

TEMPLATE 3: INTERNAL REVIEW

Name Organisation under review: **Institute of Physical Chemistry of the Polish Academy of Sciences**

Organisation's contact details:

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Web-link to published version of organisation's HR Strategy and Action Plan:

http://ichf.edu.pl/IPC-HR_Excellence_in_Research.html

Web-link to organisational recruitment policy (OTM-R principles):⁴⁵

http://ichf.edu.pl/Regulamin_konkursu_stanowsko-naukowe_EN.pdf;

http://ichf.edu.pl/IPC_procedures.pdf

SUBMISSION DATE TO THE EUROPEAN COMMISSION: 10/02/2020

1. ORGANISATIONAL INFORMATION

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	213,6
<i>Of whom are international (i.e. foreign nationality)</i>	48,5
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	83,13
<i>Of whom are women</i>	84,7
<i>Of whom are stage R3 or R4¹ = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	32,9
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	148,6
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	49,25
<i>Total number of students (if relevant)</i>	0
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	308,25
RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	14,574,876
<i>Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)</i>	7,468,713
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	7,106,163
<i>Annual funding from private, non-government sources, designated for research</i>	0

¹ http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

[The Institute of Physical Chemistry of the Polish Academy of Sciences](#) (IPC) is a research entity with the **highest research excellence category in Poland** (A+, top 5%). **Our 29 research teams** (213 researchers total), led by leaders with high degree of independence, **conduct research in the field of chemistry inspired by biology/medicine/physics**. Half of our budget originates from competitive grant funding, incl. ERC, ERA Chairs and MSCA-Cofund (H2020). Collaborating with other 8 research units IPC conducts [PhD School in Natural and BioMedical Sciences](#).

IPC offers [research&measurement services for companies](#). We have a few spin-off/out companies focused on medical diagnostics ([Curiosity Diagnostics](#)/[Scope Fluidics](#)), and lasers development ([Fluence](#)).

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE (NARRATIVE)

Ethical and professional aspects

According to the internal survey, **the compatibility of the performance of IPC & its employees with the principles of the Charter&Code was the highest under this thematic area. The average value for the whole area was 4.5 and none principle was scored below 4.0** (overall scale from 1 to 5). The similar conclusion may be drawn while analysing data broken into professional groups (i.e. assistants/PhD_students, adjunct/assistant_professors, associate_professors, professors, specialists).

Since 2014 (survey for initial phase - avg. value of the area "Ethical and professional aspects": 4.4) this has been the area with the best result. However, IPC has progressed since 2014 not only under joint thematic area "Ethical and professional aspects" but also under specific categories such as:

	Average survey result from 2014	Average survey result from 2018*	Average survey result from 2019
Research freedom	4.2	4.3	4.4
Professional responsibility	4.5	4.8	4.8
Contractual and legal obligations	4.2	4.2	4.3
Good practice in research	4.5	4.6	4.7
Non-discrimination	4.2	4.5	4.4
Evaluation/appraisal	3.6	4.0	4.0

** As a part of actions taken to move towards revamp certification procedure for "HR Excellence in Research" IPC conducted additional survey for researchers after interim assessment. Its results are presented in this column.*

This progress was possible due to continuation of training programme (lectures and workshops on ethics in research, research integrity, grant funding, recruitment), improved communication of the management with researchers (e.g. short talks on IPC HRS4R at IPC college meetings, annual microsymbosia, more frequent mailing) but also promotion of the values underlying the provisions of the Charter&Code. Research groups at IPC enjoy wide spectrum of independence - decision on their structure, use of allocated budget & grant funding and a field of studies is within the sole competences of their leaders (senior researchers). On the other hand, the quality and effectiveness of the performance of the research teams is the subject of evaluation which takes place every 2 years. Results of evaluation are in fact feedback information for the given team leader. Due to high level of independence of research teams, IPC regularly organizes various open events dedicated to development of interdisciplinary approach to the research, development of soft skills and cross-sectoral courses (skills which can be used in different sectors of economy). The aim of these events is to support team building and team management.

The challenge under this thematic area remains the specific category "Evaluation/appraisal system" in case of specialists (avg. value 3.9). Exercising management over this professional group is challenging mainly due to its heterogeneous character (researchers, technical specialists, research apparatus specialists) and lack of consistent policy towards this group.

The other challenge is to maintain high consistence of the performance of IPC and its employees under this thematic area due to some rotation of the IPC employees (in particular - researchers on temporary contracts, postdoctoral fellows or interns), and gradual increase of the share of foreigners among IPC employees. Currently, this share is equal to 22% but it keeps growing.

The compatibility of the performance of IPC & its employees with the principles of the Charter&Code under this thematic area was the second highest. The average value was 4.3 and none of the variables achieved value below 3.5. The highest result under this area was registered for "Seniority" (4.6), "Judging merit" (4.5), "Recognition of mobility experience" (4.3), "Recruitment (code)" (4.4) and "Postdoctoral appointments" (4.3).

The lowest result was registered in case of "Recruitment" principle – 4.0. However, also this value increased since the previous survey made in 2014 (by 0.6), and 0.1 since 2018.

	Average survey result from 2014	Average survey result from 2018**	Average survey result from 2019
Recruitment	3.4	3.9	4.0
Recruitment (code)	3.7	4.3	4.4
Selection	N/A*	4.0	4.2
Transparency	N/A*	4.4	4.3
Judging merit	N/A*	4.5	4.5
Variations in the chronological order of CVs	N/A*	4.2	4.2
Recognition of mobility experience	N/A*	4.4	4.4
Recognition of qualifications	N/A*	4.1	4.3
Seniority	N/A*	4.5	4.6
Postdoctoral appointments	N/A*	4.2	4.3

* Not included in the survey. The former procedure (before strengthening) did not require conducting survey covering all principles described in the Charter & Code.

** As a part of actions taken to move towards revamp certification procedure for "HR Excellence in Research" IPC conducted additional survey for researchers after interim assessment. Its results are presented in this column.

Since the previous surveys we registered convergence of the performance of IPC and its employees with the provisions of the Charter & Code for almost all dimensions except from "Transparency" (drop by 0.1). It proves that actions proposed in the Action Plan and implemented later on were effective. 2018 we introduced supplementary tool allowing to measure effectiveness of our OTM-R policy – a short questionnaire to be filled in after the closure of each competition for a research position. It showed, in particular, that 99% organizers of competitions for research positions provide the candidates with a feedback information, ca. 95% - include evaluation criteria and information on the no. of available positions in the announcement, 76% - include as well information on career prospects. It draws the conclusion that the 0.1 drop of the mark of the "Transparency" principle does not constitute any permanent downward trend. The similar results we receive while analysing data broken into professional groups (i.e. assistants/PhD_students, adjunct/assistant_professors, associate_professors, professors, specialists).

None principle was scored less than 3.6. However, the researchers (e.g. adjuncts, professors) - who in fact conduct and participate in the recruitment proceedings - gave much better marks (professors, associate_professors, adjunct/assistant_professors) in comparison to those who may only observe the process (assistants/PhD_students). It also reveals our weakness and challenge at the same time – **necessity to inform and train our junior researchers on our recruitment procedures, and adapt our**

OTM-R policy to the needs and expectations of the junior researchers.

Working conditions

The convergence of the performance of IPC & its employees with the principles of the Charter & Code under this thematic area is the matter of greatest concern of IPC. **The most challenging principle is “Access to career advice”** (average value – 3.4) – lowest value in the whole survey. The lowest scores were given by adjunct/assistant_professors (3.2), assistants/PhD_students and specialists (both – 3.4). **The second most challenging for IPC principle is “Career development” which was scored 3.3 by the group of adjuncts/assistant_professors.** Its mean value for general population of IPC researchers was 3.6. During the implementation period the Institute envisaged a handful of measures to improve results under both previously mentioned principles, such as: appointing Career Development Advisers, organization a few trainings on career planning and career development. However, these results are still below our expectations and thus – these principles need addressing in the Action Plan. As regards to "Access to career advice" we started from the very low level (2.7), till now we have reached overall note 3.4. It means that the proposed actions are effective but still insufficient.

Under this thematic area among **IPC strengths is convergence of IPC performance with the principles: “Teaching” (average value 4.4), “Working conditions” and “Recognition of the profession” (both – 4.3).** In fact, teaching is not obligatory at IPC but still researchers, who wish to develop themselves in didactics, are encouraged to deliver lectures and seminars intended for PhD students. The didactic activity is taken into account during individual periodic evaluation. Flexibility is also regionally well-recognized feature of IPC – heads of research groups have all high degree of independence and, in fact, act as sole managers of small companies. Their management capabilities are measured mainly by research group effectiveness every two years. It also convicts the researches that they are treated as professionals. The comparison of the survey results from the years 2014, 2018 and 2019 is presented below:

	Average survey result from 2014	Average survey result from 2018*	Average survey result from 2019
Recognition of the profession	4.1	4.2	4.3
Research environment	4.4	4.3	4.3
Working conditions	4.2	4.5	4.4
Stability & permanence of employment	3.6	3.8	4.0
Funding and salaries	3.6	3.7	3.9
Gender balance	3.5	3.8	4.0
Career development	4.0	3.7	3.7
Value of mobility	3.7	3.8	3.9
Access to career advice	2.7	3.0	3.4
Intellectual property rights	3.6	3.7	3.7
Coauthorship	4.1	4.2	4.1
Teaching	3.3	4.3	4.4
Complains/ appeals	3.3	3.8	3.8
Participation in decision making bodies	3.5	3.8	3.9

** As a part of actions taken to move towards revamp certification procedure for “HR Excellence in Research” IPC conducted additional survey for researchers after interim assessment. Its results are presented in this column.*

Training and development

According to the internal survey, **the compatibility of the performance of IPC & its employees with the principles of the Charter & Code was the second highest under this thematic area** (only after “Ethical and professional aspects”). The average value of this category was **4.2**. None question was scored less than 3.5. Responses of all professional groups were congruent. Moreover, since 2014 IPC has progressed not only under joint thematic area "Training and development" but also under specific categories (see table below for details):

	Average survey result from 2014	Average survey result from 2018*	Average survey result from 2019
Relation with supervisors	3.9	4.2	4.2
Supervision and managerial duties	4.5	4.7	4.5
Continuing professional development	4.4**	4.2	4.2
Access to research training and continuous development	3.8	3.9	4.1
Supervision	3.8	4.2	4.2

** As a part of actions taken to move towards revamp certification procedure for “HR Excellence in Research” IPC conducted additional survey for researchers after interim assessment. Its results are presented in this column.*

*** A result incomparable over the years: change of the question in the survey. 2014 – self-declaration on developing professionally, 2018/2019 – question on access to trainings and continuous development.*

Definitely, “Supervision and managerial duties” and “Continuing professional development” are strengths of IPC. We perceive no weak points under this thematic category.

