



Human Resources Excellence in Research

Internal Gap Analysis and Action Plan

July 2014

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I. Introduction

The Institute of Physical Chemistry of the PAS (IPC PAS) was established in 1955 as one of the first chemical institutes of the Polish Academy of Sciences. Its primary aim was to conduct researches on current issues regarding physical chemistry, which also included application in national economy. According to the initial assumptions, the scientists employed at IPC PAS were to be fully devoted to scientific work, which excluded any didactic obligations.

Through the years IPC PAS has become a leading research institute in chemical sciences in Poland. Currently, the Institute employs **201 scientists, including more than 30 professors**. Each year our researchers publish nearly **200 original research papers in journals listed in the MSI Master Journal List**, including periodicals with impact factor over 5 ("Science", "Angewandte Chemie", "Chemical Communications", "Lab on Chip", JACS, etc). **The Institute applies for ca. 30 patents a year**, including international applications.

The present scientific profile of IPC PAS is strongly related to the global trends in the development of physical chemistry and chemical physics. Supported by state-of-the-art equipment, IPC PAS conducts scientific research in nine scientific departments, dealing with physical chemistry of solids, surfaces, fluids and soft matter, quantum theory of solids and molecules, catalysis on metals, electrochemistry, corrosion, electrode processes, photochemistry, spectroscopy, complex systems and chemical information processing. Researchers have at their disposal equipment gathered in 14 commonly accessible specialized laboratories.

30 research groups, gathered in 9 departments, conduct researches in basic sciences as well as interdisciplinary applied sciences in the field of chemistry, physics, biology and medicine. In 2013 there were 121 research projects underway, financed from different sources (incl. funds from the European Regional Development Fund and the Operational Programme Innovative Economy 2007–2013) of the total value of more than EUR 26 m. In the future, IPC PAS wants to be even more focused on chemistry inspired by biology, nanotechnology and applications in high tech industry.

We maintain **collaboration with more than 40 universities and scientific institutions worldwide**, incl. Harvard University, Max Planck Institutes, Ecole Normale Supérieure, University of Oxford and University of Cambridge. We also take part in numerous national and international research projects.

The Institute's research excellence was recognized by the European Commission and the Polish authorities - on the premises of IPC PAS are located **3 European Centres of Excellence** - "TALES", "Centre for Photoactive Materials" and "SURPHARE". The Institute's efforts were also appreciated by awarding the Regpot grant (7th Framework Programme) for NOBLESSE Project. The Institute also hosts MicroCode ERC Starting Grant awarded in 2011 to prof. Piotr Garstecki for microfluidic research.

IPC PAS is also opened to cooperation with business innovative stakeholders. Knowledge gained from basic and application researches is processed into technologies/products launched to the market by **CHEMIPAN R&D Laboratories** (one of IPC PAS departments).

It refers mainly to chemical, pharmaceutical, as well as agriculture and forestry sector (i.e. pheromones to control pest populations). Additionally **IPC PAS supports creation of new business entities based on scientific discoveries**. Till now we have supported creation of two spin-off companies (Scope Fluidics Ltd. and Curiosity Diagnostics Ltd.) and as the first institute of the Polish Academy of Sciences – we took up shares in a spin-off company pursuing scientific research and designing microfluidic devices for medical and biotechnological applications. IPC PAS also carries out **advanced expertise and performs contract researches** aimed at solving technological problems and launching new products to the offer of our business partners.

IPC PAS is authorized to **confer academic degrees of doctor (doctorate) and doctor of science (habilitation) in chemical sciences, in the fields of physical and theoretical chemistry**. The Institute runs **a post-graduate International Doctoral Studies** programme with currently more than 60 doctoral students. The Institute's professors and doctors are involved in educational activities on the graduate and postgraduate levels.

We are initiators and co-organizers of the prestigious competition **The Golden Medal of Chemistry** that is addressed to the authors of the bachelor or bachelor of engineering theses in chemistry, including its borderlines with biology or physics in a given year. In 2014 we have also established a totally new award, not existing worldwide: **The Dream Chemistry Award** – an individual prize for a scientist and his/her scientific dreams related to a problem which should be solved. The prize is awarded to a young scientist for the idea of a scientific project in the field of chemistry or combination of chemistry and physics, biology, medicine or materials engineering.

We create knowledge to change the world – this is the motto of our Institute. That is the reason why we constantly strive for improvement and enhancing the quality of our researches. It also requires creation of better and more friendly environment to attract skillful creative scientists (i.e. through elastic working hours, inspiring environment, freedom of research and supportive supervisors), support development of already employed researchers (i.e. enhancing their mobility, ensuring access to trainings and internships) and their engagement to IPC PAS and society (mainly through participation in decisive bodies and social responsibility). Thus, our goals and ways to achieve them are coherent with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers - and that is the reason why we have decided to adopt these rules. By implementing them we want to become an internationally attractive employer and deliver top research result.

II. Gap analysis

1 Methodology

Internal gap analysis was a two-step process. Firstly, a **questionnaire** on main issues described in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers was prepared. Especially the following issues were taken into account:

- **general principles and requirements applicable to researchers** (all issues): research freedom, ethical principles, personal responsibility, professional attitude, contractual and legal obligations, accountability, good practice in research, dissemination, exploitation of results, public engagement, relations with supervisors, supervision and managerial duties, continuing professional development;
- **general principles and requirements applicable to employers and funders** (all issues): recognition of the profession, non-discrimination, research environment, working conditions, stability and permanence of employment, funding and salaries, gender balance, career development, value of mobility, access to research training and continuous development, access to career advice, intellectual property rights, co-authorship, supervision, teaching, evaluation/appraisal systems, complaints/appeals, participation in decision-making bodies, recruitment;
- **general principles and requirements for the Code of Conduct** (selected issues): recruitment.

