



REPORT ON THE IMPLEMENTATION OF THE RECOMMENDATIONS OF THE EUROPEAN COMMISSION IN ORDER TO OBTAIN THE LOGO: HR EXCELLENCE IN RESEARCH

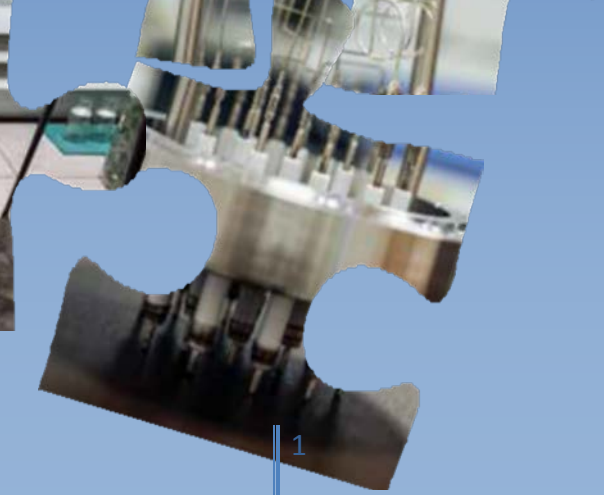
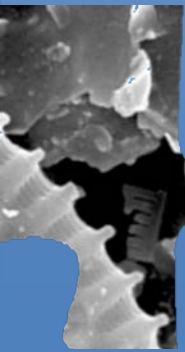


TABLE OF CONTENTS

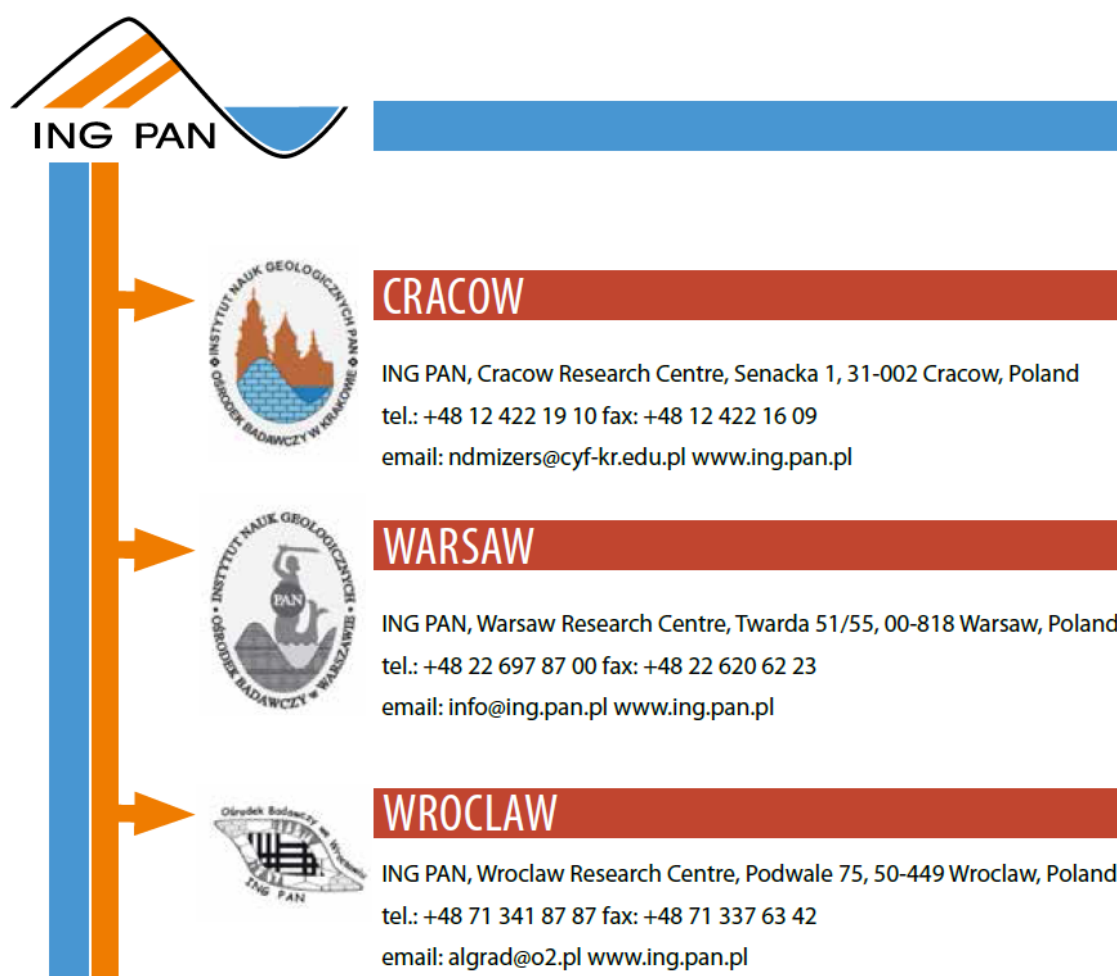
1. INTRODUCTION.....	4
2. METHODOLOGY.....	6
3. SURVEY FINDINGS.....	7
3.1. Characteristics of survey respondents.....	7
3.2. Results of the survey.....	9
4. RESULTS OF INTERNAL ANALYSIS AND INTERNAL DOCUMENTS.....	12
4.1. Research freedom.....	12
4.2. Ethical principles.....	12
4.3. Professional responsibility.....	13
4.4. Professional attitude.....	13
4.5. Contractual and legal obligations.....	14
4.6. Accountability.....	15
4.7. Good practice in research.....	16
4.8. Dissemination and exploitation of results.....	16
4.9. Public engagement.....	17
4.10. Non-discrimination.....	18
4.11. Evaluation systems.....	18
4.12. Recruitment.....	19
4.13. Recruitment (Legal Code).....	19
4.14. Selection (Legal Code).....	20
4.15. Transparency (Legal Code).....	21
4.16. Judging merit (Legal Code).....	21
4.17. Variations in the chronological order of CVs (Legal Code).....	21
4.18. Recognition of mobility experience (Legal Code).....	22
4.19. Recognition of qualifications (Legal Code).....	23
4.20. Seniority (Legal Code).....	23
4.21. Postdoctoral appointments.....	24
4.22. Recognition of the profession.....	24
4.23. Research environment.....	25
4.24. Working conditions.....	25
4.25. Stability and permanence of employment.....	26
4.26. Funding and salaries.....	26
4.27. Gender balance.....	27
4.28. Career development.....	27
4.29. Value of mobility.....	27
4.30. Access to career advice.....	28
4.31. Intellectual Property Rights.....	28
4.32. Co-authorship.....	29

