



HR EXCELLENCE IN RESEARCH



Minutes of the meeting of the “HR Excellence in Research” working group & steering committee

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Warsaw, January 2020

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INTRODUCTION

On the 14th January, 2020 the meeting of the “HR Excellence in Research” Working Group & Steering Committee (HR Committees) was held. Both bodies are aimed at supporting creation of better working conditions favouring work and employment of researchers in line with the principles underlying the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (the Charter and the Code, or C&C).

The following Working Group members took part in the meeting:

- M.Sc. Agnieszka Tadrzak, M.Sc., the proxy for R&D funding, chairwoman of the Working Group
- Prof. dr habil Robert Hołyst, Full Professor, Soft Condensed Matter Group
- Dr habil MEng. Joanna Niedziółka-Jönsson, Professor of IPC, Surface Nanoengineering Group
- Dr Emilia Witkowska-Nery, Adjunct, Charge Transfer Processes in Hydrodynamic Systems Group
- M.Sc. Krzysztof Bielec, PhD student, Soft Condensed Matter Group
- Dr Patrycja Nitoń, IPC administration representative (member of the European grants support office)
- Dr Monika Kuczyńska-Wydorska, IPC administration representative (member of the European grants support office).

The following Steering Committee members took part in the meeting:

- Prof. dr habil Marcin Opałło, IPC Director, chairman of the Steering Committee
- Dr habil Adam Kubas, Professor of IPC, Deputy Director for Scientific Affairs
- Dr Małgorzata Zienkiewicz-Machnik, Adjunct, Cooperative catalysis Group
- Emil Kowalewski, PhD student, Cooperative catalysis Group
- M.Sc. Agnieszka Tadrzak, the proxy for R&D funding, chairwoman of the Working Group.

Other persons:

- Dr Jan Paczesny, Adjunct,
- M.Sc. Edyta Słojewska, head of the HR Dept.

A COURSE OF THE MEETING

The meeting was organized at IPC and lasted ca. 2 hours. The general aim of the meeting was to inform the members of the Working Group and Steering Committee about the results of the „HR Excellence in Research” 2019 survey, conducted among IPC researchers, and discuss them, in particular: grounds of some – below expectations – results, and possible remedies.

The survey consisted of 40 expressions (in form of affirmative sentences) resulting from the **European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C)**. Respondents gave answer on a scale from 1 (*I totally disagree*) to 5 (*I totally agree*), with possibility to give NA (*not applicable*). Mean scoring below <3.5 was considered unsatisfactory. Most of the expressions corresponding with C&C provisions obtained very good rates (mainly above 4.0). Only 2 issues from among 40 (5%) were scored insufficiently.



Agnieszka Tadrzak, the chairwoman of the Working Group, presented the results. Later on, the discussion was carried out focusing on issues which showed inadequate coherence with the provisions of C&C.

The lowest rated variables in the survey were:

Variable and corresponding statement from the survey:	Scoring:	Professional group awarding score below 3.5:
<p style="text-align: center;">“Career development” <i>(“I have the opportunity to set/consult own career development strategy.”)</i></p>	3.3	adjunct/assistant professors
<p style="text-align: center;">“Access to career advice” <i>(“I have adequate (i.e. corresponding to my needs) access to career counselling and support in case of job search.”)</i></p>	3.4	assistants/PhD students & specialists
	3.2	adjunct/assistant professors

To improve the outcome on the survey, the Working Group & Steering Committee identified reasons for the insufficient results and proposed some remedies for these two above mentioned principles:

- ✓ Promotion of **Career Development Advisers** appointed by prof. Marcin Opałło, IPC Director. The role of the Advisers (**Prof. Robert Hołyst and prof. Robert Kołos**) is to support research & technical employees, in particular PhD students, in making decisions concerning their future careers.
- ✓ Strengthening the composition of the Career Development Advisers by joining a third member, namely dr Emilia Witkowska – Nery (female).
- ✓ Increasing the mentoring role of team leaders through their greater involvement in the personal development of team members and simultaneously an information campaign promoting PI's and mentor's role as an advisors who support career development of their subordinates.
- ✓ Encouraging researchers to complete the Career Development Plan (CDP). Based on this document researchers will have the opportunity to discuss their plans and career development paths available at IPC PAS with IPC Director, HR Specialist and Career Development Advisers. Moreover, the purchase of IT Career Development tool is considered. This tool will improve the preparation of CDPs and analyze the data automatically. HR Committees suggested also to estimate what age group needs counselling - so that the most effective selection of actions for this particular age group will be made.
- ✓ Preparation of **Career development paths at the IPC PAS** - serving as a roadmap for IPC researchers and presenting various choices that scientists have in their careers.

Except from the discussion on the lowest rated variables in the survey, the HR Committees analysed also the responses from areas rated <3.5, 4) and proposed some remedies to improve these results:

	assistants/PhD students	adjunct/assistant professors	associate professors	professors	specialists
k) Evaluation/ appraisal systems	4.0	3.9	4.1	4.7	3.9

Remedies:

- ✓ It was suggested to change the evaluation terminology – from [outstanding; satisfactory, unsatisfactory] to [outstanding; positive, negative].
- ✓ Extend the evaluation system with the group of specialists - the group of specialists has not been included in the evaluation system.
- ✓ Giving a detailed feedback to evaluated employees (feedback will include such information as: assessment criteria, scoring obtained within particular categories, their weight, thresholds).

	assistants/PhD students	adjunct/assistant professors	associate professors	professors	specialists
d) Stability & permanence of employment	3.9	3.8	4.5	4.8	3.9
e) Funding and salaries	3.9	3.8	3.8	4.6	3.7

Remedies:

- ✓ The reason of low rating in is caused by huge change in regulations governing science management in Poland - so call 2.0 Act. This act changed, among others, regulations governing evaluation of research entities, legal status of doctoral students and organization of their studies. In the opinion of the HR Commissions, transition period for the implementation of the 2.0 Act provisions can affect the stability of employment.
- ✓ In the case of specialists to increase *stability & permanence of employment* assessment, the HR Committees suggested to expand the career development paths with a module dedicated to specialists. Additionally, the **Corps of Engineers** should be better promoted – Corps of Engineers is a group of specialized laboratories located at the IPC PAS, having broad spectrum of specialized apparatus and using many experimental techniques which can benefit every IPC researcher.

	assistants/PhD students	adjunct/assistant professors	associate professors	professors	specialists
f) Gender balance	4.0	3.8	3.6	4.9	4.0

Remedies:

- ✓ Reminders of the rules for the recruitment of researchers at IPC, such as (inter alia):
 - A minimum 1/3 representation of both sexes should be ensured in the permanent members of the recruitment Committee;
 - the Institute evaluates the scientific achievements resulting from the effective number of years worked in science, taking into account all breaks in the researcher's work (including maternity leaves).
- ✓ Courses/workshops on recruitment principles and process.

	assistants/PhD students	adjunct/assistant professors	associate professors	professors	specialists
h) Value of mobility	4.2	3.5	4.2	3.6	3.9

Remedies:

- ✓ Establishment of the „Scientific exchange programme for women” – programme dedicated to women who want to carried out postdoctoral trainings with no need to go abroad.
Programme dedicated to women who want to carried out postdoctoral trainings with no need to go abroad. Currently, IPC requires from researchers with PhD to go for postdoctoral training abroad. The Working Group suggested conclusion of an agreement between the IPC and other research unit in Warsaw (e.g. the Faculty of Chemistry of the University of Warsaw) under which women will carry out their postdocs. The programme is intended to support women (who for family reasons do not want to leave Warsaw) to continue their research work and, as a result, increase their chances to open their own research teams.