From the questionnaire we have excluded some questions referring to general principles and requirements for the Code of Conduct – i.e. selection, transparency, judging merit, variations in the chronological orders of CVs, recognition of mobility experience, recognition of qualifications, seniority and postdoctoral appointments. Such selection was made due to the necessity to limit length of the questionnaire (final survey consisted of 40 questions). Additionally in the Institute only a few persons are entitled to recruit personnel and there is recruitment procedure which defines recruitment rules. Therefore, the above issues were discussed by working group which also advised its adjustments and other measures to be taken to improve its consistency with the Code of Conduct for the Recruitment of Researchers.

The questionnaire was sent via e-mail to all researchers in the Institute (202 respondents). We used QuestionPro tool (<http://www.questionpro.com/>) to gather and preliminarily analyse data. The questionnaire was prepared in 2-language versions (Polish and English) to ensure full coverage of the target group. The questionnaire consisted of statements and task of a respondent was to estimate to what extent he/she agrees with those statements. The following responses were given:

- 1 – I totally disagree
- 2 – I disagree
- 3 – neither agree, nor disagree
- 4 – I rather agree
- 5 – I totally agree

“0” was coded in case of no response or signing “non-applicable” option.

After preliminary analysis of received data, survey results were presented to a working group (WG) and thoroughly discussed. The working group was established with participation of representatives of each scientific position at IPC PAS – i.e. assistants (Michał Nejbauer), adjuncts (dr Joanna Niedziółka-Jönsson, dr inż. Asztemborska Monika, dr Jan Paczesny) and professors (prof. dr. hab. Robert Hołyst). Additionally in the meeting participated health and industrial safety specialist (Katarzyna Polkowska) and Proxy for research and development funding, responsible for the whole certification process (Agnieszka Tadrzak). WG has especially taken into account dimensions which scored less than 3,5 points. The working group has given recommendations how to improve IPC PAS internal rules’ and principles’ contingency with those included in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

On the basis of the questionnaire results and recommendations of WG, WG has prepared document consisting of gap analysis and an action plan.

2 Characteristics of survey respondents

The survey was carried out between 5 – 16th of June 2014 and before its closure one reminder was sent to those respondents who hadn’t completed it yet. As a result we have obtained 101 responses. Below we specify characteristics of respondents who decided to take part in the survey.