4.33.	Teaching	29
4.34.	Complaints and appeals.....	30
4.35.	Participation in decision-making bodies	30
4.36.	Relations with supervisors	31
4.37.	Supervision and managerial duties.....	31
4.38.	Continuing professional development.....	32
4.39.	Access to research training and continuous development.....	32
4.40.	Supervision.....	33
5.	ACTION PLAN	34

1. INTRODUCTION

On 14th of July 2015, the Institute of Geological Sciences of the Polish Academy of Sciences signed the *Declaration of Commitment to adopt the European Charter and Code of Conduct for the Recruitment of Researchers* that endorsed and fully supported the *Recommendation of the European Commission 2005/251/EC the principles on “The European Charter for Researchers”* and “*The Code of Conduct for the Recruitment of Researchers*”. In the *Declaration*, the Director of Institute, recognized the values of the Charter and the Code, and their influence on simultaneous development of both – its researchers and the institution.

This report summarizes our second step in the procedure that begins the implementation of the *Recommendation of the European Commission* and *The Code of Conduct for the Recruitment of Researchers*.



The Institute of Geological Sciences of the Polish Academy of Sciences (Polish abbreviation ING PAN, *Institut Nauk Geologicznych Polskiej Akademii Nauk*) was established in 1956 as the Research Centre of Geological Sciences in Warsaw. The Laboratory of Geology and Stratigraphy of the Polish Academy of Sciences in Cracow, which was organized in 1954, was incorporated into the Research Centre as its branch in Cracow.

In 1979, a resolution of the Board of the Polish Academy of Sciences raised the Centre to the rank of Institute. The Institute of Geological Sciences is a leading Polish scientific institution in the field of Earth sciences. The Institute includes three research centres located in Warsaw (which includes the headquarter), Cracow and Wroclaw (contact details presented above).

The ING PAN have in total 134 employees (including part-time and contract staff) and PhD scholars with 57% females (F) and 43% males (M) that gives 1.35 gender ratio (F/M). The Institute employs researchers (42), technicians (45), and administrative and support staff (35). PhD scholars (12), research assistants (included into *researchers*) and junior technicians (included into *technicians*) also working on their PhD projects represent the total of junior / entry level researchers. This category of all junior researchers (23) is further called *PhD students* in this report.

Each year our researchers publish 50 to 60 original research papers in journals listed in the ISI Master Journal List, including periodicals with high impact factors, such as *Nature*, *Geology*, *American Mineralogist*, *American Journal of Sciences*, *Sedimentology*, *Tectonics*, *Tectonophysics*, *Icarus*, *Lithos*, *Chemical Geology*, *Marine Micropaleontology* etc., as well as nearly 20 monographic volumes and book chapters.

Our institute conducts a large number of research projects supported by national and international foundations. Our extensive international cooperation covers most of the European Union countries, as well as Belorussia, Ukraine, and Russia. There are strong scientific links all-over the world, including the USA, Argentina, Australia, China, India, Japan, Israel, Saudi Arabia and other countries. The best progress in our scientific collaboration was achieved thanks to the ATLAB Project (2012-2015) funded by the European Commission within a frame of Research Potential (RegPot).

Our employees are active members of various international boards, e.g. The Society of Exploration Geophysicists, The International Geoscience UNESCO Programme of the *Early Earth*, The Researching Fracking in Europe, The International Association of Hydrogeologists, The International Association of Volcanology and Chemistry of Earth' Interior, International Union of Quaternary Research, The Micropalaeontological Society, The International Continental Scientific Drilling Program and others.