Remedies:

- ✓ Inclusion of representatives of the PhD students in the IPC college meetings.
- ✓ Promotion of IPC Trade Union (“Solidarność”), as a group established to represent and defend the rights, professional and social interests of employees.
- ✓ Possibility, for all employees, to submit (to any member of the Working Group or Steering Committee) their own ideas on how to improve coherence of IPC performance with the principles underlying the Charter & the Code.

	assistants/PhD students	adjunct/assistant professors	associate professors	professors	specialists
m) Complains/appeals	3.8	3.7	4.0	4.5	3.6
n) Participation in decision making bodies	3.9	3.7	4.2	4.6	3.6



HR EXCELLENCE IN RESEARCH



APPENDIX 1) Attendance list



HR EXCELLENCE IN RESEARCH

HR Excellence in Research

The meeting of the working group & steering committee implementing the principles of the Charter & Code

Institute of Physical Chemistry Polish Academy of Sciences

14 Jan., 2020

No.	Name	Signature
1.	mgr Krzysztof Bielec	
2.	prof. dr hab. Robert Holyst	
3.	mgr Emil Kowalewski	
4.	dr hab. Adam Kubas	
5.	dr Monika Kuczyńska-Wydorska	
6.	dr hab. inż. Joanna Niedziółka-Jönsson	
7.	dr Patrycja Nitoń	
8.	prof. dr hab. Marcin Opatło	
9.	dr Jan Paczesny	
10.	mgr Edyta Stojewska	
11.	mgr Agnieszka Tadrzak	
12.	dr Emilia Witkowska-Nery	
13.	dr Małgorzata Zienkiewicz-Machnik	



HR EXCELLENCE IN RESEARCH



APPENDIX 2) Presentation delivered at the meeting

**„HR Excellence in Research”
Meeting of the Working Group and the Steering Committee
– renewal phase**

Warszawa, 14 stycznia 2020 r.

Ankieta „HR Excellence in Research” 2019



1. Wysłana do 261 naukowców oraz specjalistów “naukowych” bez względu na typ kontraktu oraz okres trwania umowy
2. Zawierała 40 sformułowań wynikających wprost z *Europejskiej Karty Naukowca oraz Kodeksu Postępowania przy rekrutacji pracowników naukowych*
3. Można było udzielić następujących odpowiedzi:

1	– I totally disagree	} skala oceny 1-5
2	– I disagree	
3	– neither agree, nor disagree	
4	– I rather agree	
5	– I totally agree	
0	– NA	
4. Ankietowany podawał swój wiek, płeć i stanowisko

Ankieta „HR Excellence in Research” 2019



40 zagadnień zostało podzielonych na 4 grupy tematyczne:

- ✓ Ethical and professional principles
- ✓ Open, Transparent and Merit-Based Recruitment
- ✓ Working conditions and social security
- ✓ Training and development

Ankieta „HR Excellence in Research” 2019



1. Przyjęto założenie, że średni wynik $<3,5$ to niezadowolający wynik
2. Większość zagadnień *Karty i Kodu* została oceniona na >4
3. Jedynie 2 zagadnienia otrzymały niezadowolający wynik (ocena $<3,5$)





4 grupy tematyczne:

- ✓ Ethical and professional principles
- ✓ Open, Transparent and Merit-Based Recruitment
- ✓ **Working conditions and social security**
- ✓ Training and development

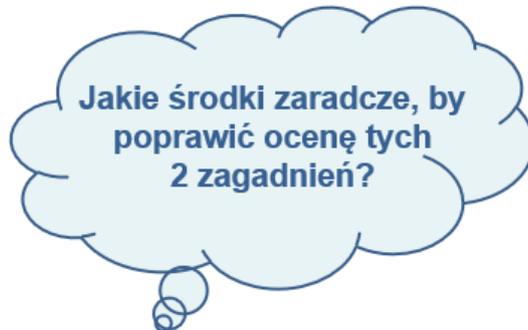
Niezadowalające wyniki dla 2 zagadnień

Working conditions and social security



Variable and corresponding statement from the survey:	Scoring:	Professional group awarding score below 3.5:
<p>“Career development” (“I have the opportunity to set/consult own career development strategy.”)</p>	3.3	adjunct/assistant professors
<p>“Access to career advice” (“I have adequate (i.e. corresponding to my needs) access to career counselling and support in case of job search.”)</p>	3.4	assistants/PhD students & specialists
	3.2	adjunct/assistant professors