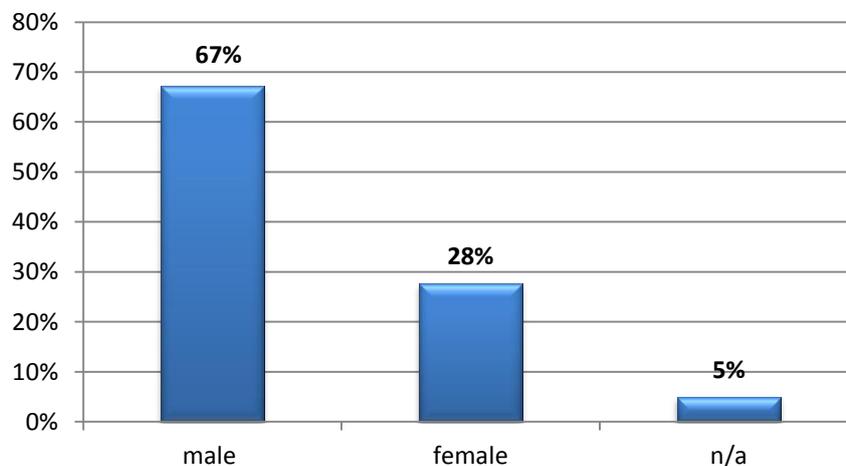


Chart 1 Gender of the respondents

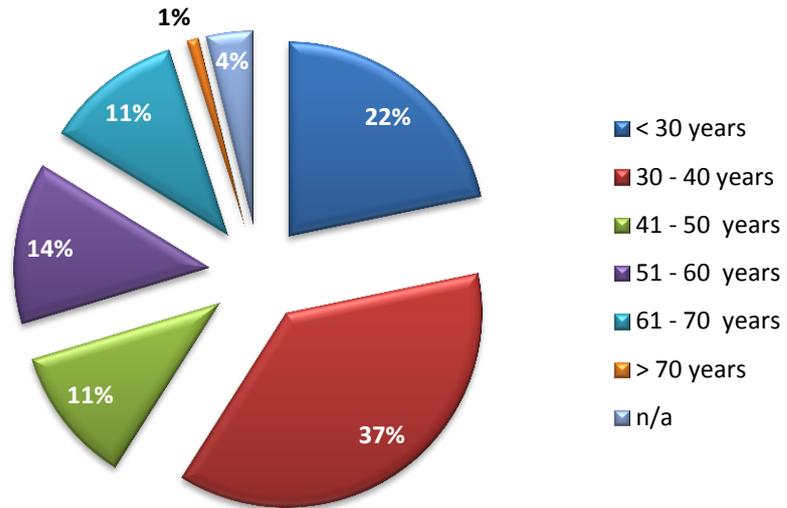


Chart 2 Age of the respondents

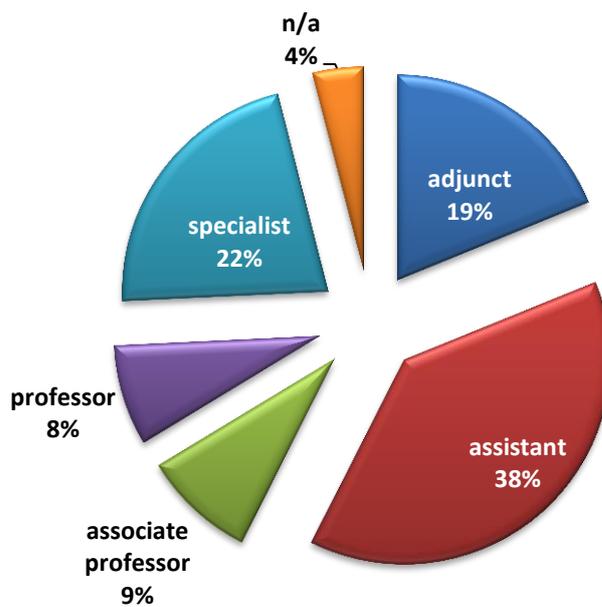


Chart 3 Respondents' professional profile

The group of respondents is consistent with overall characteristics of scientific workers in the Institute. Thus, it may be assumed as representative.

3 Survey results

3.1 Ethical and professional principles

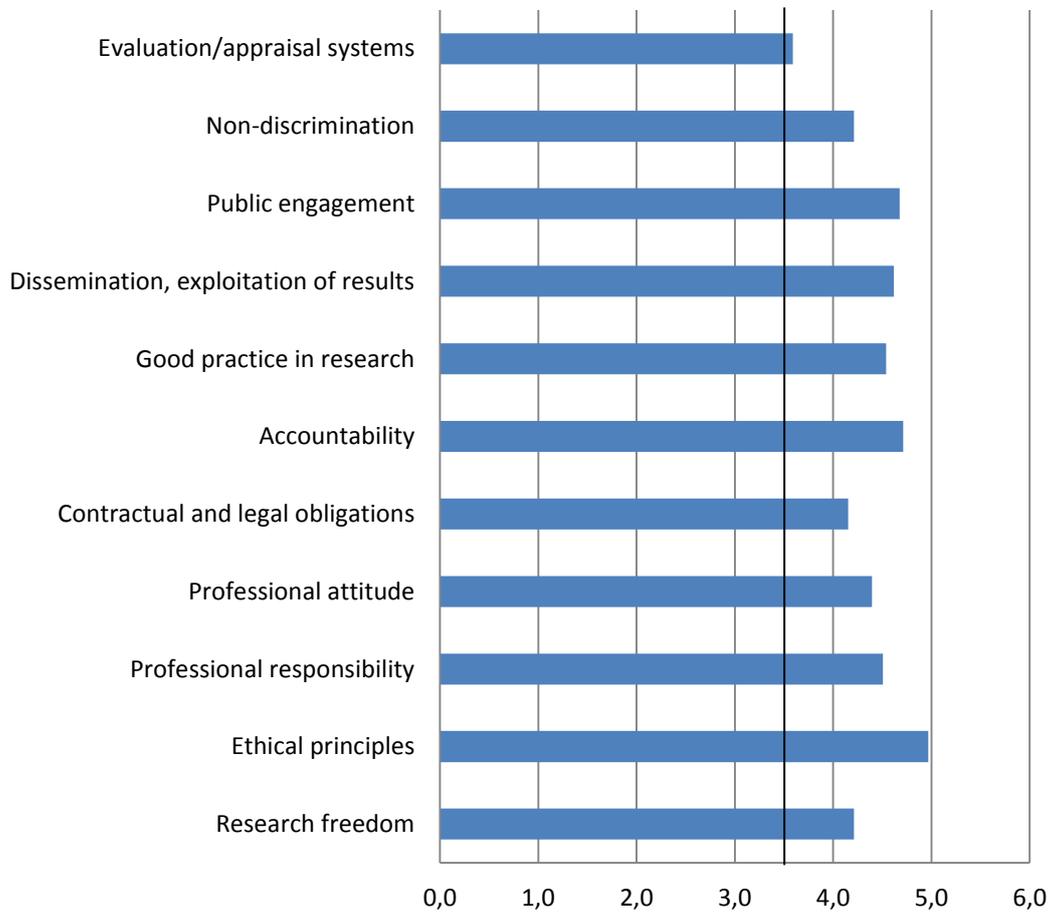


Chart 4 Ethical and professional principles

The average value of the category *"Ethical and professional principles"* was 4.42 and this was the highest category value in the survey. Additionally none question scored less than 3.5. Therefore, WG did not propose any improvement measures linked with this category.

3.2 Recruitment

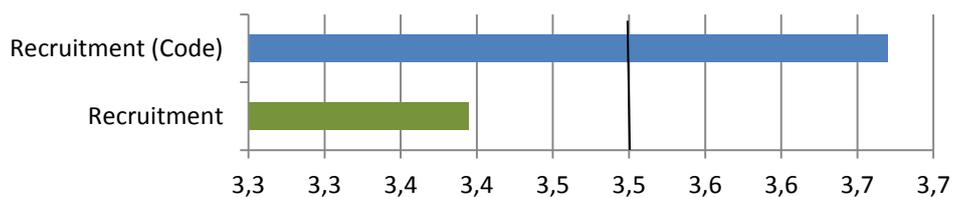


Chart 5 Recruitment

The average value of the category "*Recruitment*" was 3.53 and it was the lowest category value in the survey (which was partly resulted by the number of questions within the category). Nevertheless a question related to creation of employment opportunities to people in difficult position, i.e. returning to their careers was below 3.5. Therefore some advices for improvement were proposed.

Detailed description of gap analysis in reference to the following criteria:

- ✓ selection,
- ✓ transparency,
- ✓ judging merit,
- ✓ recognition of mobility experience,
- ✓ recognition of qualifications,
- ✓ seniority,
- ✓ postdoctoral appointments.

was executed by the Working Group and its results are presented in Section III.2 (Current status and recommended steps).