Have any of the priorities for the short- and medium term changed?

Strengthened procedure for HRS4R

2014 the Institute applied for the “HR Excellence in Research” award. The certification (award) process and also our mid-term review was governed by former regulations (before introduction of the strengthened procedure). The newly introduced in 2017 strengthened procedure required wider scope of actions, setting indicators to monitor effectiveness of undertaken actions, and better embedding HRS4R in the organization (incl. involvement of more actors). For this reason the Working Group operating at IPC decided that the Action Plan presented for the mid-term review required supplementation. The basis for setting the extended Action Plan was additional survey conducted among IPC employees in 2018. It covered all 40 principles included in the Charter & Code.

As a consequence many completed activities, which are reported now, at the award renewal stage, were not included in the initial Action Plan presented for the purpose of interim assessment. Also actors engaged in implementation process of the supplementary Action Plan established in 2018 were not included in the initial plan.

These changes, introduced to this supplementary Action Plan aimed at switching to the new strengthened procedure, concern among others:

(1) appointment of new bodies, such as :

- Steering Committee to oversee the HRS4R implementation by the Working Group and other actors involved in this process - both: the Steering Committee and the Working Group are composed of R1-R4 researchers of both genders, and administration employees (plus representatives of the Board of Directors in the Steering Committee),
- Career Development Advisers to support doctoral students and other scientific and research and technical employees in making decisions concerning their future careers, including advising in the process of applying for a job and in the selection of postdoctoral positions.

(2) proposing new actions, e.g.:

- new types of trainings, seminars and workshops for IPC researchers and administration employees;
- 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);
- guides for newcomers to IPC on IPR,
- introduction of more friendly web service to make information more available.

These extended Action Plan with Gap analysis was published at [IPC webpage](#) and has become a binding document for IPC society. Actions aimed at the implementation of the provisions of the Charter & Code, which were taken since the interim assessment till the award renewal stage, originate from this document.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?

1) Recently, IPC has experienced a **huge change of regulations governing science management in Poland**. This, so called 2.0 Act changed, among others, regulations governing evaluation of research entities, legal status of doctoral students and system of organization of their studies. This sole act required many changes in internal regulations, everyday life, and policies of our Institute. Since Oct. 2019 IPC can no longer organize own PhD studies. PhD studies can only be organized and maintained by entities entitled to confer doctoral degree in at least 2 disciplines. The Institute itself can only confer the doctoral degree in chemistry. For this reason IPC entered the network of 9 scientific institutions ("[Warsaw PhD School in Natural and BioMedical Sciences](#)"), together entitled to confer PhD degree in 4 disciplines – namely: biology, chemistry, physics, and biology. It created value added to our hitherto International Doctoral School, which gained more interdisciplinary approach, but also contributed to the loss of some level of independence in shaping inter alia:

- recruitment committee (influencing among others gender balance),
- assessment criteria (e.g. reducing diversity of assessment criteria).

Additionally, 2.0 Act deprived PhD students of an "employee" status. Currently, PhD students can be employed only in exceptional circumstances (under specific externally funded projects). IPC will strive

to cover this group of researchers with similar rules as other researchers but this does not lie in sole control of the Institute.

2) The Institute applied for the Award in 2014 so long before the strengthened procedure for HRS4R was introduced. As a result, not only certification (award) process was governed by previous regulations but also our mid-term review. We started implementation of strengthened procedure just after the mid-term review but it also required lots of conception work, not only the real action. A prerequisite for adoption of the strengthening procedure was (activities advised by the Board of Directors and manager for R&D funding responsible for the Charter & Code implementation):

- organization of an additional survey among our employees covering all 40 principles of the Charter & Code (the survey took place in 2018),
- elaboration of a new strategy for researchers (for internal purposes),
- appointment of working groups and a steering committee composed of R1-R4 researchers and administration workers.

We also introduced a new tool to monitor efficiency of our OTM-R policy, namely - questionnaires obligatory for recruiters to fill in after completing each recruitment proceedings. At the moment we have the record of 2-year data collection.

Taken actions streamlined the Action Plan for 2018 and 2019 and allowed to adjust to revamped procedure for "HR Excellence in Research" award.

Are any strategic decisions under way that may influence the action plan?

1) Reform of the Polish Academy of Sciences:

The Polish Ministry of Science and Higher Education has been planning for some time a reform of the Polish Academy of Sciences. The institutes operating under the auspices of the Polish Academy of Sciences (including our Institute) are in fact independent legal entities. However, according to our best knowledge, they will also experience significant legal, organizational and management changes. The shape of the reform, which will take place in the forthcoming years, is unknown. The most probable scenario is that a new network of institutes will be created and previous institutes of the Polish Academy of Sciences will be included in this network. The supervisory competences of the Ministry of Science and Higher Education will be strengthened (a president of this network directly appointed by the Ministry). Less probable scenario is merging the institutes of the Polish Academy of Science with existing universities.

This reform may influence the Action Plan presented in this document i.e. selection of actions, timing and also their shape – in case of transfer of competences to newly established bodies.

2) Implementation of new IT tools supporting IPC administration and management:

This year the Institute will start to replace currently used IT systems to better address researchers needs and improve research management at IPC. A new system of ERP class and new document circulation system will be introduced. It will definitely influence the Action Plan in a positive way. However, some actions may become obsolete and may require replacement, and others may require postponement until the new system is fully implemented.

3. ACTIONS

<i>Proposed actions</i>	<i>Gap Principle(s)</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>	<i>Current status</i>
<p>Action 1) training and informing selection committees and persons engaged in recruitment on:</p> <ul style="list-style-type: none"> - possible benefits for Departments/Research Teams and IPC resulting from profile differentiation of IPC employees, - candidate's engagement in different activities causing a break in his/her career or variations in the chronological order of his/her CV - IPC employment policy <p>+ inclusion of the junior research staff in the training programme.</p>	<p>12. Recruitment 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 19. Recognition of qualifications (Code) 20. Seniority (Code)</p>	<p>completed & will be continued till IV/2022</p>	<p>the chairperson of the Working Group</p>	<p>2-3 initiatives every 2 years</p>	<p><i>in progress</i></p>
<p><i>Remarks:</i></p> <ul style="list-style-type: none"> - Training: "Successful recruitment in the era of employee domination on labor market" (Ernst & Young, 09.19, 24 participants, average grade: 4.9/6) - Information campaign on IPC employment policy (posters, III-IV. quarter of 2019) - Speech of the chairperson of the Working Group at the IPC college meeting (11/2019, 36 participants - heads of research groups, administration units and the Board of Directors) - Introduction of e-tool to monitor use (by persons organizing recruitment) of OTM-R preceded by information campaign (II. quarter of 2018) - Introducing control of administration units (in particular: the Director of Scientific affairs, the Grants Dept. and the Dept. of large European projects and collaboration with business) to observe application of the IPC OTM-R policy (I. quarter of 2017). <p>Initially, the Working Group planned to limit activities under Action 1. to trainings and short information campaigns. Nevertheless, we found out that researchers are not so keen to join this kind of trainings, in particular - they avoid repeating them (even if the form is different). For this reason, the Working Group decided to focus on informing persons involved in recruitment on the IPC OTM-R policy, and engaging as many actors at IPC as possible to observe its application. Currently, the control is mainly exercised by 2 administration departments responsible for grants (i.e. the Grant Dept. & Dept. of large European</p>					