Główne obszary do poprawy < 3.5



Working conditions and social security



Variable and corresponding statement from the survey:	Scoring:	Professional group awarding score below 3.5:
"Career development" <i>("I have the opportunity to set/consult own career development strategy.")</i>	3.3	adjunct/assistant professors

Ogólne zasady i wymagania obowiązujące pracodawców i grantodawców

Rozwój kariery zawodowej

Pracodawcy i/lub grantodawcy naukowców powinni sporządzić, najlepiej w ramach polityki zarządzania zasobami ludzkimi, określoną strategię rozwoju kariery zawodowej dla naukowców na każdym etapie kariery, niezależnie od rodzaju podpisanej umowy, w tym dla naukowców posiadających umowę na czas określony. Strategia ta powinna określać dyspozycyjność mentorów udzielających wsparcia i wskazówek odnośnie osobistego i zawodowego rozwoju naukowców, tym samym motywując pracowników naukowych oraz przyczyniając się do zmniejszenia niepewności co do ich przyszłości zawodowej. Wszyscy naukowcy powinni zaznajomić się z takimi przepisami i ustaleniami.

Working conditions and social security



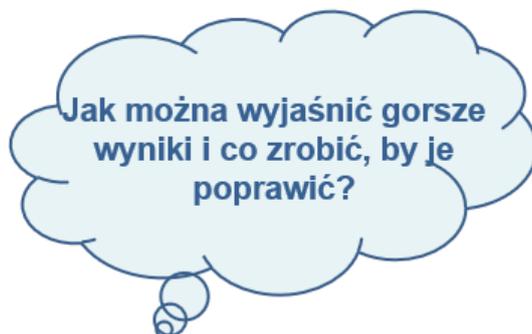
"Access to career advice" <i>("I have adequate (i.e. corresponding to my needs) access to career counselling and support in case of job search.")</i>	3.4	assistants/PhD students & specialists
	3.2	adjunct/assistant professors

Ogólne zasady i wymagania obowiązujące pracodawców i grantodawców

Dostęp do doradztwa zawodowego

Pracodawcy i/lub grantodawcy powinni zapewnić naukowcom na każdym etapie kariery zawodowej i niezależnie od rodzaju umowy, w instytucjach, których to dotyczy, lub w ramach współpracy z innymi strukturami, doradztwo zawodowe oraz pomoc w zakresie znalezienia pracy.

Pozostałe obszary do poprawy <3.5, 4)



HR EXCELLENCE IN RESEARCH



	assistants/PhD students	adjunct/assistant professors	associate professors	professors	specialists
k) Evaluation/ appraisal systems	4.0	3.9	4.1	4.7	3.9

„At the Institute there are regular evaluation/appraisal systems for assessing various aspects of my professional performance which enable transparent and non-biased evaluation.”

Ogólne zasady i wymagania obowiązujące pracodawców i grantodawców

Systemy oceny pracowników

Grantodawcy i/lub pracodawcy powinni wprowadzić dla wszystkich naukowców, w tym dla starszych pracowników naukowych, systemy oceny pracowników w celu regularnej oceny ich wyników zawodowych przeprowadzanej w sposób przejrzysty przez niezależną (zaś w przypadku starszych pracowników naukowych najlepiej przez międzynarodową) komisję.

Tego typu procedury oceny pracowników powinny odpowiednio uwzględniać ogólną kreatywność naukową oraz wyniki badań naukowców, np. publikacje, patenty, zarządzanie badaniami naukowymi, nauczanie/prowadzenie wykładów, opiekę naukową, doradztwo, współpracę krajową lub międzynarodową, obowiązki administracyjne, działania w zakresie szerzenia świadomości naukowej w społeczeństwie oraz mobilność, a także powinny być brane pod uwagę w kontekście rozwoju zawodowego.



	assistants/PhD students	adjunct/assistant professors	associate professors	professors	specialists
a) Recruitment	4.1	3.8	4.0	4.5	3.9

„The Institute has clearly specified admission procedures for researchers which facilitate disadvantaged groups and researchers returning to a research career.”