3.3 Working conditions and social security

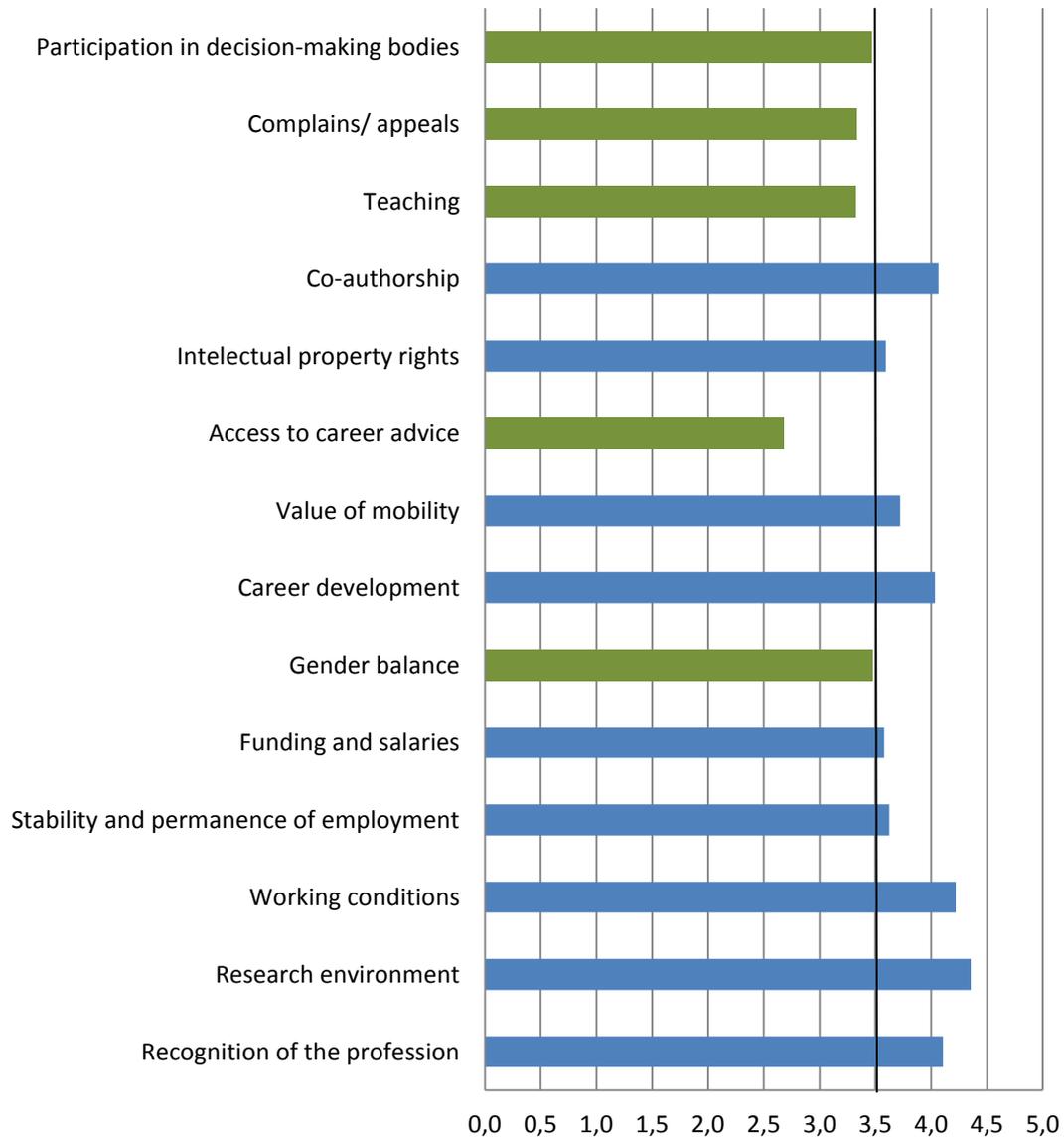


Chart 6 Working conditions and social security

The average value of the category "*Working conditions and social security*" was 3.69. Few questions scored less than 3.5, i.e. related to participation in decision-making bodies, complains/appeals, teaching, access to career advice and gender balance.

3.4 Training

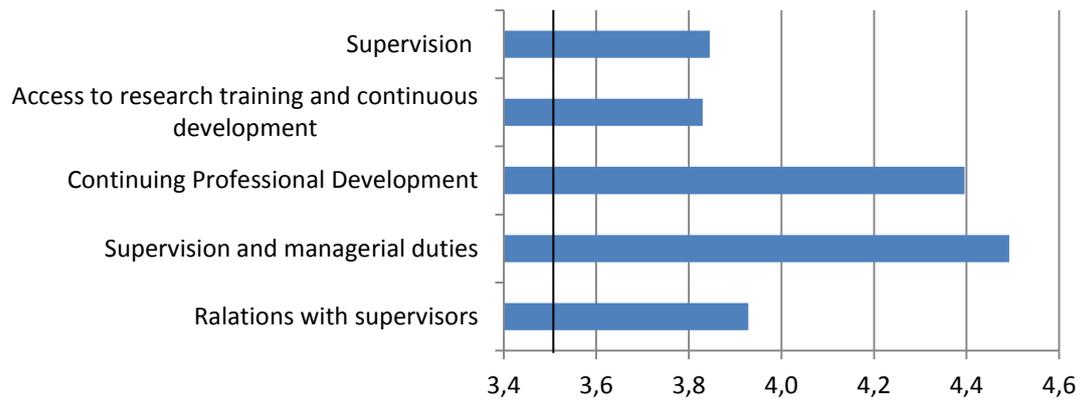


Chart 7 Training

The average value of the category "Training" was 4.1 and it was second highest value. None question scored less than 3.5. Therefore, WG did not propose any improvement measures linked with this category.