2. METHODOLOGY

After signing the Declaration of Commitment to adopt the European Charter and Code of Conduct for the Recruitment of Researchers in 2015, the next step was to establish the HR Working Group and its members. In order to engage different groups of employees in this process, the HR Working Group consisted of ING PAN staff members, representing scientists, junior researchers, management, technicians and administration, it consisted of male and female members. Prof. Ewa Słaby, ING PAN Director, proposed Dr hab. Jarosław Tyszka to coordinate the HR Working Group in cooperation with Dr hab. Monika Kusiak. They represent the group of associate professors and represent the Research Centre in Kraków and the Research Centre in Warsaw, respectively. The Board of Directors, including Prof. Ewa Słaby and Dr hab. Arkadiusz Derkowski, and both coordinators selected additional members of the HR Working Group. The following people were included: Dr Mirosław Jastrzębski from the Research Centre in Wrocław (representing postdoctoral researchers); Jolanta Kotowicz (Head of Personnel Administration), Mateusz Kufra (representing PhD students), Mateusz Mikołajczak (representing junior researchers), Małgorzata Penkala (representing administrative staff), and Magdalena Radzikowska (representing technicians and lab managers). Monika Plech (graphic editor) was asked to assist in preparation of the report.

Our internal analysis was a two-step process. Firstly, a questionnaire on 40 main issues described in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers was prepared and discussed with the staff members. The HR Working Group has elaborated a strategy for conducting internal analysis and developed an action plan in response to the gaps identified. Secondly, a detailed analysis of existing documents: external (Acts of Law) and internal (Director's directives).

Each question had two types of rating, the significance (scores from 1 – not important at all, to 5 – very important), and the implementation of the given conduct at ING PAN (from 1 – not implemented, to 5 – fully implemented).

The questionnaire was distributed as a paper copy to all researchers, PhD students, technicians, and administration staff of the Institute of Geological Sciences (over 100 potential respondents) in three research centres in Warsaw, Cracow, and Wrocław. Staff absent due to leave of absence, remote working, research fellowships, or maternal leave received digital forms by e-mail and were given a way to return the forms anonymously, through a third party. All questionnaires were ensured fully anonymous and confidential to give all employees a comfort to provide free and uncompromised opinion.

The HR Working Group analysed existing documents and rules already imposed by the Polish Law, Polish Academy of Sciences and internal regulations. The preliminary investigation indicated that most of the Principles and Requirements are already implemented in the ING PAN.

3. SURVEY FINDINGS

3.1. Characteristics of survey respondents

The descriptive part of the survey started in October 2015 and finished on April 13, 2016. We have received a total of 322 comments referred to all 40 topics listed in the survey. These comments helped us to identify gaps and overview ideas to be implemented. The quantitative part of the survey was carried out between the 11th and 13th of April 2016. As a result we have received 89 responses which represent 66% of staff members, including PhD students. Below we specify characteristics of respondents who decided to take part in the anonymous survey. Figure 1 presents our respondents in respect to their university degree or scientific title. Figure 2 shows gender of ING PAN respondents associated with job positions.

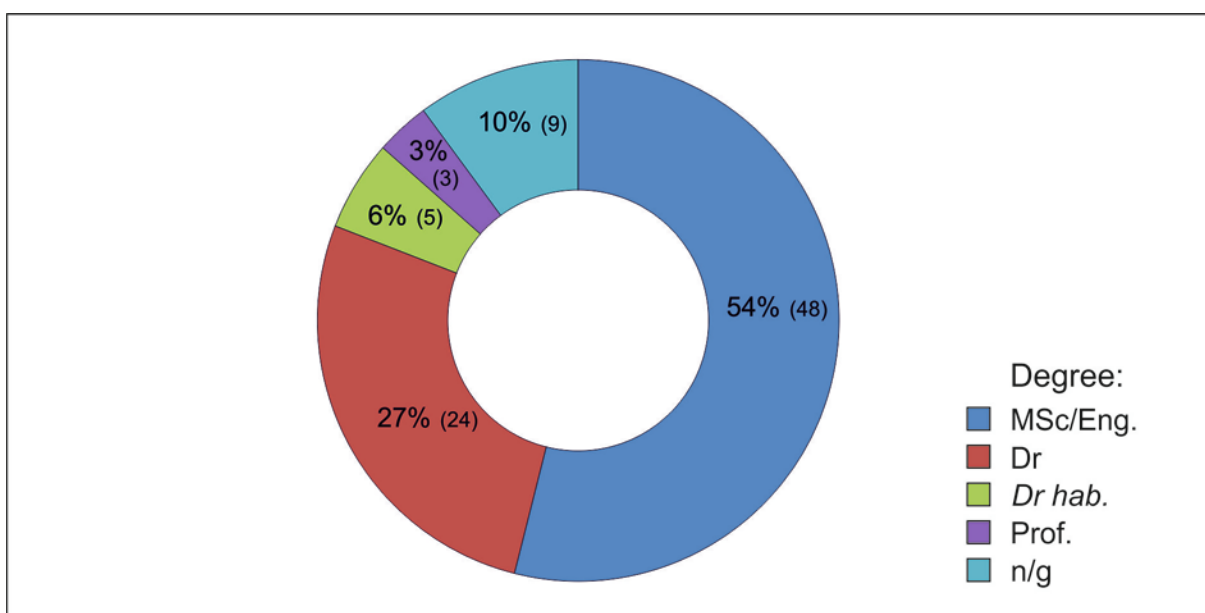


Fig. 1. Structure of ING PAN respondents based on university degree and scientific title (n/g - degree either not provided or not given).