Ogólne zasady i wymagania obowiązujące pracodawców i grantodawców

Rekrutacja

Rekrutacja Pracodawcy i/lub grantodawcy powinni zapewnić, by standardy przyjmowania naukowców do pracy, szczególnie na początkowym etapie kariery, były jasno określone, a także powinni ułatwić dostęp grupom w trudniejszym położeniu lub naukowcom powracającym do kariery naukowej, w tym nauczycielom (na każdym poziomie systemu szkolnictwa) powracającym do kariery naukowej. Pracodawcy i/lub grantodawcy naukowców powinni przestrzegać zasad określonych w Kodeksie Postępowania przy rekrutacji pracowników naukowych podczas mianowania lub rekrutacji naukowców.



	assistants/PhD students	adjunct/assistant professors	associate professors	professors	specialists
d) Transparency	3.6	4.5	4.7	4.7	4.1
e) Judging merit	3.7	4.7	4.8	4.9	4.2
f) Variations in the chronological order of CVs	3.7	4.3	4.2	4.5	4.1
h) Recognition of qualifications	3.9	4.5	4.1	4.8	4.2
i) Seniority	3.9	4.8	4.8	4.8	4.3

d) „While recruiting candidates for research posts I inform potential candidates on selection criteria, number of available positions and career development prospects. I also give adequate feedback information to unsuccessful candidates.”

e) „While recruiting candidates for research posts I take into consideration candidates potential, creativity and independence, and assess candidates basing on merits.”

f) „While recruiting candidates for research posts I recognize career breaks as an evolution of the career.”

h) „I have adequate knowledge which enables appropriate assessment and evaluation of the academic and professional qualifications of the candidates, including nonformal qualifications, in particular within the context of international and professional mobility.”

i) „While recruiting candidates for research post I require from the candidates qualifications which are in line with the needs of the position, not setting a barrier to entry.”



	assistants/PhD students	adjunct/assistant professors	associate professors	professors	specialists
d) Stability & permanence of employment	3.9	3.8	4.5	4.8	3.9
e) Funding and salaries	3.9	3.8	3.8	4.6	3.7
f) Gender balance	4.0	3.8	3.6	4.9	4.0

d) „I consider my employment conditions as stable. My performance is not undermined by instability of my employment contract. I consider my employment conditions as stable.”

e) „I am offered fair and attractive conditions of remunerating with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits).”

f) „I think that there is gender balance in the Institute at all levels of staff. The Institute provides an equal opportunity at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria.”

komentarze



	assistants/PhD students	adjunct/assistant professors	associate professors	professors	specialists
h) Value of mobility	4.2	3.5	4.2	3.6	3.9
j) Intellectual property rights	3.5	3.6	4.0	4.2	4.1
k) Coauthorship	4.1	3.8	4.1	4.3	4.2
l) Teaching	4.3	4.5	4.7	4.8	4.2
m) Complains/appeals	3.8	3.7	4.0	4.5	3.6
n) Participation in decision making bodies	3.9	3.7	4.2	4.6	3.6

h) „I am supported and encouraged to participate in business trips / domestic and foreign internships and to be professionally mobile.”

j) „I have the opportunity to benefit from the exploitation of my research results in case of their commercial exploitation.

k) „Evaluating my work, the Institute welcomes co-authorship.”

m) „At the Institute there are individuals and units that well and impartially resolve any disputes or conflicts.”

n) „I am adequately represented in all decision-making, information and consultation bodies at the Institute.”

komentarze



	assistants/PhD students	adjunct/assistant professors	associate professors	professors	specialists
d) Access to research training and continuous development	4.2	3.7	4.5	4.3	4.2

„I have access to trainings enabling constant development of my skills and competencies.”