III. Action plan

1 Challenges

As a result of the data analysis the following weaknesses were identified [average value in brackets]:

- **Recruitment:**
 - ✓ recruitment and variations in the chronological order of CVs: the researchers acknowledged that they do not provide conditions to support vacancies-applicants in difficult situation, esp. those returning to their careers after breaks [3.4].
- **Working conditions and social security:**
 - ✓ participation in decision-making bodies – the respondents claimed that they do not feel sufficiently represented in decision-making, information and consultation bodies at the Institute [$\sim 3.5^1$];
 - ✓ complaints/appeals – IPC PAS scientific employees think that there are insufficient procedures/persons to solve well and impartially disputes and conflicts [3.3];
 - ✓ teaching - lecturing activity is not adequately taken into account in the work assessment [3.3];
 - ✓ access to career advice - the researchers acknowledged that IPC PAS does not ensure adequate career advice in case of job search [2.7 – lowest value in the whole survey];
 - ✓ gender balance – the respondents think that at some levels of staff there is a problem with gender balance [$\sim 3.5^2$].

Additionally due to the fact that some dimensions within **Recruitment** category were not researched in the survey – they were also put into discussion of WG. It refers to:

- ✓ selection,
- ✓ transparency,
- ✓ judging merit,
- ✓ recognition of mobility experience,
- ✓ recognition of qualifications,
- ✓ seniority,
- ✓ postdoctoral appointments.

The HRS4 project goals and assumptions, together with survey results were discussed by WG, which also proposed some remedies. Deliverables of the meeting are presented in the second section. Interpretation of the results was done in line with principles and rules within the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. WG has also given some clues how to increase awareness of the scientific society in IPC PAS of the above principles, and rules as well as their influence on the attractiveness of IPC PAS environment for researchers.

¹ Exact value – 3.47.

² Exact value – 3.48.

2 Current status and recommended steps

!!! Some questions referring to general principles and requirements for the Code of Conduct were excluded from the questionnaire due to the necessity to limit questionnaire length and limited number of persons engaged in recruitment process (survey was addressed to all scientific employees regardless to held position). For this ground, description of the current status of these principles and their evaluation is more detailed and extensive. That is also the reason why gap analysis made in form of current status description in reference to these principles does not always result in any recommendations!!!

		Current status	Recommended steps
RECRUITMENT	1 Recruitment	<p><u>Ordinance of IPC PAS Director introducing Rules of the selection proceedings in case of employing to the academic positions at IPC PAS</u></p> <p>Researchers at the beginning of their career</p> <p>IPC PAS has policy of employing (part-time employment) PhD students pursuing studies at IPC PAS. It supports scientists' adoption to the scientific environment and providing them with knowledge on the rules governing researchers' society. <i>Ordinance of IPC PAS Director introducing Rules of the selection proceedings in case of employing to the academic positions at IPC PAS</i> exempts from obligation to use selection proceedings in case of employing IPC PAS PhD students as assistants.</p> <p>Researchers returning to a research career</p> <p>Currently there are none procedures and rules that may ease access to employment at IPC PAS to a person returning to his/her research career. Additionally the survey proved that researchers of IPC PAS do not always create employment opportunities to people in difficult position, i.e. returning to their careers [average value – 3.4].</p> <p>WG assumed that it may be caused by the current proceedings on evaluation of research teams. Evaluation of each department takes into account personal achievements of the</p>	<p>Objectives:</p> <p>Diversification of the composition Selection Committee in respect of gender</p> <p>Easing access to employment at IPC PAS to a person returning to his/her research career</p>
	<p><i>Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.</i></p>	<p>Recommendations:</p> <ol style="list-style-type: none"> 1) amendment of <i>the Ordinance of the Director introducing Rules of the selection proceedings in case of employing to the academic positions at IPC PAS</i> by the obligation that the Selection Committee must consist of both male and female representatives; 2) introduction of change in the rules referring to evaluation of research teams allowing not to take into account in the evaluation of the teams - scientific achievements of the person admitted to the institute after at least 2-year break in his/her research career for a period of 2 following years; 3) training and informing selection committees and persons engaged in recruitment on possible benefits for Departments/Research Teams and 	

		<p>individual researchers in the team i.e. number of publications and value of obtained grants (detailed information is given in Section 11). The average calculated for the team decides on the its place in ranking of the teams. WG considered that a person who experienced a break in research career creates a risk for a Leader of noting down a decline in the ranking. Thus, applications of persons returning to his/her research career may be discarded.</p> <p>Other disadvantaged groups</p> <p>Description of current approach to other disadvantaged groups (which due to weak gender balance in the Institute are esp. women) was presented in Section 2 (Selection and Gender balance)</p> <p>WG recommended introduction of some remedies.</p>	<p>IPC PAS resulting from profile differentiation of IPC PAS employees.</p> <p>Party responsible and timing:</p> <p>1 – 2) Director, 1-2Q2015</p> <p>3) Administration, Leaders at least once a year</p>
	<p style="text-align: center;">2</p> <p style="text-align: center;">Selection</p> <p><i>Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.</i></p>	<p><u>Ordinance of IPC PAS Director introducing Rules of the selection proceedings in case of employing to the academic positions at IPC PAS</u></p> <p>The researchers of IPC PAS consider that the Institute lacks gender balance at some levels of staff, which confirmed the results of the survey [average value – 3.48]. This is somehow resulted by the fact that exact science are far less popular among women in Poland. However WG decided that some remedies may be introduced.</p> <p>According to the current regulation, Selection Committee is composed of the members of:</p> <ul style="list-style-type: none"> ✓ Committee on Awards and Promotions of the Research Council (advisory body of IPC PAS) – in case of selection procedure for the post of professor, associate professor or visiting professor, ✓ Committee on Personnel Affairs of the Research Council – in case of selection procedure for the post of assistant or adjunct. 	<p>Objectives: Diversification of the composition Selection Committee in respect of gender</p> <p>Recommendations:</p> <p>amendment of the Ordinance of the Director by the obligation that the Selection Committee must consist of both male and female representatives.</p> <p>Party responsible and timing:</p> <p>Director, 2Q2015</p>