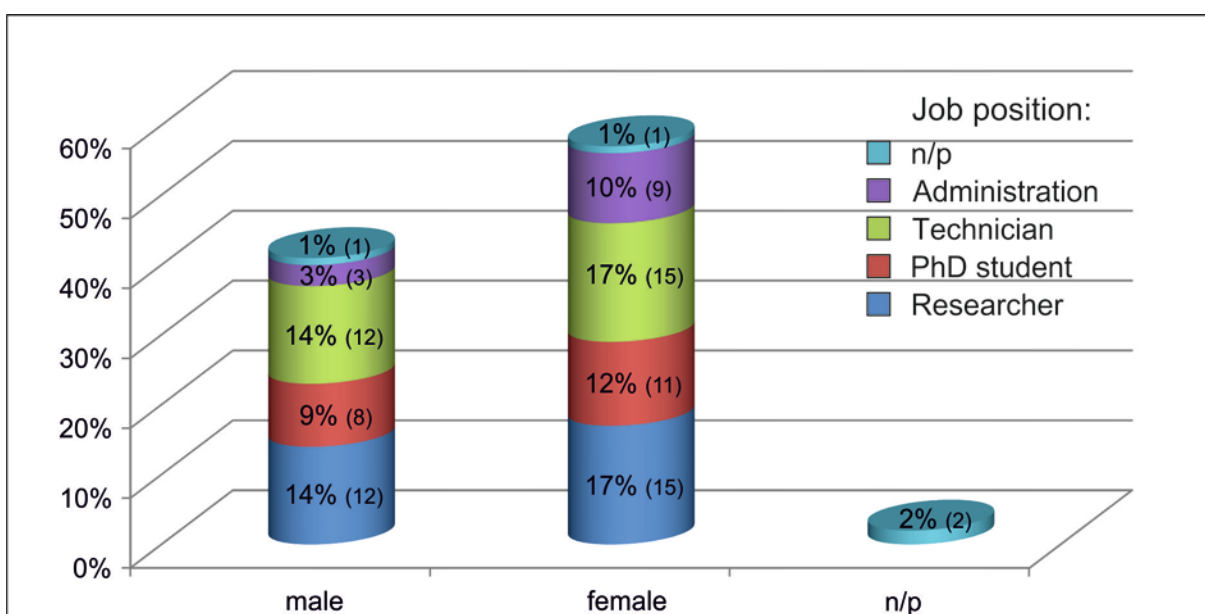


Fig. 2. Gender of ING PAN respondents. Values in brackets represent absolute number personnel in the employment group who responded to the evaluation survey; n/p –not provided.

Figure 3 presents the age structure of respondents separated to those who are younger than 35 years and older 35 years. Figure 4 shows period of employment of all respondents. All four figures show that gender equality is well represented in all respondent groups. Another striking feature is that respondents and the staff itself is relatively young, having most of the staff and PhD students under the 35 years age limit.

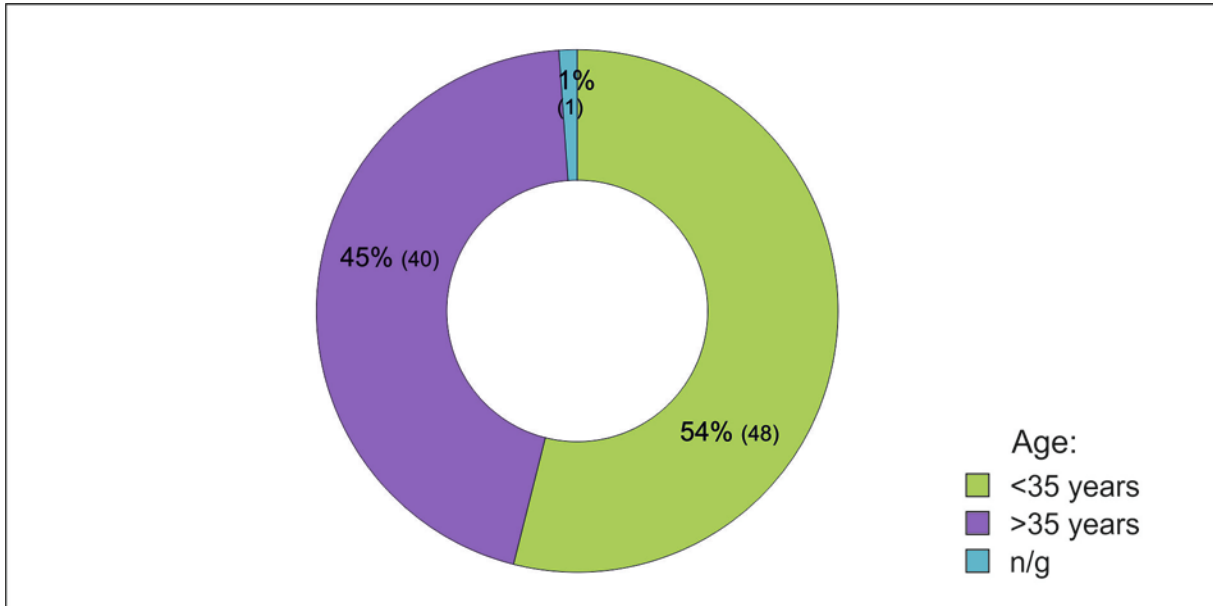


Fig. 3. Age structure of ING PAN respondents indicates that 54% of staff is represented by employees and PhD students that are younger than 35 years; n/g – not given.