OTM-R – ankieta



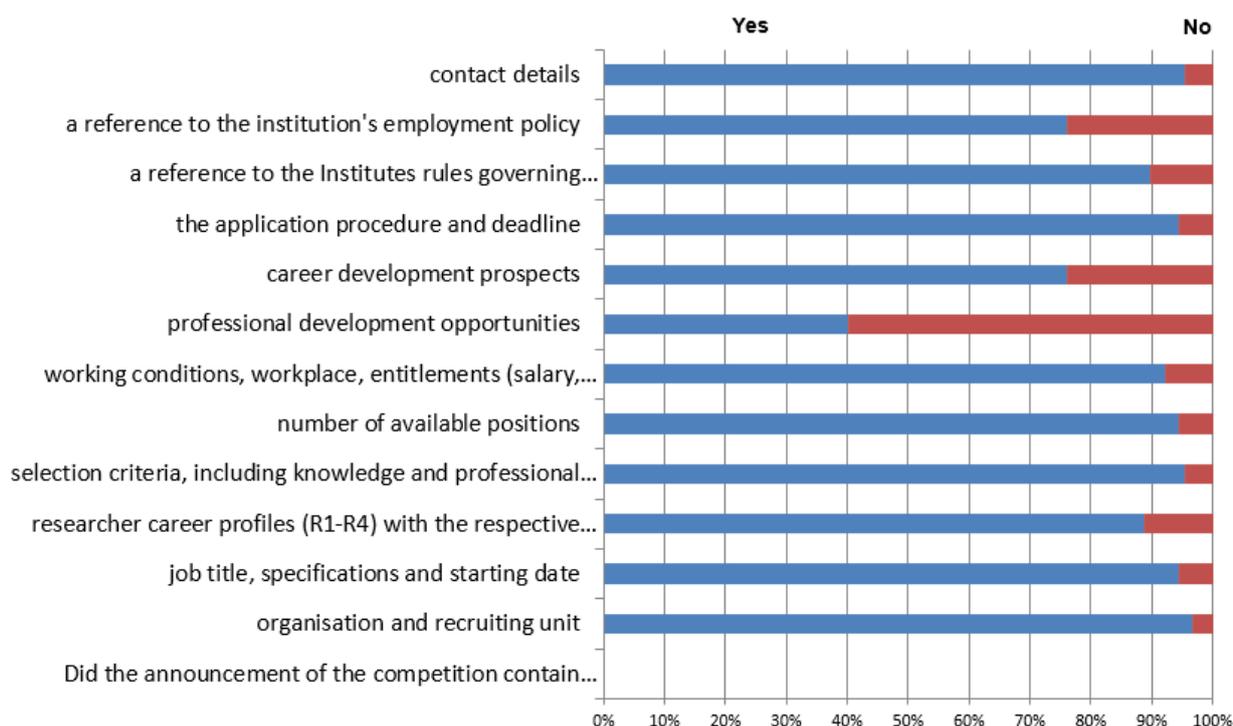
	średnia	
	2018	2019
How many external candidates (i.e. from outside of IPC) applied for the position?	5,9	5,9
How many researchers from abroad applied for the position?	4,0	4,3
How many candidates from underrepresented groups applied for the position (e.g. women, seniors, people with deviations from chronology in a scientific career, people with disabilities)?	1,9	1,9
How attractive working conditions were offered under the competition?	3,7	3,9
How suitable for the position were the candidates who answered the call ? [if nobody answered the call, insert 1]	3,6	3,4
How many candidates met formal requirements of the competition?	3,5	3,6
Please indicate the ratio of women to men in your selection committee.	30%	31%
How many candidates filed a complaint? *	0,27	0,17

*2019 – w 6 rekrutacjach od 1 do 5 osób wniosło odwołania (6,8%)
2018 – w 5 rekrutacjach od 1 do 5 osób wniosło odwołania (9,8%)