	<p>Gender balance</p> <p><i>Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.</i></p>	<p>Currently, the Committee on Awards and Promotions of the Research Council is composed of both women and men. However, the Committee on Personnel Affairs has only male representatives. Members of both committees come from various scientific environments – from IPC PAS, University of Warsaw (Faculty of Physics, Faculty of Chemistry), Institute of Catalysis and Surface Chemistry of the Polish Academy of Sciences. The Selection Committees lack representatives of business sector. However, the Ordinance reserves the possibility that the Committee may consult other specialists, incl. from outside the Institute. The Committee is also obliged to consult Head of Department and Head of the Research Team before preparation of ranking of the candidates. Final decision on hiring person is made by the Director of the Institute.</p> <p>Due to the fact that composition of the Selection Committees is convertible, WG suggested to ensure participation within the Committee female representatives to create more women-friendly environment.</p>	
	<p>3 Transparency</p> <p><i>Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.</i></p>	<p><u>Ordinance of IPC PAS Director introducing Rules of the selection proceedings in case of employing to the academic positions at IPC PAS</u></p> <p>The Director's Ordinance regulates the form of an advertisement, which obligatory must contain:</p> <ul style="list-style-type: none"> ✓ scope of researches to be carried out by a successful applicant, ✓ general requirements, ✓ necessary documents to be submitted (application form, CV, autoreferat, copy of diploma, list of publications, opinion of an independent researcher about the candidate), ✓ an information on the possibility to be asked for public presentation of research results of a candidate at a seminar, 	<p>Objectives: Open recruitment proceedings, clear rules of candidate selection and feedback after completing procedure</p> <p>Recommendations:</p> <ol style="list-style-type: none"> 1) introduction of ad template supplemented by detailed information on selection criteria and no. of vacancies; 2) obligation imposed on Head of Department/ Research Team responsible for selection to provide feedback to the candidates from the short-list (interviewed by the Selection Committee). <p>Party responsible and timing:</p>

	<ul style="list-style-type: none"> ✓ deadline and way of submitting applications, ✓ information on the period of employment, ✓ possibility of being granted a place in a guest rooms on the premises of the Institute. <p>Therefore, the current selection procedure do not impose on the Selection Committee or Head of Department/Research Team, responsible for selection, any obligation of publishing detailed selection criteria, information of no. of vacancies or providing feedback to the candidates. Regarding above, WG suggested to supplement the ad template by information specified above.</p>	<p>Director, 2Q2015</p>
	<p style="text-align: center;">4</p> <p style="text-align: center;">Judging Merit</p> <p><i>The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered.</i></p> <p><i>This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an</i></p> <p><u>Ordinance of IPC PAS Director introducing Rules of the selection proceedings in case of employing to the academic positions at IPC PAS</u></p> <p>As mentioned above, the Director’s Ordinance introduces job ad template. However it lacks selection criteria. Therefore, it is possible that regarding personal approach of Department/ Research Team Leader – applications of the persons with other personal achievements that no. and rank of publications – are declined. Therefore, WG suggested taking measures, such as: creation and spreading appropriate recruitment policy and introducing changes in the Ordinance.</p>	<p>Objectives: Open recruitment proceedings, clear rules of candidate selection</p> <p>Recommendations:</p> <ol style="list-style-type: none"> 1) introduction of ad template supplemented by wide range of selection criteria, esp. taking into account overall potential of the candidates, creativity, level of independence; 2) creation of employment policy with special focus on differentiated selection criteria; policy will be published on IPC PAS website and disseminated among IPC PAS employees; 3) training and informing selection committees and persons engaged in recruitment on possible benefits for Departments/ Research Teams and IPC PAS resulting from profile differentiation of IPC PAS employees. <p>Party responsible and timing:</p> <ol style="list-style-type: none"> 1) Director, 2Q2015 2) Director/ Administration/ Team and Departments Leaders, 2-3Q2015

<p><i>industrial background, particular attention should be paid to any contributions to patents, development or inventions.</i></p>		<p>3) Administration, Leaders at least once a year</p>
<p style="text-align: center;">5</p> <p>Variations in the chronological order of CVs</p> <p><i>Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.</i></p>	<p><u>Ordinance of IPC PAS Director introducing Rules of the selection proceedings in case of employing to the academic positions at IPC PAS</u></p> <p>The Director’s Ordinance regulates the form of an advertisement. Obligatory elements of the ad were presented in the Section 3. The procedure enables a candidate to describe his/her achievements, participation in research projects, scientific interests and research plans in the autoreferat (kind of evidence-based CV). Therefore, WG did not suggest any changes in reference to application requirements.</p> <p>Regarding career breaks, WG diagnosis and remedies were presented in Section 1. Additionally in order to improve chances of persons experiencing a break in his/her career or with variations in the chronological order of CV - improvement of IPC PAS information policy was proposed especially regarding recruitment policy.</p>	<p>Objectives:</p> <p>Easing access to employment at IPC PAS to a person with career breaks</p> <p>Recommendations:</p> <ol style="list-style-type: none"> 1) introduction of change in the rules referring to evaluation of research teams allowing not to take into account in the evaluation of the team - scientific achievements of the person admitted to the institute after at least 2-year break in his/her research career for a period of 2 following years; 2) training and informing selection committees and persons engaged in recruitment on possible benefits resulting from candidate’s engagement in different activities causing a break in his/her career or variations in the chronological order of his/her CV; 3) creation of employment policy creating the framework for acceptance of variations in chronological order of CVs; the policy will be published on IPC PAS website and disseminated among IPC PAS employees. <p>Party responsible and timing:</p> <ol style="list-style-type: none"> 1) Director, 1-2Q2015 2) Administration, Leaders at least once a year 3) Director/ Administration/ Team and Departments