<p>projects and collaboration with business), the Deputy Director for scientific affairs (person approving opening recruitment for research positions), and the IPC Director (approving closure of the recruitment & candidates' selection - consent depends on filling in the questionnaire (e-tool) on the application of IPC OTM-R policy).</p> <p>The initiatives planned under Action 1. were completed. However, similar initiatives will be developed and continued in the future, widening the group of participants by junior researchers. For this reason the action was marked "in progress".</p> <p>Designated team: the Working Group, the Deputy Director for scientific affairs, the IPC Director, the HR department, Secretariat of the Scientific Council, the Grants Department, the Department of large European projects and collaboration with business</p>					
<p>Action 2) improved website:</p> <ul style="list-style-type: none"> - serving communication with employees, consisting of description of influence channels, list of Director's ordinances which searching machine, Director's office hours for stakeholder etc. - easing accessibility of information, in particular for the new IPC employees 	<p>35. Participation in decision-making bodies</p>	<p>II/2020</p>	<p>working group for new website (separate body)</p>	<p>new users-friendly IPC webpage with intranet, and IT tools easing accessibility of information for IPC employees and candidates to IPC</p>	<p><i>extended</i></p>
<p><i>Remarks:</i></p> <p>Searching machine of Director's ordinances (I quarter of 2017) Scientists database at IPC webpage - supporting search of research groups, and their members by candidates for IPC employees (IV quarter of 2018) Totally new webpage of IPC will be available II quarter of 2020 - all abovementioned tools will be transferred to the new webpage, together with description of influence channels, office hours of Directors for stakeholders, summary of main Director's ordinances (currently, pdf is accessible at IPC current webpage - http://ichf.edu.pl/IPC_procedures.pdf).</p> <p>IPC original webpage was never revamped. Thousands of documents were uploaded to this old webpage, which needed to be overviewed before taking the decision if they should be exported to the new webpage. For this reason the deadline for it was extended.</p> <p>Designated team: IT employees, administration employees</p>					
<p>Action 3) regular e-mails / information on the website referring to:</p> <ul style="list-style-type: none"> - grant calls, scholarships, contests or job vacancies for researchers (i.e. euraxess) 	<p>30. Access to career advice 35. Participation in decision-making bodies</p>	<p>completed & will be continued till IV/2022</p>	<p>the Deputy Director for scientific affairs</p>	<p>at least 24 communications per year</p>	<p><i>in progress</i></p>

etc. - current affairs and possibility to join consulting and information groups					
<p><i>Remarks:</i> 2017 - 2019 IPC researchers received 1. e-mail per quarter on grant calls, scholarships, job vacancies (total 12 e-mails in 2017-2019) + 163 e-mails on current affairs incl. possibility to join consulting and information groups (e.g. change of IPC visualization) The similar activities will be continued. However, hitherto frequency of sending e-mails on grant calls, scholarships, contests or job vacancies for researchers will decrease. Jan. 2020 we started issuing a newsletter gathering all necessary information in one e-mail (effective from 01/2020) to avoid spamming. We perceive e-mail as most effective way of communicating informations on grants, job vacancies and so. However, information on grants, scholarships, job vacancies will be available in the intranet part of our new webpage (since the II. quarter of 2020). *Action completed. However, it will be continued in the following years. Designated team: Grants department</p>					
Action 4) before inauguration of new academic year – organizational meeting with PhD students (preferably opened for new employees) referring to internal affairs, procedures and policy of IPC and possibility to attend different consultation and information groups and meetings	35. Participation in decision-making bodies	completed & will be continued till IV/2022	Head of International Doctoral Studies/ Doctoral School	1 meeting per year	<i>in progress</i>
<p><i>Remarks:</i> 2017 - organizational meeting took place on 8.11.2017, 32 participants 2018 - organizational meeting took place on 7.11.2018, 17 participants 2019 - organizational meeting took place on 27.11.2019, 22 participants *Action completed. However, it will be continued in the following years. For this reason it was marked "in progress". Designated team: the HR Dept., other employees from administration unit</p>					
Action 5) stressing mentoring role of team leaders – greater involvement in the personal	30. Access to career advice	completed & will be continued till IV/2022	the Deputy Director for scientific affairs	2 trainings/ similar events every 3 year	<i>in progress</i>

development of team members					
<p>Remarks:</p> <p>This action focuses on trainings dedicated to supervisors and team leaders. Already carried out trainings:</p> <ul style="list-style-type: none"> ✓ Panel discussion "Doctorate ... and what's next" (05.2018, more than 100 participants) ✓ Training: "Mentoring – talent management" (AvenHansen, 10.2019, 18 participants - heads of research groups, average grade: 5.2/6) <p>The Action completed (2 events in the period of 3 years carried out). However, similar initiatives will be continued in the following years. For this reason status of this action was marked as "in progress".</p> <p>*The Action was proposed as a result of additional gap analysis made in 2018 (after closure of interim assessment), to adapt into strengthened procedure for awarding "HR Excellence in Research". This action was not included in the Action plan under the interim assessment.</p> <p>Designated team: members of the Working Group from scientific and administration units</p>					
<p>Action 6)</p> <p>training for group/department leaders and young employees how to manage career in science & cycle of lectures on the subject of combining science, career and science management - open lectures at IPC informing about possible ways of career development</p>	30. Access to career advice	completed & will be continued till IV/2022	Dept. for large European projects and collaboration with business	3 per year	<i>in progress</i>
<p>Remarks:</p> <p>Open lectures - "Innovation source" series:</p> <ul style="list-style-type: none"> ✓ "VSParticle: spin-off company of the Technical University Delft – Production of nanoparticle" (Vincent Laban, a CFO of VSParticle - a Dutch startup company from Delft University of Technology, 03.2017, ca. 40 participants) ✓ "Academic scientists and Pharmaceutical R&D: what can they offer each other?" (lecturer Radoslaw Kwapiszewski from pharma industry, 06.2018, 57 participants) ✓ "How to start, and keep (!) your own business" (Justyna Garstecka, founder and owner of the "Motherhood" company, 05.2018, 68 participants) ✓ "How to convert EU-funded research in MEMS and MOEMS technologies into a success story with market-oriented exploitation?" (Prof. Christophe Gorecki, Director of research at CNRS, 11.2018, 56 participants) ✓ "From labs to hospitals, a long and complex journey" (Prof. Tomasz Ciach - the Warsaw University of Technology, 6.2019, 63 participants) ✓ "From phenomenological investigations towards industrial applications. Production of CCV filters for automotive industry" (Prof. Leon Gradoń - the 					

Warsaw University of Technology, 6.2019, 36 participants)

- ✓ "Academic exploring industry - a case study" (Prof. Jakub Gołąb , Head of the Department of Immunology at Medical University of Warsaw, 6.2019, 47 participants)
- ✓ "How to become an entrepreneur?" (two seminars and a workshop, delivered by Sarai Kemp, and dr. Nitza Kardish – representatives of Trendlines, an Israeli company offering commercialization services at the field of life sciences, 10.2019, 61 participants)
- ✓ "How to deal with the investment of a Venture Capital fund" (Rafał Bator specializing in technology investments from Enterprise Investors, 05.2019, 42 participants)
- ✓ "Microfluidic chips to study cell to cell communication and translational research towards precision medicine" (Yoon-Kyoung Cho, Center for Soft and Living Matter, Institute for Basic Science (IBS), Korea, 10.2019, 50 participants)
- ✓ "From Smartphones to Diagnostics" (Hywel Morgan, School of Electronics and Computer Science, Institute for Life Sciences, University of Southampton, 11.2019, 49 participants)
- ✓ "Art of Leading a Research Group" (Prof. Dr. Jochen Blumberger, University College London, 02.2018, 61 participants)
- ✓ "Should I stay or Should I go?" - Discussion on scientific career (moderator: Prof. Chris Dainty, University College London, 10.2018, 39 participants)

Others:

- ✓ "Bubbles aka Cavitation, and some of its applications on Process Intensification I: From research idea to commercialization" and "Bubbles aka Cavitation, and some of its applications on Process Intensification II: From researcher to entrepreneur" (Prof. Dr. David Fernandez Rivas, Mesoscale Chemical Systems Group - University of Twente MESA+ Institute for Nanotechnology, University of Twente, the Netherlands, 31.08.2017, ca. 30 participants)
- ✓ "Publishing in a Nature Research journal" (Bart Verberck, PhD, Regional Executive Editor, Nature Research, 26.10.2017, ca. 40 participants)
- ✓ "Nature Research Academies workshop" - effective academic writing, publication ethics, submission strategies, navigating peer review, clear poster and slide presentation, professional presentation skills (Dr. Jeffrey Robens, Editorial Development Manager at Springer Nature, 11-12.06.2018, 78 participants)
- ✓ a course for PhD students "Improvisation for scientists - a practical approach to improve communication skills" (Dr Alejandra Consejo, member of the research team of the ERA Chair holder - CREATE, H2020, 2 cycles: 2018/2019, 2019/202 - till now 20 actively participated and completed the course, course assessment: vast majority of the students recommended the course to other PhD students and 11 out of 12 would like to continue learning and practising improve techniques to enhance their communication skills)
- ✓ "What will be hot in science? - Can we predict trends" (panel discussion, 06.2017, ca. 40 participants)
- ✓ Panel discussion "Doctorate ... and what's next" (05.2018, more than 100 participants)

*Action completed. However, it will be continued in the following years. For this reason it was marked "in progress".