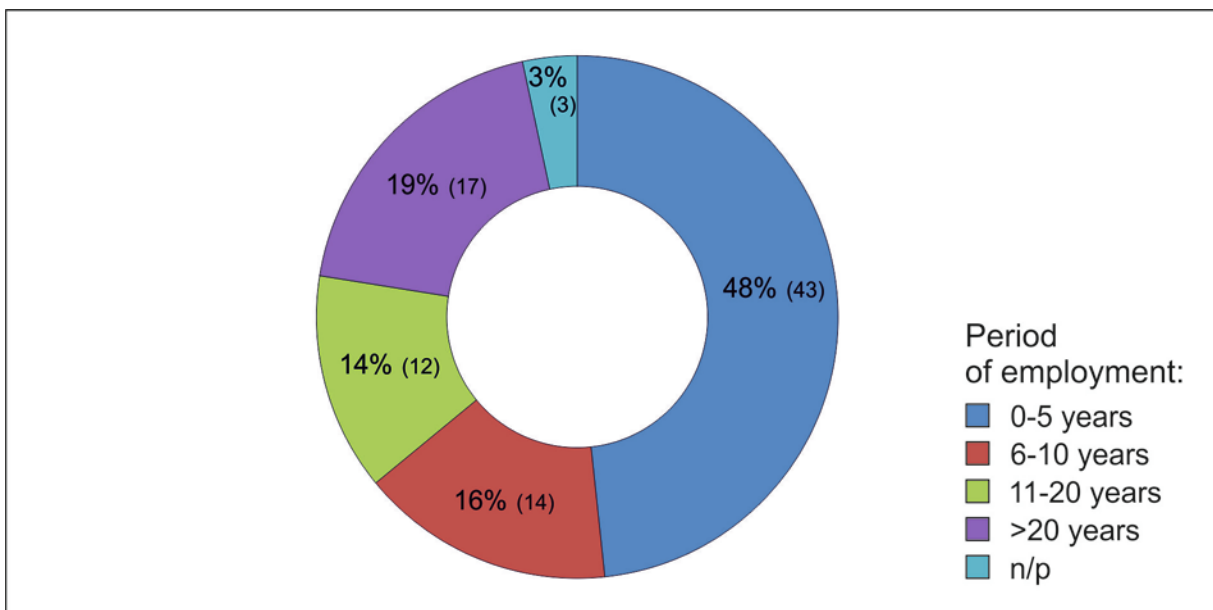


Fig. 4. Employment structure of ING PAN respondents based on work experience (time of employment) at ING PAN; n/p – not provided.

3.2. Results of the survey

Results of the quantitative survey based either on all respondents (Fig. 5) or their selected categories, i.e. researchers (Fig. 6) and PhD students (Fig. 7) are presented. Section 4 refers to these results presented below.