		Leaders, 2-3Q2015
<p style="text-align: center;">6</p> <p style="text-align: center;">Recognition of mobility experience</p> <p><i>Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.</i></p>	<p><u>Ordinance of IPC PAS Director introducing Rules of the selection proceedings in case of employing to the academic positions at IPC PAS</u></p> <p>The researchers of IPC PAS are supported and encouraged to participate in business trips / domestic and foreign internships and to be professionally mobile, which confirmed the results of the survey [average value – 3.7]. Additionally WG analysed current procedures and internal documents regulating recruitment process and discussed their execution in IPC PAS. WG confirmed that recruitment procedures recognize rule of mobility of experience, i.e. through introducing:</p> <ul style="list-style-type: none"> ✓ obligation to submit by an applicant autoreferat incl. information on professional interests, achievements, participation in research projects and research plans, ✓ obligation to take into account by Selection committee autoreferat, specifying personal achievements and experiences regardless to the fact where they were collected. <p>Additionally in case of any doubts regarding profile of any candidate or his/her professional activity, he/she can be asked for public presentations of the results of his/her researches at a seminar.</p> <p>Therefore, none additional actions were recommended.</p>	<p>Objectives: none</p>
		<p>Recommendations: none</p>
		<p>Party responsible and timing: none</p>
<p style="text-align: center;">7</p> <p style="text-align: center;">Recognition of qualifications</p> <p><i>Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including</i></p>	<p><u>Ordinance of IPC PAS Director introducing Rules of the selection proceedings in case of employing to the academic positions at IPC PAS</u></p> <p>According to the Director's Ordinance, requirements towards a job candidate are specified in the form of:</p> <ul style="list-style-type: none"> ✓ scope of researches to be carried out by a successful 	<p>Objectives: Employees diversification at IPC PAS</p>
		<p>Recommendations:</p> <p>1) creation of employment policy specifying applicants' selection criteria, mobility recognition and excluding reputation-based selection; the policy will be published on IPC PAS website and</p>

<p><i>nonformal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.</i></p> <p style="text-align: center;">Seniority</p> <p><i>The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.</i></p>	<p>applicant,</p> <p>✓ general requirements on completed studies, academic degree and scientific specialty.</p> <p>Moreover, requirements on completed studies and scientific specialty is defined in a very general way (i.e. education – chemistry, physics, specialty – physical chemistry or laser spectroscopy). Therefore, the requirements create no entry barrier. Additionally, WG claimed that has no information on recruiting research staff basing on candidate’s reputation. Autoreferat submitted together with other application documents provides the framework for achievements-based evaluation, taking also into account future scientific plans of the candidate and his/her profile consistency with job ad and department/team expectations.</p> <p>Taking into account very general nature of requirements, experiences regarding mobility are recognized by selection committee.</p> <p>Therefore, no gap was identified.</p> <p>However, in order to guarantee implementation of seniority principle by all research staff – WG suggested supplementation of the planned IPC PAS employment policy by adequate provisions.</p>	<p>disseminated among IPC PAS employees,</p> <p>2) training and informing selection committees and persons engaged in recruitment about IPC PAS employment policy.</p>
<p style="text-align: center;">8</p> <p style="text-align: center;">Postdoctoral appointments</p> <p><i>Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the</i></p>	<p>Polish law regulates detailed conditions under which postdoctoral appointments are made (<i>Act on Academic Degrees and Academic Title, and on Degrees and Title in Art; Regulation of the Minister of Science and Higher Education on criteria for assessing the achievements of the person applying for postdoctoral appointment</i>). IPC PAS has no influence on appointment criteria. Therefore, WG did not recommend any</p>	<p>Objectives: none</p> <p>Recommendations: none</p> <p>Party responsible and timing: none</p>

	<p><i>objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of longterm career prospects.</i></p>	<p>actions referring to postdoctoral appointments in IPC PAS.</p>	
<p>WORKING CONDITIONS AND SOCIAL SECURITY</p>	<p style="text-align: center;">9</p> <p style="text-align: center;">Participation in decision-making bodies</p> <p><i>Employers and/or funders of researchers should recognise it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.</i></p>	<p>According to the survey, some researchers of IPC PAS do not feel adequately represented in all decision-making, information and consultation bodies in the Institute [average value – 3.47].</p> <p>Currently, IPC PAS has two governing organs – Director and Research Council. On the Research Council sit representatives of some groups of employees, i.e. representatives of research employees and PhD students. Additionally the Director convenes the college consisting of Research Team Leaders and Departments Leaders. There is also unwritten custom that each scientific employee (incl. PhD students) may attend a meeting of the college, which takes place regularly. However, rarely it happens that person who is not a leader takes part in a meeting of the college. WG suggested that it may be caused by poor IPC PAN information policy and ordered some steps to improve employees perception of possibility of influencing IPC PAS activity.</p> <p>Employees are also represented by other bodies like trade union and social personnel representative.</p>	<p>Objectives: Enhancing influence channels and improvement of information policy (spreading information on existing channels)</p> <p>Recommendations:</p> <ol style="list-style-type: none"> 1) improved website 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.; 2) regular e-mails informing about current affairs and possibility to join consulting and information groups; 3) before inauguration of new academic year – organizational meeting with PhD students (opened for new employees) referring to internal affairs, procedures and policy of IPC PAS and possibility to attend different consultation and information groups and meetings.