Designated team: R1-R4 researchers having own grants, Dept. for large European projects and collaboration with business, the Deputy Director for scientific

affairs					
Action 7) continuation of the programme for young scientists encouraging mobility and providing researchers with adequate funding during their stay abroad	25. Stability and permanence of employment	completed & will be continued till IV/2022	Representative for ERASMUS+ project, the HR department	at least 400 days of study visits per year (average - in 3-years period) - mobilities of young researchers	<i>in progress</i>
<p><i>Remarks:</i></p> <p>2017 - 2019 each year a new mobility programme for young scientists was announced (financed from own funds of IPC). 30 young researchers total went for study visits for at least 1 month (900 days of study visits total)</p> <p>2017 - 2019 travels from ERASMUS+, 46 young researchers from IPC (PhD students + researchers below the age of 35) attended trainings and internships (725 days of visits total)</p> <p>Action completed. However, it will be continued in the following years. For this reason it was marked "in progress".</p> <p>*The Action is marked as "in progress". However, it was proposed as a result of additional gap analysis made in 2018 (after closure of interim assessment), to adapt into strengthened procedure for awarding "HR Excellence in Research". This action was not included in the Action plan under the interim assessment.</p> <p>Designated team: Board of Directors, the HR department.</p>					
Action 8) development of the human resources strategy for specialists, in particular, aimed at: - specification of the role of specialists at IPC, - elaboration of the appraisal & rewarding system of specialists, - securing funds or funding sources for trainings, conferences, workshops etc. of specialists	11. Evaluation/ appraisal systems 25. Stability and permanence of employment 26. Funding and salaries 29. Value of mobility	IV/2022	Board of Directors	rules of appraisal & rewarding for specialists	<i>new</i>
<p><i>Remarks:</i></p> <p>The specialists have been treated like any other group of researchers at IPC. They have had access to IPC-wide events organized at IPC on equal terms with other researchers. However, this group of employees is not homogeneous, and in fact consists of researchers and other types of employees. For this reason they are not included in the system of evaluation of individual researchers. However, some of them are evaluated as members of research groups. The specialists generally cannot apply for external funding and thus - they have deteriorated access to additional funds for research and training. The Working</p>					

Group analyzing results of the gap analysis decided that the separate strategy of appraisal, and awarding of this group of employees is needed. The Board of Directors will elaborate such strategy. It is aimed at improvement of the situation of research workers included in the professional group of specialists.					
Action 9) new amendment imposing obligation that share of each gender in the Selection Committee will be at least at the level of 1/3	27. Gender balance	I/2019	the Deputy Director for Scientific Affairs	amended IPC OTM-R policy	<i>completed</i>
<p><i>Remarks:</i></p> <p>amended General Rules Governing Competitions for Research Posts at the Institute of Physical Chemistry of the Polish Academy of Sciences in Warsaw (http://ichf.edu.pl/Regulamin_konkursu_stanowsko-naukowe_EN.pdf)</p> <p>*The Action is marked as completed - however, it was proposed as a result of additional gap analysis made in 2018 (after closure of interim assessment), to adapt into strengthened procedure for awarding "HR Excellence in Research". This action was not included in the Action plan under the interim assessment.</p>					
Action 10) - preparation of Career development paths at the IPC, serving as a roadmap for IPC researchers and presenting various choices that scientists may have in their careers. - development of strategy of educating researchers for industry, - gathering & distribution of information on conferences/ workshops dedicated to career development of researchers	28. Career development 30. Access to career advice	III/2020	the Deputy Director for scientific affairs	document "Paths of professional career for researchers"; - 3 invitations in the period of 3 years for the events devoted to career development	<i>in progress</i>
<p><i>Remarks:</i></p> <p>The strategy will be uploaded to the new IPC webpage. Informative e-mails will be distributed among IPC employees and co-workers.</p> <p>*Partly this Action was proposed as a result of additional gap analysis made in 2018 (after closure of interim assessment), to adapt into strengthened procedure for awarding "HR Excellence in Research". This action covered preparation of the strategy of educating researchers for industry. It was not included in the Action plan under the interim assessment. Under the last gap analysis for the purpose of award renewal, the action was widened. The created document should clearly indicate other career option, not only for the purpose of the career in industry.</p> <p>Designated team: Board of Directors, designated members of the Working Group from administrative division + researchers</p>					

Action 11) promotion of Erasmus+ programme (IPC as beneficiary) and other programmes (e.g. lab visits under CREATE project) available for all IPC employees - specialists	29. Value of mobility	completed & will be continued till IV/2022	the Representative for ERASMUS + project, the Department of large European projects and business collaboration	6 information campaigns (average 2 per year)	<i>in progress</i>
<p><i>Remarks:</i></p> <p>✓ 4 e-mail campaigns in 2018, and 2019 (07, 10-12/2018, 01, 03-04/2019)</p> <p>Action completed. However, it will be continued in the following years. For this reason it was marked "in progress".</p> <p>*The Action marked as "in progress". However, it was proposed as a result of additional gap analysis made in 2018 (after closure of interim assessment), to adapt into strengthened procedure for awarding "HR Excellence in Research". This action was not included in the Action plan under the interim assessment.</p>					
Action 12) increasing frequency of issuing a newsletter	30. Access to career advice	completed & will be continued till IV/2022	the Deputy Director for scientific affairs	at least 12 newsletter with information on grants, scholarships, job opportunities and current affairs per year	<i>in progress</i>
<p><i>Remarks:</i></p> <p>The newsletter started to be issued Jan. 2020 (till now 3 of them have already been distributed). This initiative is managed by the Deputy Director for scientific affairs. However, information is delivered to the Deputy Director by all IPC employees (R1-R4 researchers and administration employees).</p> <p>Action completed. However, it will be continued in the following years. For this reason it was marked "in progress".</p> <p>*The Action was proposed as a result of additional gap analysis made in 2018 (after closure of interim assessment), to adapt into strengthened procedure for awarding "HR Excellence in Research". This action was not included in the Action plan under the interim assessment.</p> <p>Designated team: the Grants department, Dept. for large European projects and collaboration with business, R1-R4 researchers</p>					
Action 13)	30. Access to career advice	IV/2022	Career	- Career	<i>in progress</i>

development of the supervision system at IPC (separate from formal supervisors and employees' direct superiors) to mentor younger research staff and providing support in case of job search			Development Advisers	Development Advisers appointed - 2 initiatives in each period of 3 years promoting Career Development Advisers	
<p><i>Remarks:</i></p> <p>The Working Group noticed that supervisors are not always selected as mentors due to different reasons. Younger researchers should dispose of more options of choosing a mentor to navigate them through possible paths of professional career. For this reason we decided to select a few very experienced and influential researchers to supplement the offer of mentors for younger researchers.</p> <p>Implemented action:</p> <ul style="list-style-type: none"> - Appointment of Career Development Advisers to support doctoral students and other scientific employees, as research and technical employees in making decisions concerning their future careers, including advising in the process of applying for a job and in the selection of postdoctoral internships (10.2019) - i.e. <ul style="list-style-type: none"> ✓ prof. Robert Hołyst (head of a research group and department, former director of IPC, person most experienced in doctorates promotion), ✓ prof. Robert Kołos (head of research group, head of International Doctoral Studies / IPC coordinator of Doctoral School "Warsaw-4-PhD" (school established by 8 research entities). <p>At the moment there are 2 Career Development Advisers at IPC (males only). We intent to extend this network by at least 1 female, and promote them more widely at IPC.</p> <p>*The Action marked as "in progress". However, appointment of the Career Development Advisers was proposed as a result of additional gap analysis made in 2018 (after closure of interim assessment), to adapt into strengthened procedure for awarding "HR Excellence in Research".</p> <p>This action was not included in the Action plan under the interim assessment. While conducting Gap Analysis and preparing Action plan for the purpose of the award renewal - proposed activities under this Action were supplemented by "promotion of the network of Career Development Advisers and selection of the additional advisor (female)" - it will be carried out in the next reporting period (2020-2022).</p> <p>Designated team: the IPC Director, the Working Group (R1-R4 + chairperson)</p>					
Action 14) strengthening the role of the head of doctoral studies (a mentor during doctoral studies and shortly afterwards – when a	30. Access to career advice	IV/2019	chairperson of the Working Group, the IPC Director	head of Doctoral School appointed as Career Development	<i>completed</i>

graduate has to make a decision about further career)				Adviser	
<p><i>Remarks:</i></p> <p>- Appointment of the head of International Doctoral Studies/ Doctoral School for the position of Career Development Adviser to support doctoral students and other scientific employees, and research and technical employees in making decisions concerning their future careers, including advising in the process of applying for a job and in the selection of postdoctoral internships (10.2019)</p> <p>*The Action marked as "completed". However, it was proposed as a result of additional gap analysis made in 2018 (after closure of interim assessment), to adapt into strengthened procedure for awarding "HR Excellence in Research". This action was not included in the Action plan under the interim assessment.</p>					
<p>Action 15) to change the question regarding this issue in the next survey if a respondent searches/ needs career advice at all.</p>	30. Access to career advice	IV/2019	the chairperson of the Working Group	improved question in a survey 2019 on necessity of taking measures aimed at better access to career advice	<i>completed</i>
<p><i>Remarks:</i></p> <p>Original wording of the question referring to the principle " Access to career advice" in the survey was: "I have access to career counselling and support in case of job search." The Working Group decided that collected responses do not research if such a need exists. For this reason it was recommended to change the wording of this question. Initial wording was replaced by "I have adequate (i.e. corresponding to my needs) access to career counselling and support in case of job search.". Collected responses confirmed that additional actions are required.</p> <p>*The Action marked as "completed". However, it was proposed as a result of additional gap analysis made in 2018 (after closure of interim assessment), to adapt into strengthened procedure for awarding "HR Excellence in Research". This action was not included in the Action plan under the interim assessment.</p>					
<p>Action 16) preparation of a short guide for newcomers on IPR at IPC to clarify a complicated internal rules on IPR (resultant from the Polish legal system).</p>	31. Intellectual Property Rights	III/2019	chairperson of the Working Group	1 - Guide to the Regulations on the Management of Copyright and Related Rights, Industrial Property Rights and the Principles of Commercialization	<i>completed</i>