OTM-R – ankieta



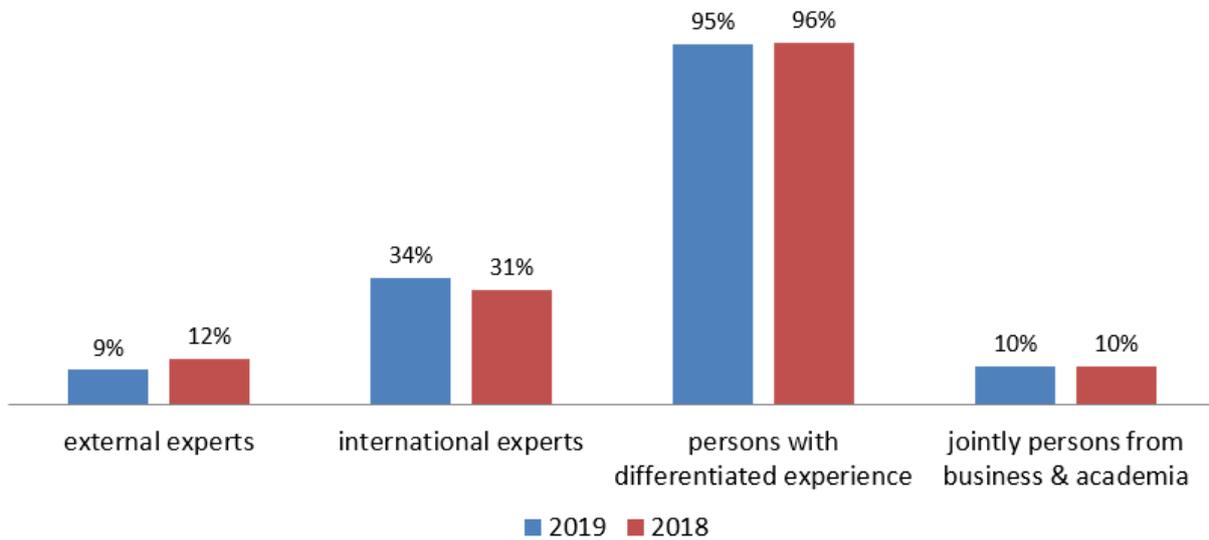
Did the announcement of the competition contain information such as:



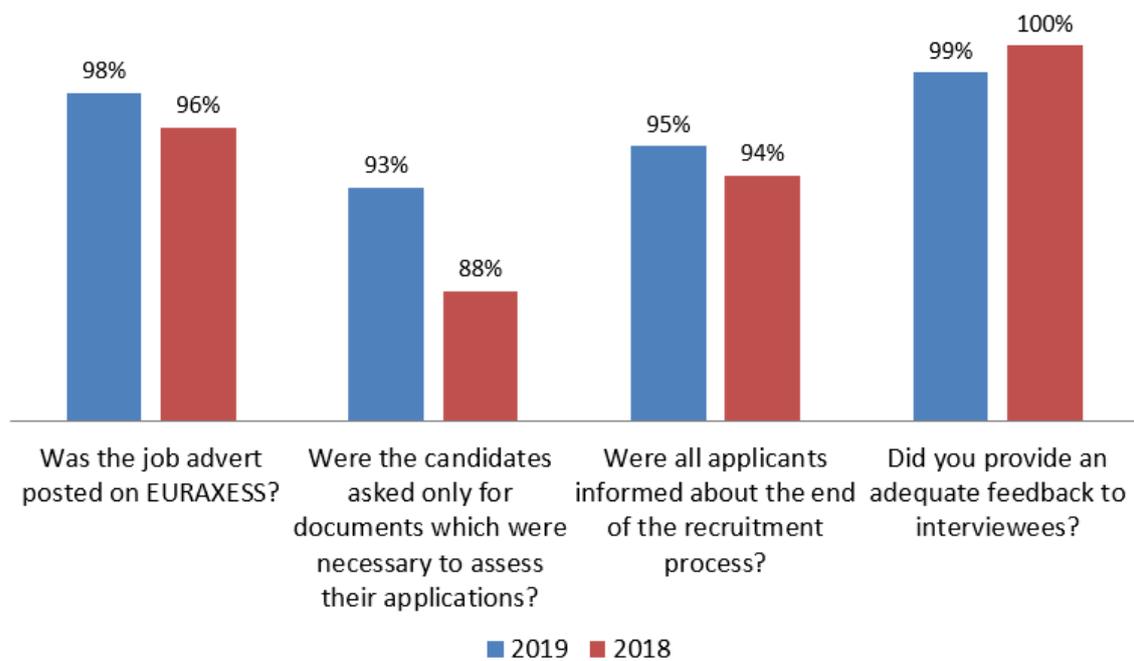
OTM-R – ankieta



What was the composition of the selection committee?
Involvement of the following persons/groups:



OTM-R – ankieta



OTM-R – ankieta



Was the job advert posted on other websites?

- ✓ pracuj.pl, [ichf & lab websites](#), BIP,
- ✓ NCN, [MNI SW](#), FNP,
- ✓ FB, [twitter](#), vk.com,
- ✓ [www.biurokarier.edu.pl](#) and [Career Bureau websites](#) of ~30 [Polish universities](#), [www.eurosciencejobs.com](#), [www.bio-job.org](#), [www.academicgates.com](#), OCT news

Did you make use of other job advertising tools?

- ✓ ask friends all over the world;
- ✓ I spread the message among my [colleagues](#);
- ✓ I wrote emails to almost all universities in Eastern Europe;
- ✓ I sent emails to the faculties of universities in Poland in Eastern Europe that run master's studies in the corresponding disciplines;
- ✓ I also emailed the promotion departments and career bureaus of Polish universities;
- ✓ mailing lists;
- ✓ private communication;
- ✓ leaflet, posters;
- ✓ Career Offices of [various](#) Polish High Schools;
- ✓ poster posted at universities PW, UW, UMCS;
- ✓ University of Technology in Warsaw (database for new jobs);
- ✓ Advertisement was posted to ca 30 domestic academic and scientific institutions;
- ✓ FB, [linkedin](#); [facebook](#) group for scientists

OTM-R – ankieta



Comments – [if the rules governing competitions for research positions at IPC need any improvements to serve their objective?](#)

- ✓ 17 – No / The rules are OK.
- ✓ There is a vicious circle in the procedure: I need to fill out this form in order to get the Director's acceptance of the end of the recruitment procedure. However, the form asks whether I already informed the candidates about the end of the recruitment process and whether candidates filed complaints. But that can be done only after the Director accepts the end of the recruitment procedure.
- ✓ more possibilities to check the authenticity of candidates documents and information in their CVs
- ✓ less formal approach would ease the recruitment
- ✓ Rules are ok.
- ✓ Honestly, the rules are probably fine, if they could be found! There are several version of the rules on the webpage and you get different answers about the recruitment depending on who you ask. There seems to be no one who takes an overall responsibility for these things and knows all the relevant regulations! We need a one-stop-person to go to about recruitment, regardless whether it's for an [NCN phd student](#), a post-doc or a new faculty.
- ✓ Salaries offered [within](#) my Polish grant are not competitive.



Comments – if the rules governing competitions for research positions at IPC need any improvements to serve their objective? [c.d]

- ✓ THE PROCEDURE FOR PIs IS TOO COMPLICATED AND LENGTHY
- ✓ IT MUCH TOO COMPLICATED
- ✓ way too complex
- ✓ The workload needed just to do paperwork for issuing the contest, or number of documents to file is just SCANDALOUS. The procedure needs to be eased RADICALLY. It's a MAJOR problem in hiring scientific staff!
- ✓ yes, canidates do not indicate in their CVs to which group they belong, so the question no. 3 is hard to answer.
- ✓ No idea
- ✓ No need
- ✓ No need
- ✓ None
- ✓ No need for that



Dziękuję 😊