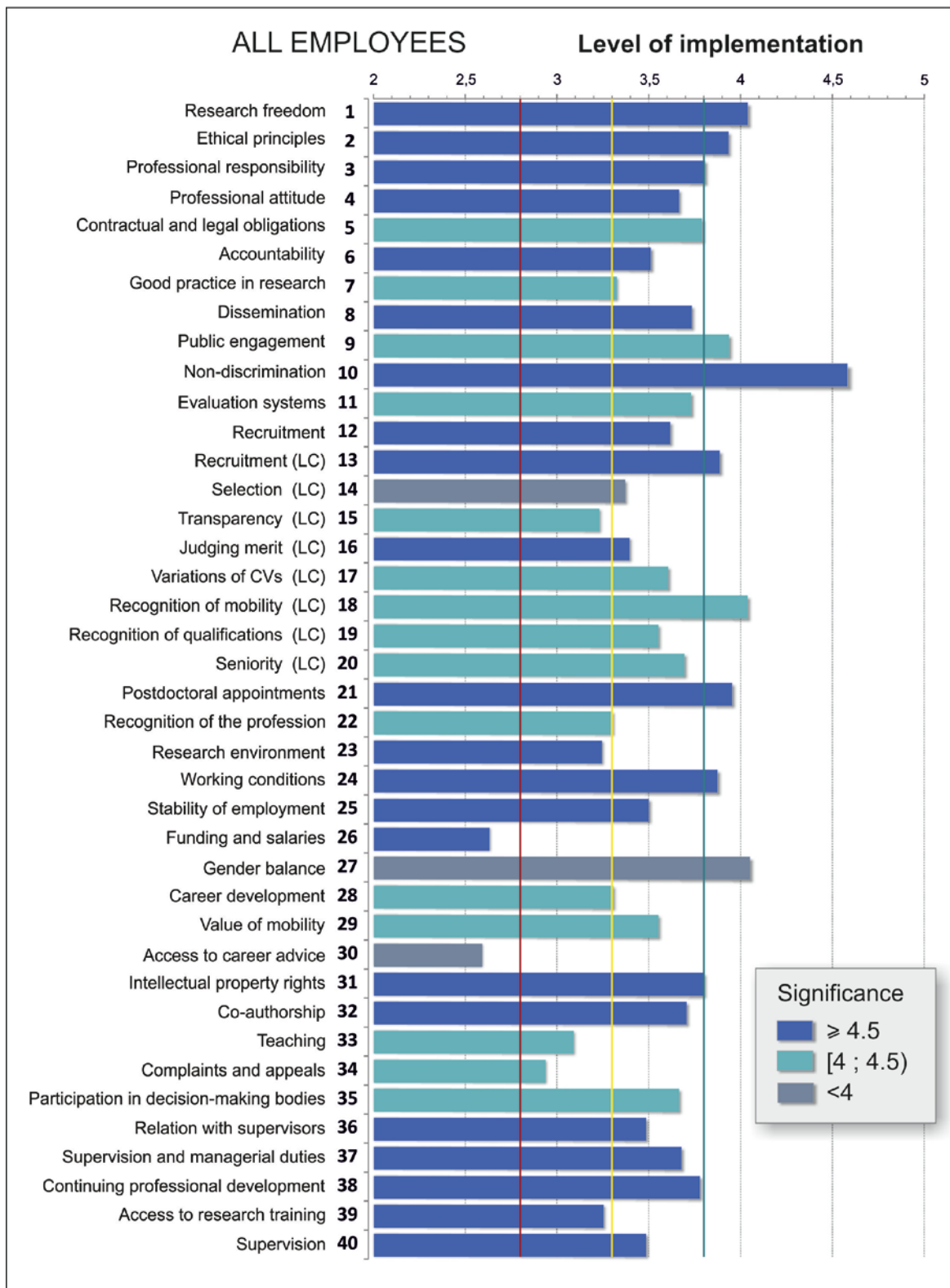


Fig. 5. Results on implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers based on all respondents. Three levels of significance are labelled in colours. Most significant (very important) topics identified

by respondents are marked in dark blue.