				of the Results of Research and Development (2 language versions - Polish & English) published at IPC webpage	
<p><i>Remarks:</i></p> <p>Recommendation of the ERA Chair holder under the CREATE project (H2020). Link to a guide: English - http://ichf.edu.pl/HR_IPR_guide.pdf, Polish - http://ichf.edu.pl/HR_IPR_poradnik.pdf.</p> <p>*The Action marked as "completed". It was proposed as a result of additional gap analysis made in 2018 (after closure of interim assessment), to adapt into strengthened procedure for awarding "HR Excellence in Research". This action was not included in the Action plan under the interim assessment.</p> <p>Designated team: ERA Chair holder (CREATE project), Representative for Intellectual Property, the Working Group</p>					
<p>Action 17)</p> <p>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.</p>	34. Complains/ appeals	IV/2022	chairperson of the Working Group	3 promotional initiatives	<i>in progress</i>
<p><i>Remarks:</i></p> <p>- Speech of the chairperson of the Working Group at the IPC college meeting (11/2019, 36 participants - heads of research groups, administration units and the Board of Directors)</p> <p>*The Action marked as "in progress". However, it was proposed as a result of additional gap analysis made in 2018 (after closure of interim assessment), to adapt into strengthened procedure for awarding "HR Excellence in Research". This action was not included in the Action plan under the interim assessment.</p> <p>Designated team: the Dept. of large European grants and collaboration with business, IPC Director, the Commissioner for Researcher's Rights</p>					
<p>Action 18)</p> <p>continuation of distribution of information packages for new employees (handed upon concluding employment contract), and</p>	35. Participation in decision-making bodies	IV/2022	the HR department	80% of new IPC employees receive welcome package	<i>in progress</i>

widening its spread					
<p><i>Remarks:</i></p> <p>*The Action marked as "in progress". However, it was proposed as a result of additional gap analysis made in 2018 (after closure of interim assessment), to adapt into strengthened procedure for awarding "HR Excellence in Research". This action was not included in the Action plan under the interim assessment.</p>					
<p>Action 19) introduction of obligatory courses for PhD students such as courses on ethics in science, intellectual property rights, successful grant application, and publications writing (one of the actions aimed at improvement of the quality of lectures offered for the whole IPC society, and increase of attendance)</p>	39. Access to research training and continuous development	completed & will be continued till IV/2022	the Head of the International Doctoral Studies / Doctoral School	1 package of courses/trainings on: - ethics in science, - intellectual property rights, - grant application, and publications writing every 4 years (1 doctoral studies cycle)	<i>in progress</i>
<p><i>Remarks:</i></p> <p>In the previous PD studies cycle the following courses were carried out:</p> <p>a) ethics:</p> <ul style="list-style-type: none"> ✓ "Legal and ethical aspects of conducting scientific research on collected medical documentation and submitting applications to the bioethical commission" (Anna Staszewska, 07.2019, 23 participants - voluntary presence) ✓ „The basics of research ethics" (Prof. Paweł Łuków, 10-11.2019, average 65 participants - obligatory presence) <p>b) scientific writing:</p> <ul style="list-style-type: none"> ✓ "Publishing in a Nature Research journal" (Bart Verberck, PhD, Regional Executive Editor, Nature Research, 26.10.2017, ca. 40 participants - voluntary presence) ✓ "Nature Research Academies workshop" - effective academic writing, publication ethics, submission strategies, navigating peer review, clear poster and slide presentation, professional presentation skills (Dr. Jeffrey Robens, Editorial Development Manager at Springer Nature, 11-12.06.2018, 78 participants - obligatory presence) <p>c) IPR:</p> <ul style="list-style-type: none"> ✓ "Patents for beginners" (PhD Jakub Siewiesiuk, Polish&European Patent Attorney, 12.2017 - 2 lectures, ca. 50 participants - obligatory presence) 					

d) successful grant application - to be done.
 In the next implementation cycle the whole package of trainings for PhD students should be organized.
 *The Action marked as "in progress". However, it was proposed as a result of additional gap analysis made in 2018 (after closure of interim assessment), to adapt into strengthened procedure for awarding "HR Excellence in Research". This action was not included in the Action plan under the interim assessment.
 Designated team: the Department of large European projects and business collaboration, Secretariat for International Doctoral Studies/ PhD School

<p>Action 20) introduction of a system of lecturers' evaluation or approval prior the event (one of the actions aimed at improvement of the quality of lectures offered for the whole IPC society, and increase of attendance)</p>	<p>39. Access to research training and continuous development</p>	<p>IV/2021</p>	<p>the Deputy Director for scientific affairs, the chairperson of the Working Group, organizer of the event (researcher)</p>	<p>- implemented coherent system of evaluating events at IPC, - 4 information campaigns on benefits of receiving feedback information from participants, - all trainings organized under "HR Excellence in Research" initiative (under auspices of the Working Group & the Steering committee members) evaluated - information wide-spread among IPC employees</p>	<p><i>in progress</i></p>
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Remarks:

- ✓ 5 trainings held under "HR Excellence in Research" initiative evaluated and information wide-spread, i.e. "Mentoring – talent management" & "Successful recruitment in the era of employee domination on labour market" (09-10/2019), "Nature Research Academies workshop" (06/2018), "Legal and ethical aspects of conducting scientific research on collected medical documentation and submitting applications to the bioethical commission" (07/2019), "How to become an entrepreneur" (11/2019),
- ✓ 1 information campaign - speech of the chairperson of the Working Group at the IPC college meeting facilitating measuring effectiveness of events which take place at IPC (11/2019, 36 participants - heads of research groups, administration units and the Board of Directors),
- ✓ 2 e-mails promoting idea of measuring effectiveness of events which take place at IPC

The Working Group stated that it is possible to encourage organizers of different events to gather feedback information from their participants. However, taking into account that such events are not in many cases centrally planned, organized or funded - it is difficult to impose such obligation on each organizer. For this reason the Deputy Director for scientific affairs will propose a coherent system facilitating lectures evaluation, and the Working Group will promote its use. This system will not cover lectures hold under the IPC International Doctoral Studies / Doctoral School - being subject for separate evaluation (already introduced).

*The Action marked as "in progress". However, it was proposed as a result of additional gap analysis made in 2018 (after closure of interim assessment), to adapt into strengthened procedure for awarding "HR Excellence in Research". This action was not included in the Action plan under the interim assessment.

Action 21) 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)	39. Access to research training and continuous development	39. Access to research training and continuous development	39. Access to research training and continuous development	39. Access to research training and continuous development	<i>in progress</i>
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Remarks:

Till now 2 evaluations were carried out:

- ✓ 06/2017 covering lectures held in academic year 2016/2017
- ✓ 11/2019 covering lectures held in academic year 2017/2018 and 2018/2019.

From now on these assessments will be carried out annually, always in the autumn. The already adopted way of reporting results will probably be maintained, namely:

- ✓ the head of studies receives full information;
- ✓ lecturers get information about their results and copies of these ballots, on which doctoral students have made any comments;
- ✓ all doctoral students and evaluated persons receive general information, indicating several lecturers with the highest number of points.

Action completed. However, it will be continued in the following years. For this reason it was marked "in progress".					
*The Action was proposed as a result of additional gap analysis made in 2018 (after closure of interim assessment), to adapt into strengthened procedure for awarding "HR Excellence in Research". This action was not included in the Action plan under the interim assessment.					
Action 22) promotion PI's and mentor's role as an advisors who should support career development of their subordinates	30. Access to career advice	IV/2022	the Director for scientific affairs	1 campaign per year	<i>new</i>
<p><i>Remarks:</i></p> <p>An information campaign promoting PI's and mentor's role as an advisors who support career development of their subordinates.</p> <p>Designated team: the R1-R4 researchers from the Working Group + the chairperson, the IPC Director</p>					
Action 23) Initiative encouraging to set and consult own career development plan by IPC researchers	30. Access to career advice	III/2022	the Career Development Adviser (prof. Robert Hołyst)	1 initiative in the period of 3 years	<i>new</i>
<p><i>Remarks:</i></p> <p>Encouraging researchers to set own career goals (own 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:</p> <ul style="list-style-type: none"> ✓ in case of heads of research groups - with the IPC Director/ the Director for scientific affairs and the HR manager (2019 IPC hired a professional HR manager to support further implementation of OTM-R policy), ✓ in other cases with the Career Development Advisers. <p>Moreover, the purchase of IT Career Development tool is considered. This tool will improve the preparation of CDPs and analyze the data automatically.</p> <p>Designated team: the Working Group, the Board of Directors</p>					
Action 24) Change in the system of evaluation of individual researchers	11. Evaluation/ appraisal systems	IV/2022	Board of Directors	amended rules	<i>new</i>
<p><i>Remarks:</i></p> <p>At IPC there are 2 evaluation systems - of research groups and assessment of individual researchers. More important evaluation for IPC is the one referring</p>					

to research groups (measurement of IPC performance effectiveness). Evaluation of individual researchers, which is imposed by Polish law, is not that useful. However, the Working Group stated that it is the cause of frustration for many employees. For this reason it is proposed to:

- ✓ change evaluation terminology in the system of evaluation of individual researchers and
- ✓ provide employees receiving result of this evaluation with some statistics showing their rank against other employees.

Changing of these rules is within the competences of the Scientific Council. However, the Board of Directors will file such a proposal to be taken into consideration by the Scientific Council.

<p>Action 25) - Reminders of the rules for the recruitment of researchers at IPC - Courses/ workshops on recruitment principles and process.</p>	27. Gender balance	IV/2022	the chairperson of the Working Group	1-2 events per year	new
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Remarks:
These information campaigns should remind, in particular, the following rules binding at IPC:
a) a min. 1/3 representation of each gender should in the the Recruitment Committee;
b) 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).
Designated team: the Working Group - administration employees, the HR Dept.

