style="list-style-type: none"> • How much was spent by individual research groups from the funds attributed to the research groups for trainings and conferences for specialists?
30. Access to career advice	-/+	<p>The survey proved that researchers of IPC PAS lack career counselling [average value – 3.0/5]. The working group agreed that at the Institute there is only informal mechanism of supporting scientific and other types of career.</p> <p>The Commission gave reasons for that, namely:</p> <ul style="list-style-type: none"> • low frequency of issuing a newsletter on new grant funding, scholarships, job opportunities, • lack of an career advisory system for researchers at each stage of career development, • low awareness of the mentoring role that the team leaders should play, except of tutoring. <p>recommended taking measures aimed at setting up regular counselling services for the employees of IPC PAS.</p>	<p>Recommended actions:</p> <ul style="list-style-type: none"> • increasing frequency of issuing a newsletter, • stressing mentoring role of team leaders – greater involvement in the personal development of team members, • selecting experienced mentors among PIs to develop independent network of mentors including designating person as the first contact point for researchers searching advice, • strengthening the role of the head of doctoral studies (a mentor during doctoral studies and shortly afterwards – when a graduate has to make a decision about further career). <p>It was also suggested to change the question regarding this issue in the next survey if a respondent searches/needs career advice at all.</p>

31. Intellectual Property Rights	+/-	<p>Under this criterion (survey 2018) IPC scored 3.7/5. The Commission members stated that at IPC:</p> <ol style="list-style-type: none"> 1. Researchers may commercialize own inventions. 2. For niche products a special procedure of commercialization was established (IPC finances setting vending channels via internet and finances some commercialization expenses – see: www.sersitive.eu or www.siliquan.com). 3. Researchers benefit financially from IPC commercialization. 	<p>By the recommendation of the ERA Chair holder (CREATE grant, no. 666295), professor Maciej Wojtkowski - a short guide for newcomers on IPR at IPC should be prepared to clarify a complicated internal rules on IPR (resultant from the Polish legal system).</p>
32. Co-authorship	+	<p>IPC acknowledges co-authorship in all regulations referring to researchers evaluation. It was proved by survey 2018 results - IPC scored 4.2/5. For this reason, no remedial measures were proposed. No gap was stated.</p>	N/A
33. Teaching	+	<p>Under this criterion (survey 2018) IPC scored 4.3/5. No gap was stated. The Commission did not recommend any measures. Research institutes in Poland are aimed at doing research and there is no teaching obligation (even a PhD students may select internship in business unit instead of fulfilling teaching duties). For this reason no additional measures are planned for the future.</p>	N/A
34. Complains/ appeals	+/-	<p>Under this criterion (survey 2018) IPC scored 3.8/5. The Commission recognized adequate instruments at IPC, however recommended promotion of the already established position of the Commissioner for Researcher's Rights.</p>	<p>Proposed by the Commission e.g. measures to be implemented:</p> <ul style="list-style-type: none"> – promotion of the position of the Commissioner for Researcher's Rights – the body authorized to mediate between conflicted parties, in particular – between tutors and early stage researchers.

35. Participation in decision-making bodies	+/-	Under this criterion (survey 2018) IPC scored <u>3.8/5</u> . At IPC there were two governing organs – Director and Research Council. On the Research Council sit representatives of some groups of employees, i.e. representatives of research employees and PhD students. Additionally the Director convenes the college consisting of Research Team Leaders and Departments Leaders. There is also a custom that each scientific employee (incl. PhD students) may attend a meeting of the college, which takes place regularly. However, rarely it happens that person who is not a leader takes part in a meeting of the college. For this reason some information measures were proposed.	Some supplementary measures were proposed: – continuation of distribution of information packages for new employees (handed upon concluding employment contract), and widening its spread, – introduction of more friendly web service to make information more available, in particular for the new IPC employees.
Training and Development			
36. Relation with supervisors	+	Under this criterion (survey 2018) IPC scored <u>4.2/5</u> . No gap was stated.	N/A
37. Supervision and managerial duties	+	Under this criterion (survey 2018) IPC scored <u>4.7/5</u> . No gap was stated. The Commission, reviewing the progress after the interim report submission, did not recommend any measures.	N/A
38. Continuing Professional Development	+	At IPC researchers are free to choose development tools. Besides many of them benefit from multiple open lectures, workshops etc. organized at IPC. Under this criterion (survey 2018) IPC scored <u>4.2/5</u> . No gap was stated. The Commission did not recommend any measures.	N/A

39. Access to research training and continuous development	+/-	<p>At IPC researchers are free to choose development tools. Besides many of them benefit from multiple open lectures, workshops etc. organized at IPC. Chosen tools are subject for evaluation by supervisors/mentors as regards to their take-up and effectiveness. Under this criterion (survey 2018) IPC scored 3.9/5.</p> <p>The Commission stated that there are many training events, lectures and seminars available at IPC. Moreover under numerous grants individual enhancement measures are implemented. However, the Commission underlined that the evaluation system for such training programme in terms of its accessibility, take-up and effectiveness in improving competencies, skills and employability needs some corrections. For this reason some measures were proposed.</p>	<p>Some supplementary measures were proposed:</p> <ul style="list-style-type: none"> - actions aimed at improvement of the quality of lectures offered for the whole IPC society, and increase of attendance such as: <ul style="list-style-type: none"> ✓ introduction of obligatory courses for PhD students such as courses on ethics in science, intellectual property rights, successful grant application, and publications writing, ✓ introduction of a system of lecturers' approval or evaluation (e.g. by the Committee for Education – Scientific Council, Board of Directors), - introduction of the evaluation system of lectures delivered under the IPC International Doctoral School (by collecting from PhD students feedback information on the quality of the lectures/lecturers).
40. Supervision	+	<p>Under this criterion (survey 2018) IPC scored 4.2/5. No gap was stated. The Commission, reviewing the progress after the interim report submission, did not recommend any measures.</p>	N/A
Any additional issues			
-	-	-	-

Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list¹

OTM-R checklist for organisations

	Open	Trans- parent	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	++	Guide for newcomers General Rules Governing Competitions [documents web location] Doctoral admission requirements – studies held at IPC [document web location] Doctoral admission requirements – studies held in collaboration (new legal regulations governing higher education) Warsaw-4-PhD school [document web location]
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	++	General Rules Governing Competitions – last update 19/06/2017, available for all IPC community and stakeholders on IPC website (e.g. pol & ang) Doctoral admission requirements – last update 2/03/2016 – available for all IPC community and stakeholders on IPC website (e.g. pol & ang)
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	++	[- Existence of training programmes for OTM-R] Firstly, the revamped rules on OTM-R were communicated to IPC society at informational meetings, incl. at IPC College (15.12.15) Regular programme (to be organized every 2 yrs) – e.g.: – <i>Strategic management of scientific career. The Code of Conduct for the Recruitment of</i>

¹ <http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies>

					<p>Researchers. 14.06.2016 (15 participants) - dedicated to PIs</p> <p>– Strategic career planning. Support programs, applications for competency management, information sources in Poland and in the world with special emphasis on the role of mentoring and counselling situation in this relationship mentors and young scientists (for team leaders, IPC directors, grants management department, technical department and administration).</p>
4. Do we make (sufficient) use of e-recruitment tools? [Web-based tool for (all) the stages in the recruitment process]	x	x		+/-	<p>Non-interactive system of submitting applications; advertisements are published on EURAXESS, IPC website, Polish Ministry of Science and Higher Education website; other documents (rules governing competition) are published on the Internet.</p> <p>Recommendations: Introduction of more interactive a system on the new Institute's website – pending action.</p>
5. Do we have a quality control system for OTM-R in place?	x	x	x	++	<p>Survey has been introduced – to be filled in obligatory by a person responsible for candidates' selection (project manager, supervisor) at the end of each competition proceedings. Available: here.</p>
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	++	<p>[Trend in the share of applicants from outside the organisation]</p> <p>Survey (see above)</p>
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	++	<p>[Trend in the share of applicants from abroad]</p> <p>Survey (see above)</p>
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	++	<p>[Trend in the share of applicants among underrepresented groups (frequently women)]</p> <p>Survey (see above)</p>
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	++	<p>[Trend in the share of applicants from outside the organisation]</p> <p>Survey (see above)</p>

10. Do we have means to monitor whether the most suitable researchers apply?				++	Survey (see above)
Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		++	Guidelines + an advertisement template included in the General Rules Governing Competitions
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [<i>see Chapter 4.4.1 a) of the OTM-R expert report²</i>]	x	x		+/-	Survey (see above) Recommendations: refers only to researcher positions financed from statutory grant – should be extended to the other sources of funding.
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		++	[- The share of job adverts posted on EURAXESS;] 100% By law Polish public research units are obliged to post job advertisement for research position at EURAXESS portal and it is done by the rule. Legal binding provisions: Act on Higher Education, Act on the Polish Academy of Sciences Survey (see above) [- Trend in the share of applicants recruited from outside the organisation/abroad] Survey (see above)
14. Do we make use of other job advertising tools?	x	x		++	In according with IPC OTM-R policy, the notice of competition is made public on the websites: – the Public Information Bulletin of the Minister of Science and Higher Education, – the EURAXESS; – IPC, and on the notice boards of IPC. Survey (see above) additional tools used.
15. Do we keep the administrative burden to a minimum for the candidate? [<i>see Chapter 4.4.1 b) ⁴⁵</i>]	x			+/-	Survey (see above)

² <http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies>

					Recommendations: The recruitment process for research positions sometimes is not friendly for a potential candidate – too many documents are required under the call. IPC should reduce no. of docs
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees? [see Chapter 4.4.2 a) ⁴⁵]		x	x	+/-	[Statistics on the composition of panels] Survey (see above) The rules for appointing the selection committees are described in detail in the IPC OTM-R policy - § 3. The selection committees is appointed by the Director's regulation (access via intranet), and is independent. Possibility to appoint external experts. Recommendations: declarations of having no conflict of interest to be signed by Selection Committee members.
17. Do we have clear rules concerning the composition of selection committees?		x	x	++	[Written guidelines] The rules for appointing the selection committees are described in detail in the IPC OTM-R policy - § 3.
18. Are the committees sufficiently gender-balanced?		x	x	+/-	Survey (see above) Recommendations: Introduce a rule that at least one third of one gender in the permanent Selection 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	++	[Written guidelines] IPC OTM-R policy contains guidelines for the selection committees: § 4 items 4-9, ad template.
Appointment phase					
20. Do we inform all applicants at the end of the selection process?		x		++	Survey (see above)
21. Do we provide adequate feedback to interviewees?		x		++	Survey (see above)
22. Do we have an appropriate complaints mechanism in place?		x		+/-	[Statistics on complaints] Survey (see above)

					<p>In accordance with IPC OTM-R policy candidates who obtained a negative recommendation by the Selection committee have the right to appeal against the results of the evaluation. This right is not granted to those who were recommended but not chosen. The appeal shall be lodged with the Director of the Institute within 7 days from the date of receipt of the information referred to in § 4 it. 13. The decision of the Director of the Institute is final.</p> <p>Recommendations: to extend these rules for all applicants not only those who obtained negative recommendation.</p>
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				++	Survey (see above)