		<p>Party responsible and timing:</p> <ol style="list-style-type: none"> 1) Administration, 1-3Q2015 2) Director, Administration, regularly 3) Administration, International PhD Studies Manager, each year
<p>10</p> <p>Complaints/appeals</p> <p><i>Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.</i></p>	<p>According to the survey, some researchers of IPC PAS do not agree that there are individuals and units that well and impartially resolve any disputes and conflicts [average value – 3.3].</p> <p>Currently, at IPC PAS there is no body exclusively appointed to deal with employees' complaints and appeals. Therefore, disputes/appeals are solved individually by supervisor, leader or Director. Only in cases referring to disciplinary responsibility of scientific employees there is authorized commission (Disciplinary Committee), which solves problems and consider appeals of the employees who are endangered with disciplinary punishment.</p> <p>Taking into account above, WG recommended to expand the powers of the Disciplinary Committee by other types of cases, or – if impossible – to create a new body.</p>	<p>Objectives: Appropriate procedure to solve disputes/appeals well and impartially</p> <p>Recommendations:</p> <ol style="list-style-type: none"> 1) expanding powers of the Disciplinary Committee to solving disputes and employees' appeals or creation of a new body (with representatives of PhD students, adjuncts/assistants, administration and professors); 2) amendment to the Rules governing International PhD Studies indicating body responsible for solving appeals/complaints. <p>Party responsible and timing:</p> <p>Director, Administration, 1-3Q2015</p>
<p>11</p> <p>Teaching</p> <p><i>Teaching is an essential means for the structuring and dissemination of</i></p>	<p><u>Ordinance of IPC PAS Director on the rules for the assessment of the publications of academic staff of the Institute of Physical Chemistry PAS, principles of financing scientific departments, funding rules of PhD students and taken on trainees</u></p> <p>According to the survey, some researchers of IPC PAS disagree</p>	<p>Objectives: Teaching obligations included in appraisal system</p> <p>Recommendations:</p> <p>amending the Ordinance governing the rules for the</p>

<p><i>knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment.</i></p> <p><i>Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.</i></p>	<p>that lecturing activity is adequately taken into account in the work assessment [average value – 3.3]. However, generally scientists think that they are fairly paid [average value – 3.6]. Therefore, problem referring to the implementation of this principle refers to appraisal system.</p> <p>Currently, at IPC PAS exist 2 systems of employees evaluation:</p> <ul style="list-style-type: none"> ✓ individual evaluation regulated by the ordinance, ✓ evaluation of department – ranking that is in the discretion of the Director, unregulated. <p>Evaluation of department is a tool supporting management of IPC PAS, while individual evaluation gives to the employee opportunity to compare with other scientific staff.</p> <p>According to the ordinance, in individual evaluation the following factors are taken into account:</p> <ul style="list-style-type: none"> ✓ no. of publications, incl. articles, monographs and reviewed conference works, ✓ granted patents, ✓ quotations, ✓ lectures delivered at international conferences. <p>Besides that there is unwritten rule that factors other than specified above may be taken into account. Customarily, these factors include teaching or supervision responsibilities. However, WG suggested to amend the Ordinance in order to provide lawful framework for inclusion of teaching obligations into evaluation system.</p> <p>Department evaluation is based on:</p> <ul style="list-style-type: none"> ✓ no. of publications of the employees from the whole department, ✓ quotations of publications of the Leader, ✓ value of obtained grants. <p>Changes in system of department evaluation were not recommended due to different purpose of its usage.</p>	<p>assessment of academic staff by factors related with teaching obligations – in case of fewer publications an employee still may be positively assessed if conducts teaching work</p> <hr/> <p>Party responsible and timing: Director, 1Q2015</p>
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	<p style="text-align: center;">12</p> <p style="text-align: center;">Access to career advice</p> <p><i>Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.</i></p>	<p>The survey proved that researchers of IPC PAS lack career counselling [average value – 2.7]. WG agreed that at the Institute there is only informal mechanism of supporting scientific and other types of career.</p> <p>Moreover, one of the WG members noticed that final phase of the doctorate is difficult because of exams, public defense preparation and the perspective of the end of employment. Therefore, WG recommended taking measures aimed at setting up regular counselling services for the employees of IPC PAS.</p>	<p>Objectives: Tools to support researchers' knowledge on labour market and vacancies</p> <p>Recommendations:</p> <ol style="list-style-type: none"> 1) placing obligation on supervisors to mentor younger research staff and providing support in case of job search; 2) training for group/department leaders and young employees how to manage career in science (with participation of Foundation for Polish Science – if possible); 3) cycle of lectures on the subject of combining science, career and science management - open lectures at IPC PAS informing about possible ways of career development; for this purpose IPC PAS will strive for establishing cooperation with an employment agency, firms employing scientists or different entity; development of internal mechanisms encouraging young scientists to set own businesses; 4) regular e-mails / information on the website referring to grant calls, scholarships, contests or job vacancies for researchers (i.e. euroaxess) etc.; 5) supplementing the employment policy with provisions that after defending PhD thesis on schedule, employment of PhD graduate (on his/her request) will be extended by at least 3 additional months (longer – on Leader's request) aimed at postdoc or job search.
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