<p>Action 26) Establishment of the „Scientific exchange programme for women”</p>	29. Value of mobility	IV/2022	the Career Development Adviser (prof. Robert Hołyst)	1 established programme	new
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Remarks:
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.
Designated team: the Deputy Director for scientific affairs, the IPC Director, R1-R4 researchers from the Working Group

Action 27) Inclusion of representatives of the PhD students in the IPC college meetings.	34. Complains/ appeals 35. Participation in decision-making bodies	I/2020	the Director	representatives of PhD students invited to join IPC college	new
<p><i>Remarks:</i></p> <p>IPC College is the Institute's advisory and opinion-forming body, appointed by the IPC Director. The College discusses and issues opinions on matters related to the the institute's basic tasks, including:</p> <ul style="list-style-type: none"> ✓ progress and difficulties in research, ✓ management of Institute's finances, ✓ system of work organization at the institute, ✓ a proposal of change of the institutional structure of the institute. <p>The College is convened at least once in each quarter of the year.</p>					
Action 28) Promotion of IPC Trade Union ("Solidarność"), as a group established to represent and defend the rights, professional and social interests of employees.	34. Complains/ appeals 35. Participation in decision-making bodies	IV/2020	head of IPC trade union	1 initiative per year	new
Action 29) 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	34. Complains/ appeals 35. Participation in decision-making bodies	IV/2020	IV/2020	IV/2020	In progress
<p><i>Remarks:</i></p> <ul style="list-style-type: none"> ✓ Creating a mail account to wide-spread information on the issues referring to "HR Excellence in Research" award (hrs4r@ichf.edu.pl) - done. ✓ Promotion of this e-mail and its purpose <p>Designated team: the Dept. for large European projects and collaboration with business</p>					

Action 30) Better promotion of the the Corps of Engineers	25. Stability and permanence of employment	IV/2022	the head of the Corps of Engineers (specialist)	5 initiatives	new
<p><i>Remarks:</i></p> <p>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 each IPC researcher. The corpse is composed of well-qualified specialists. Such campaign may improve situation of the specialists working in this unit, easing their access to grant funding and other funding options.</p> <p>Designated team: the Corps of Engineers.</p>					
Action 31) appointment of at least one specialist to become a member of the Working Group or the Steering Committee	34. Complains/ appeals 35. Participation in decision-making bodies	IV/2020	the chairperson of the Working Group	1 specialist among the members of the Working Group or the Steering Committee	new
Action 32) appointment of the Anti-Discrimination Committee at IPC	2. Ethical principles 10. Non discrimination 27. Gender balance	II/2021	the IPC Director	1 Committee appointed	new
<p><i>Remarks:</i></p> <p>The committee should be appointed by an ordinance of the Director. The proposed tasks of the committee should be as follows:</p> <ul style="list-style-type: none"> ✓ monitoring the situation regarding equal treatment, in particular on the basis of gender, age, disability, being in deteriorated position due to other factors, ✓ giving recommendations to the IPC Director arising out of cases of discrimination or unequal treatment; ✓ asistance to affected by unequal treatment. 					

Please provide the link to the dedicated webpage(s) on your organisation's web site *: http://ichf.edu.pl/IPC-HR_Excellence_in_Research.html

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles

Since the Institute needed to take measures aimed at switching to the strengthened procedure, governing the "HR Excellence in Research" award, **the actions specified in point 3 (above) originates from 3 different Actions Plans (preceded by subsequent gap analysis), i.e.:**

- Actions: 1, 2, 3, 4, 6 - from **the Gap Analysis and Action Plan from 2016** (documents presented for **interim assessment** under the previous procedure)
- Actions 5, 7, 9, 10 - 21 - from **the Gap Analysis and Action Plan from 2018** (additional analysis and actions planned to **switch to the strengthened procedure**)
- Action 8, 22 - 32: from the report on **the Gap Analysis and Action Plan from 2019** (documents which currently are presented - at the **award renewal** stage)

Referring to the Action Plan presented for interim assessment - majority of actions were fully carried out except from the Action 2. (improved website). This Action will be completed in the II. quarter of 2020. IPC original webpage was never revamped. Thousands of documents were uploaded to this old webpage, which needed to be overviewed before taking the decision if they should be exported to the new webpage. It caused some delay. However, a few IT tools useful for IPC employees and candidates have already been made accessible. It refers to: searching machine of Director's ordinances, and scientists database - supporting search of research groups, and their members by candidates for IPC employees.

Majority of actions proposed in 2018 (after switching to strengthened procedure) were completed (e.g. Actions: 5, 7, 9, 14 - 16). Some of them will be repeated in the next reporting period (Actions: 11 - 12, 17 - 21). The Actions 10 and 13 were completed but at the stage of award renewal re-discussed and widened. For this reason they will be continued under the next reporting period. Only Action 10. has been extended (but also widened).

The Actions: 8, 22 - 31 are new, and will be carried out on the years 2020-2022.

Until now **the following organizational units and bodies were involved in the implementation process and overseeing its effectiveness:**

- the Working Group,
- the Steering Committee (formally established 10/2019)
- (both composed of R1-R4 researchers & administration employees, the Steering Committee - also by the IPC Director and the Director for scientific affairs),
- the IPC Director,
- the Director for scientific affairs,
- the Head of International Doctoral Studies (currently Doctoral School),
- the Commissioner for Researchers Rights,

- the Grants Dept.,
- the Department of large European grants and collaboration with business,
- the HR Dept.,
- the ERA Chair holder (CREATE project, Widening, H2020),
- the Representative for Intellectual Property,
- the Representative for ERASMUS+ project,
- Career Development Advisers,
- PhD students self-government,
- IPC college,
- Scientific Council.

Besides, numerous information campaigns, trainings, lectures and speeches devoted to the 40 principles of the Charter and the Code caused that many grant holders at IPC started to organize similar events to those organized by the Working Group (see Action 6. for examples) under received funding.

The formal meetings of the abovementioned bodies took place: 18/07/2017, 1/09/2017, 5/10/2017, 13/02/2018, 18/09/2018, 12/02/2019 (separate meeting with the HR Dept.), 27/03/2019, 14/01/2020. Besides many additional less formal working meetings were organized.

The OTM-R policy is already implemented in the following acts of local law at IPC:

- General Rules Governing Competitions for Research Posts at IPC
- employment policy,
- rules for research teams evaluation,
- rules for the individual assessment of academic staff
- procedure regulating the manner of appointing and functioning of the Commissioner for Researchers' Rights at IPC
- Rules governing International PhD Studies.

We would also like to point out that currently there are advanced works aimed at introduction of **revamped webservice for IPC employees and stakeholders**. We will take all efforts to keep all the link specified in this document live. However, before the site visit we may send links to our new webpage to give the assessors opportunity to assess the most up-to-date state of play.

Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list²

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	++	1) General Rules Governing Competitions: English: http://ichf.edu.pl/Regulamin_konkursu_stanowsko-naukowe_EN.pdf ; Polish: http://ichf.edu.pl/Regulamin_konkursu_stanowsko-naukowe_PL.pdf ; 2) HRS4R: http://ichf.edu.pl/IPC-HR_Excellence_in_Research.html
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	++	1) General Rules Governing Competitions – last update 15/04/2019, available for all IPC community and stakeholders on IPC website (http://ichf.edu.pl/Regulamin_konkursu_stanowsko-naukowe_EN.pdf): 2) Employment policy: http://ichf.edu.pl/IPC_procedures.pdf
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	++	The revamped rules on OTM-R were communicated to IPC society at information meetings, incl. at IPC College (12/2015, and reminded: 11/2019). Cyclical training programme – e.g.: - Training: "Successful recruitment in the era of employee domination on labor market" (Ernst & Young, 09.19, 24 participants, average grade:

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

					<p>4.9/6)</p> <p>Other measures:</p> <ul style="list-style-type: none"> - Information campaign on IPC employment policy (posters, III-IV. quarter of 2019) - Introduction of e-tool to monitor use (by persons organizing recruitment) of OTM-R preceded by information campaign (II quarter of 2018) - Introducing control of administration units (in particular: the Director of Scientific affairs, the Grants Dept. and the Dept. of large European projects and collaboration with business) to observe application of the IPC OTM-R policy (I. quarter of 2017)
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>1) e-tool: A designated e-tool has been introduced – to be obligatory filled in by a person responsible for recruitment organization (head of a research group, project manager) at the end of each competition proceedings. Available: https://docs.google.com/forms/d/e/1FAIpQLSeJqpvEcHhSwWDAyWysqq4vLI9VgQcRkQHJ-FY4NP7DTniiGA/viewform.</p> <p>2) administration control: Compatibility of the recruitment process with the</p>