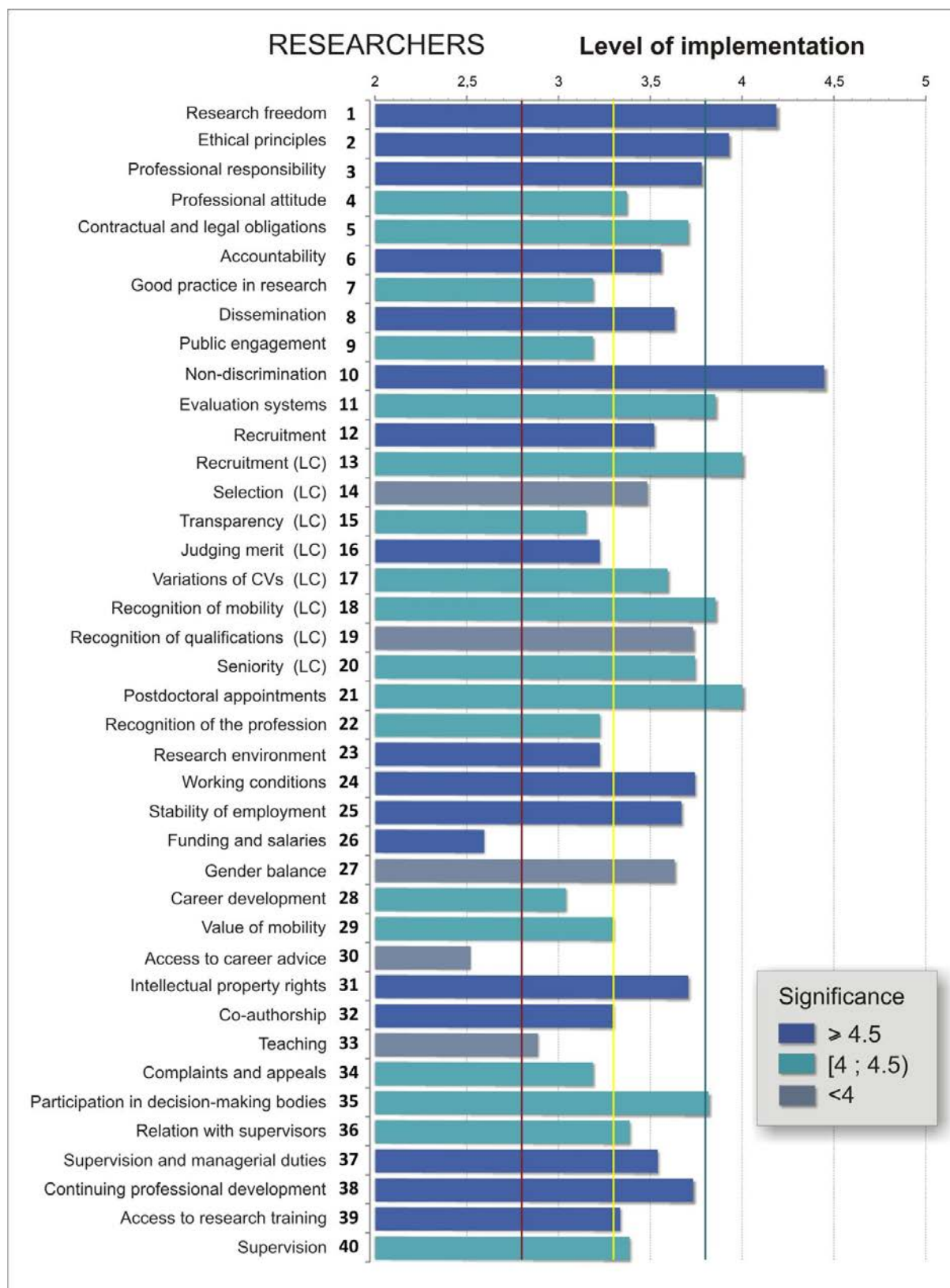
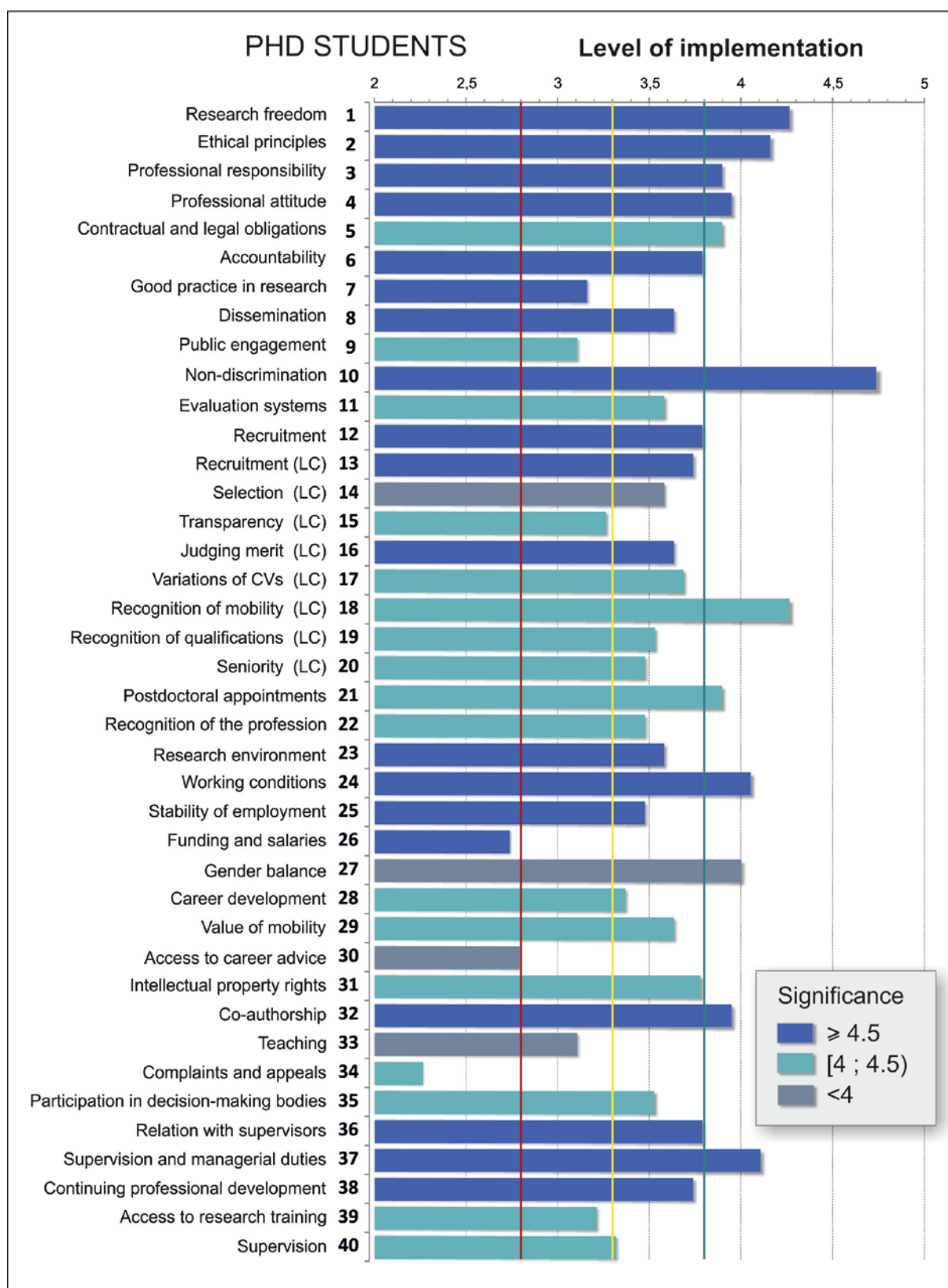


Fig. 6. Results on implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers based on responses from all researchers. Three levels of significance are labelled in colours. Most significant topics identified by respondents are marked in dark blue.



• **Fig. 7.** Results on implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers based on responses from PhD-students and other young researchers working on their PhD projects. Three levels of significance are labelled in colours. Most significant topics identified by respondents are marked in dark blue.

4. RESULTS OF INTERNAL ANALYSIS AND INTERNAL DOCUMENTS

4.1. Research freedom

Principles:

Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices.

Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/ management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.

Evaluation of existing rules and practices:

The Institute of Geological Sciences of the Polish Academy of Sciences (ING PAN) always follows the principle of freedom of choice for research topics and methods used by its researchers, thus there is no compelling reason for taking action in this regard. Although researchers noticed the need of minimizing administrative restrictions or obstacles on conducting research, most of the procedures are regulated by legal documents. The Act of Public Procurement released regulates spending public funds. The new management of our institute currently works on simplifying internal procedures for purchasing.

Actions required:

None.

4.2. Ethical principles

Principles:

Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectorial or institutional Codes of Ethics.