					<p>provisions of the Charter and the Code is observed at 3 different stages:</p> <ul style="list-style-type: none"> - the Grants Dept. or the Dept. for large European projects and collaboration with business checks coherence of the documents with the IPC OTM-R policy, - request to open the call is approved by the Deputy Director for Scientific Affairs, - the IPC Director approves successful candidate(s) – approval depends, among others, on using OTM-R e-tool (questionnaire filled by the recruitment organizer).
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	+-	Source: e-tool/ data from 2018 and 2019 - Trend in the share of applicants from outside the organisation (constant trend: 5.9 external candidates for each recruitment, average)
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	++	Source: e-tool/ data from 2018 and 2019 - Trend in the share of applicants from abroad (an increasing trend: 4.0/4.3 persons for each recruitment average)
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	+-	Source: e-tool/ data from 2018 and 2019 - Trend in the share of applicants among underrepresented groups (constant trend: 1.9 persons for each recruitment)
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	+-	Source: e-tool/ data from 2018 and 2019 1) Trend in the share of applicants from outside the organisation (constant trend: 5.9 persons for each recruitment) 2) self-assessment by the recruitment organizer i.e. "How attractive working conditions were offered under the competition?" (a bit increasing trend: 3.7/3.9 (scale:1-5))
10. Do we have means to monitor whether the most suitable researchers apply?				++	Source: e-tool/ data from 2018 and 2019 - self-assessment by the recruitment organizer i.e. "How suitable for the position were the candidates who

					answered the call?" (a slightly decreasing trend: 3.6/3.4 (scale:1-5))
Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		++	1) Guidelines (General Rules Governing Competitions: English: http://ichf.edu.pl/Regulamin_konkursu_stanowsko-naukowe_EN.pdf) 2) an advertisement template included in the General Rules Governing Competitions (annex 1).
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [see Chapter 4.4.1 a) of the OTM-R expert report ³]	x	x		+/-	1) General Rules Governing Competitions - (annex 1 - template of the advertisement) i.e.: http://ichf.edu.pl/Regulamin_konkursu_stanowsko-naukowe_EN.pdf 2) Source: e-tool/ data from 2018 and 2019 "Did the announcement of the competition contain information such as" (in brackets share of positive answers): - contact details - 95%, - a reference to the Institutes rules governing competitions for a research positions - 76%, - a reference to the Institutes rules governing competitions for a research positions - 90%, - the application procedure and deadline - 94%, - career development prospects - 76%, - professional development opportunities - 40%, - working conditions, workplace, entitlements (salary, other benefits, etc.), type of contract - 92%, - number of available positions - 94%, - selection criteria, including knowledge and

³ <http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies>

					<ul style="list-style-type: none"> professional experience - 95%, - researcher career profiles (R1-R4) with the respective 'required' and 'desirable' competencies - 89%, - job title, specifications and starting date - 94%, - organisation and recruiting unit - 97%.
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		++	Source: e-tool/ data from 2018 and 2019 - % of recruitment proceedings announced at EURAXESS portal (increasing trend: 96%/ 98%)
14. Do we make use of other job advertising tools?	x	x		++	Other tools - Source: e-tool/ data from 2018 and 2019: pracuj.pl, ichf & lab websites, BIP, NCN, MNiSW, FNP, FB, twitter, vk.com, www.biurokarier.edu.pl and Career Bureau websites of ~30 Polish universities, www.researchgate.net, www.eurosciencejobs.com, www.bio-job.org, www.academicgates.com, OCT news, mailing lists; private communication; leaflet, posters; etc.
15. Do we keep the administrative burden to a minimum for the candidate? [see Chapter 4.4.1 b) ^{45]}	x			+/-	Source: e-tool/ data from 2018 and 2019 - self-assessment by the recruitment organizer i.e. "Were the candidates asked only for documents which were necessary to assess their applications?" (increasing trend: 88%/ 93%)
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	++	Act of local law defining rules governing the appointment of selection committee - guidelines for the selection committees: § 3 of General Rules Governing Competitions. The selection committees is appointed by the ordinance of the Director. Possibility to involve external experts, obligation to involve persons of both genders (at least 1/3), persons with differentiated experience in business and academia. English:

					http://ichf.edu.pl/Regulamin_konkursu_stanowsko-naukowe_EN.pdf .
17. Do we have clear rules concerning the composition of selection committees?		x	x	++	<p>1) Act of local law defining rules governing the composition of selection committee - i.e. § 3 of the General Rules Governing Competitions: English: http://ichf.edu.pl/Regulamin_konkursu_stanowsko-naukowe_EN.pdf;</p> <p>2) Source: e-tool/ data from 2018 / 2019: Share of persons with the following characteristics among the members of the selection committees:</p> <ul style="list-style-type: none"> - persons with differentiated experience (96% / 95%), - international experts (34% / 31%), - jointly persons from business and academia (10%), - external experts (31%/34%)
18. Are the committees sufficiently gender-balanced?		x	x	+/-	<p>1) General Rules Governing Competitions (§ 3 pt. 3) - obligation of representation of each gender at the level of 1/3 - i.e. : English: http://ichf.edu.pl/Regulamin_konkursu_stanowsko-naukowe_EN.pdf;</p> <p>2) Source: e-tool/ data from 2018 / 2019: the ratio of women to men in your selection committee (30%/ 31%)</p>
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	++	<p>1) Employment policy: http://ichf.edu.pl/IPC_procedures.pdf,</p> <p>2) Advertisement template - annex 1. to the General Rules Governing Competitions proposes selection criteria (all of them are merit-based).</p>

Appointment phase					
20. Do we inform all applicants at the end of the selection process?		x		++	Source: e-tool/ data from 2018 / 2019: self-assessment by the recruitment organizer i.e. "Were all applicants informed about the end of the recruitment process?" (94%/ 95%)
21. Do we provide adequate feedback to interviewees?		x		++	Source: e-tool/ data from 2018 / 2019: self-assessment by the recruitment organizer i.e. "Did you provide an adequate feedback to interviewees?" (100%/ 99%)
22. Do we have an appropriate complaints mechanism in place?		x		++	<p>1) General Rules Governing Competitions - i.e.: http://ichf.edu.pl/Regulamin_konkursu_stanowsko-naukowe_EN.pdf:</p> <ul style="list-style-type: none"> - annex 1 - template of the advertisement informs candidates about possibility to lodge a complaint, - § 2 pt. 13 - obligation for recruitment organizers to allow for lodging appeals <p>2) Source: e-tool/ data from 2018 / 2019: share of candidates who filed a complaint?" (9.8%/ 6.8%)</p>
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				++	Source: e-tool/ data from 2018 / 2019 - "Do the rules governing competitions for research positions at the Institute need any improvements to serve their objective?" - vast majority of positive answers.

4. IMPLEMENTATION (MAX. 1 PAGE)

General overview of the implementation process: (max. 1000 words).

The Action Plan (point 3) contains information of the **leader of each action** ("Responsible Unit" field) and the **designated team** ("Remarks" fields). The leaders of the actions are reputable persons and IPC and thus, capable of introducing necessary changes/ carrying out initiatives, capable of acquiring funds and other resources (external lecturers/trainers, consultants etc.). The designated teams may fluctuate according to the needs of the leader of the action, involving also the persons who are not formally members of the Working Group or the Steering Committee. These persons will be directly responsible for the implementation of a specific action.

To facilitate timely fulfilment of the imposed obligations of these persons but also to solve potential problems, the chairperson of the Working Group will convene **meetings of these teams**. Additionally, **2-3 times a year the whole Working Group will meet**. The progress will also be observed by the **Steering Committee assembling 1-2 times per year**. The electronic communication tools will support exchanging of information between members of the Working Group and the Steering Committee. The **intermediary** between the Working Group and the Steering Committee is the chairperson of the Working Group, being as well a member of the Steering Committee (this time chaired by prof Marcin Opałto, the Director of IPC).

Some crucial issues referring to the implementation of HRS4R will also **be consulted with the IPC society**:

- via the IPC college (the Institute's advisory and opinion-forming body, appointed by the IPC Director) composed of 53 members from among IPC workers, or
- using the already attributed to this action e-mail account h4r@ichf.edu.pl.

Those manners of consulting IPC community was positively verified in the past.

In case of any significant changes of environment (e.g. legal frames), in which IPC operates, **joint meeting of the Working Group and the Steering Committee** will be organize to adjust the Action Plan to new challenges. The IPC community will be encouraged to join this initiative through numerous information and promotional campaigns envisaged in the Action Plan.

- How will the implementation committee and/or steering group regularly oversee progress?

The Working Group and its chairperson (Agnieszka Tadrzak) is liable for implementation of the actions specified in the Action Plan. The whole Working Group will assembly 2-3 times a year to assign tasks to individual persons and discuss the course of the implementation process. Electronic communication measures may also be involved to ensure timely accomplishments of the assigned tasks and to consult possible changes and adoption of the actions to changing environment. Additionally, the chairperson of the Working Group will convene meetings of the selected members (teams) of the Working Group (and other actors involved in HRS4R implementation) to support them and encourage to timely fulfilment of assigned tasks. The assembly of the Working Group may also be organized on request of an individual member or group of the members of the Working Group.

The selected members of the Working Group working on specific actions may involve other employees of IPC, in particular personons who have already worked on implementation of HRS4R, e.g.:

- the Commissioner for Researchers Rights,

- the Representative for Intellectual Property,
- the Representative for ERASMUS+ project,
- Career Development Advisers,
- PhD students self-government,

and other (see: "Comments on the implementation of the OTM-R principles" in point 3 for details). Involvement of stakeholders (e.g. business & authority representatives, external companies, IPC spin-off/out companies) is also possible, being everyday practice at IPC.

The Steering Committee will convene 1 - 2 times a year to oversee the process. Some members of the Steering Committee, i.e. those involved in implementation (e.g. the Deputy Director for Scientific affairs), will also be invited to join assemblies of the Working Group. Electronic communication measures will also be used to inform the Steering Committee on the progress and obstacles.

The intermediary between the Steering Committee and the Working Group is the chairperson of the Working Group, being as well a member of the Steering Committee.

In case of significant changes of environment (e.g. legal frames), in which IPC operates, **joint meeting of the Working Group and the Steering Committee** will be organized to adjust the Action Plan to new challenges.

- How do you intend to involve the research community, your main stakeholders, in the implementation process? *

IPC community is involved in the implementation of HRS4R to a large degree. Till now the following persons supported this process on everyday basis:

a) the Working Group:

1. M.Sc. Agnieszka Tadrzak (chairperson, head of the Dept. of large European projects and collaboration with business) (F)
2. Prof Robert Hołyst (IPC former director, Career Development Adviser) (R4, M)
3. Dr habil MEng. Joanna Niedziółka-Jönsson, Professor of IPC (R3, F)
4. Dr Emilia Witkowska-Nery, Adjunct (R2, F)
5. M. Sc. Krzysztof Bielec, PhD student (R1, M)
6. Dr Patrycja Nitoń (member of the Dept. of large European projects and collaboration with business) (F)
7. Dr Monika Kuczyńska-Wydorska (member of the Dept. of large European projects and collaboration with business) (F)
8. Dr habil MEng. Rafał Szmigielski, Professor of IPC (R3, F)*
9. Dr Krzysztof Sozański, Adjunct (R2, M)*
10. M. Sc., MEng. Katarzyna Kryszczuk, PhD student (R1, F)*
11. Aleksandra Kapuścińska-Bernatek (Representative for ERASMUS+ project) (F)*
12. M. Sc., MEng. Anna Pawlus (research group coordinator, CREATE project, 666295, H2020) (F)*

b) the Steering Committee:

1. Prof Marcin Opałło (IPC Director, chairperson of the Steering Committee) (R4, M)
2. Dr habil Adam Kubas, Professor of IPC (Deputy Director for Scientific Affairs) (R3, M)
3. Dr Małgorzata Zienkiewicz-Machnik, Adjunct (R2, F)
4. M. Sc. Emil Kowalewski, PhD student (R1, M)
5. M.Sc. Agnieszka Tadrzak (chairperson of the Working Group) (F)
6. Prof Marek Tkacz (Deputy Director for Scientific Affairs) (R4, M)*

* Former members.

c) others:

1. Prof Maciej Wojtkowski (head of ERA Chair, CREATE, 666295, H2020) (R4, M)
2. Prof Robert Kołos (head of International Doctoral Studies/PhD School, Career Development Adviser) (R4, M)
3. Dr habil Zbigniew Kaszukur, Professor of IPC (Commissioner for Researchers' Rights) (R3, M)
4. Dr Jan Paczesny (R3, M)
5. Piotr Cwalina (Representative for Intellectual Property) (M)
6. Dr Małgorzata Kanoza (head of the Grants Dept.) (F)
7. M. Sc. Anna Sokołowska (the Grants Dept.) (F)
8. Dr Olga Niemiec (the Grants Dept.) (F)
9. M. Sc. Edyta Słojewska (head of the HR Dept.) (F)
10. Małgorzata Pińkowska (the HR Dept.) (F)
11. M. Sc. Agata Perczyńska (the HR Dept.) (F)
12. Dr Danuta Dudek (head of the Scientific Secretariat at the Scientific Council) (F)
13. Dr Joanna Wiszniowska (Secretariat for International Doctoral Studies) (F)
14. Dr Katarzyna Prochowicz (Health&Safety inspector) (F).

More than 30 persons were regularly involved in activities specified in the Action plan, which accounts for more than 10% of the total number of IPC employees. Besides, some of 53 members of the IPC college (i.e. the Institute's advisory and opinion-forming body) supported implementation process to some extent (e.g. organizing lectures, trainings, workshops, seminars touching on topics resulting from the principles underlying the provisions of the Charter & Code (compare Action 6.)). Moreover, we managed to involve the Grants Dept., serving ca. 100 externally funded research projects at a time, to observe the compatibility of performance of individual researchers with the adopted OTM-R policy. It resulted in an increased number of conscious actors applying OTM-R (compare data gathered via e-tool on effectiveness of OTM-R policy at IPC).

In the years 2020-2022 we will encourage the abovementioned persons to stay active on further HRS4R implementation, and also involve some new actors (e.g. Corps of Engineers).

- How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.

All acts of local law (i.e. ordinances IPC Director) relevant for effective implementation of HRS4R at IPC have been amended, or new acts were adopted. In particular it refers to:

- General Rules Governing Competitions for Research Posts at IPC
- Rules for research teams evaluation,
- Rules for the individual assessment of academic staff,
- Procedure regulating the manner of appointing and functioning of the Commissioner for Researchers' Rights at IPC,
- Rules governing International PhD Studies.

Additionally, some of the procedures which do not have the form of an act of local law but were important for the implementation of the Actions specified in the Action Plan were also adjusted respectively. In particular it concerns:

- IPC employment policy, or
- rules of acquiring researchers to externally funded research projects.

In this second case, the scope of application of the provisions of the Ordinance of the IPC Director "General Rules Governing Competitions for Research Posts at IPC" was extended to apply as long as it does not contravene with requirements clearly specified by funding institution. As a result, the rules resulting from the provisions of the Charter and the Code apply to almost all of recruitment proceedings held at IPC (compare data gathered via OTM-R e-tool – point 2, Ethical and professional aspects/Remarks).

At IPC majority of competitions for research positions are led by individual researchers, mainly – heads of research groups. Compatibility of the recruitment process with the provisions of the Charter and the Code is observed at 3 different stages:

- the Grants Dept. or the Dept. for large European projects and collaboration with business checks coherence of the documents with the IPC OTM-R policy,
- request to open the call is approved by the Deputy Director for Scientific Affairs,
- the IPC Director approves successful candidate(s) – approval depends, among others, on using OTM-R e-tool (questionnaire filled by the recruitment organizer).

All researchers submitting proposals are aware of the rules governing recruitment at IPC.

To ensure overarching character of HRS4R at IPC, as a rule, all acts of local law or similar documents which touch on HRS4R are subject for consultations with at least the chairperson of the Working Group. It refers not only to documents regulating recruitment but also to all other aspects covered by the provisions of the Charter and the Code - e.g. composition of consultation bodies, system of work organization, system of solving disputes. Usually similar acts of local law are also consulted with the head of Trade Union "Solidarność", the Commissioner for Researchers' Rights (body appointed in relation with HRS4R implementation), workers of the Grants Dept. who are the frequent actors involved in the implementation of the Action Plan.

- How will you ensure that the proposed actions are implemented? *

In the Action Plan we have designated **a leader of each action and proposed a team**. However, the leader is free to widen or change the composition of the team. **The leaders are reputable employees at IPC, capable of introducing necessary changes and gaining funds (including from statutory funds of IPC), partners to the Board of Directors**. Each action has **well described scope and goal**. In case of necessary changes – they will be thoroughly discussed by the Working Group, or the Working Group and the Steering Committee in case of significant changes. In case of necessary consultation- they will be conducted using h4r@ichf.edu.pl or engaging the IPC college.

The proposed actions can be adapted to serve the goal which was set (resulting from the survey of IPC researchers). It is aimed at conforming with the dynamically changing environment (in particular – legal environment) in the face of the coming reform of the institutes of the Polish Academy of Sciences.

The actions were designed in such a way so that they could be organized under different funding schemes to reduce a risk of shortage of governmental money.

The progress on the action plan implementation will be monitored by both – the Working Group and the Steering Committee.

- How will you monitor progress (timeline)? *

The body directly responsible for monitoring the progress is **the Steering Committee**. We will monitor the process (i.e. fulfilment of the assigned tasks and their timing against the schedule provided in the Action Plan) by addressing the topic 1-2 times a year on the agenda of the Steering Committee. However, 2-3 times a year the Working Group will also observe the progress during more official meetings of all members of the Working Groups. During each assembly of the Working Group the Action leader will comment the current progress and propose a plan for the next few months. The meetings will also have motivational character for the whole team involved in the implementation process. The members of the Working Group will also provide new ideas and solutions in case any unforeseen circumstances occur.

Both committees for HRS4R are well established and have already been active. The frequency and form of the meetings was proved to be effective in the past. Some members of the Steering Committee are also be directly involved in the Action Plan implementation (like: the IPC Director or the Deputy Director for scientific affairs). It will enable the flow of information from the Working Group to the Steering Committee on everyday basis and will not be limited to the information transferred by the chairperson of the Working Group, being as well a member of the Steering Committee.

- How will you measure progress (indicators) in view of the next assessment? *

The Action Plan (see point 3. for details) contains clear (measurable) indicators enabling measurement of the progress of the implementation process. In case of trainings, lectures, workshops and similar **we will also monitor quality of the events collecting feedback information from the participants**. The party responsible for that is an organizer of each event. However, cumulative data will store the Dept. of large European projects and collaboration with business. As additional (more indirect) indicator of the implementation progress will serve **e-tool monitoring the use of the OTM-R policy at IPC**. It is the obligatory questionnaire filled in by each organizer of the

recruitment proceedings after its closure (the link: <https://docs.google.com/forms/d/e/1FAIpQLSeJqpvEcHhSwWDAyWysqq4vLI9VgQcRkQHJ-FY4NP7DTnilGA/viewform>, prt scr: available below). The IPC Director approves the chosen candidate and decides on the closure of the proceedings after receiving the statement of the recruitment organizer on using this e-tool.

Those indicators will be monitored by both – the Working Group and the Steering Committee. Both committees will advise on further actions basing on received feedback information.

Additional remarks/comments about the proposed implementation process: (max. 1000 words):

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Please note that the revised HR strategy and Action Plan must also be published upon completion of the internal assessment.