Evaluation of existing rules and practices:

Rules of conduct and ethical practices are described in detail in *the Code of Ethics of the Scientific Employee* (as an annex to Resolution No. 10/12 of the General Assembly of the Academy of Sciences on 13th of December 2012), the publication of the MNiSW in 2011 *Good Practice in Review Procedures in Science*, *The European Code of Conduct for Research Integrity* (European Science Foundation, 2010) and the relevant documents of science foundations and the Polish Academy of Sciences (PAN). A significant part of the rules and practices are known to employees, but the rules on confidentiality procedures and avoiding interest and personal conflicts require dissemination and compliance.

Actions required:

- It is recommended to introduce regular training, which will allow for comprehensive review of staff and doctoral students of the applicable regulations and good practices in research. Proposed is a 2-year training cycle, based on concise lectures, open discussions, panels.
- Establishing access to codes and other sources, including the latest information regarding the ethics of science on the ING PAN web page.

4.3. Professional responsibility

Principles:

Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere.

They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted.

Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.

Evaluation of existing rules and practices:

Professional liability refers to the ethical principles described in Section 4.2. Our survey and discussions with the workers showed no significant problems, however, they revealed the need for sensitivity to appropriate references and citations. It is worth noticing that employees of ING PAN rightly believe in the importance of research to be seen in perspective of future of society. Studies, which are not relevant presently, may be very important for future generations. A study should also be verified by repeating experiments and observations using new research methods.

Actions required:

- The prevalence of the existing rules relating to the problems of plagiarism and intellectual property in the papers for the young staff in conjunction with the training of the issues of ethics in science (compare Section 4.2).
- Implementation and popularization of an available (free) anti-plagiarism system in order to be able to quickly assess the likelihood of plagiarism.

4.4. Professional attitude

Principles:

Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided.

They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.

Evaluation of existing rules and practices:

Descriptions of financing mechanisms for conducting research in Poland are available on the websites of ministries, foundations, and the internal website of the Institute. Each year the Director of our institute presents the research budget and a schedule for the next 12 months. The Act of 30 April 2010 (Act no 96, entry no 615) regulates the principles of financing research institutions in Poland. At the ING PAN, the directive No. 2/2014 regulates the internal funding rules. There is more limited knowledge on strategic goals, not only in relation to the entire research community, but also in the scale of the Institute. Due to the fact that setting the strategic goals may constitute a restriction on the freedom of research, it would be advisable to determine them carefully, with a broad spectrum of employees involved. ING PAN, from its beginning, has been based on diversity of research frontiers. With the will of majority of scientists, this diversity makes up the most important part of the scientific strategy of the Institute. The Scientific Secretary Office informs monthly on the existing possibilities for application for external grants, scholarships and fellowships.

Actions required:

- Back to the original tradition of presenting research strategies at the annual research meetings of ING PAN. Moving away from reports, while increasing the time for plenary discussions and team panels.
- Provide researchers and students with lectures and hands-on training on the EU research financing system, including goals, perspectives, and practical approaches. Such trainings are conducted by National Contact Points (KPK) and recently established office at the Polish Academy of Sciences. The Scientific Secretary Office will provide information about such trainings regularly.
- Development of a simple system for transferring information between the accounting department and grant managers, including (i) accounting alerts of significant discrepancies between the schedule / cost estimation and the state of implementation; (ii) the information project managers about the necessary changes in the schedule and the estimate cost of projects.
- Improving the dissemination of information on grant competitions and competitions for prizes, scholarships, internships, and awards for scientists, combined with the publication on the website of ING PAN.

4.5. Contractual and legal obligations

Principles:

Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract or equivalent document.

Evaluation of existing rules and practices:

The scientists proceed from the assumption that they are not lawyers. The Institute should provide clear messages in order to help understanding all of the above. These are matters governed by these specific agreements or documents. The ING PAN Administration is working on adjusting internal regulations to fulfil external and internal requirements.

Actions required:

- Establishing an internal unit or positions responsible for the exploration and operation of external financing of research and development of research infrastructure. This position should support scientists at the stage of proposal preparation, as well as during implementation of projects. That will especially help scientists to follow contractual and legal obligations and focus on research priorities.
- Simplification of internal procedures to reduce time spent on administrative tasks. This should increase researcher's efforts dedicated to science and development.
- Developing clear rules of the responsibility of individual employees for duties that they perform at different levels of the ING PAN (from technical staff, managers and heads of laboratories, the heads of research topics and grants).
- Providing updated information on the Institute web page (e.g. in the format of *Frequently Asked Questions*).

4.6. Accountability

Principles:

Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees.

Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.

Evaluation of existing rules and practices:

The ING PAN staff and PhD students are aware of their responsibility (employment contract includes the information about each person's responsibility), which is combined with a simple and transparent system of internal funding and support. They propose to increase financial clarity by reducing unnecessary administrative procedures within the ING PAN. Researchers point to the fact that they should not use up all energy on so many non-scientific operations.

The employees know the rules of applying for internal and external grants, but also realise the certain shortage of information inside the institute about applying for financial means (statutory, hardware, etc.). Internal directive No. 4/2012 of the Director of the ING PAN (with later modifications) informs about the ways of implementation of the Act of 29 January 2004 in our institute. The directive number 1/2015 regulates management of copyrights and property rights and the principles of commercialization of the results of research.

Actions required:

- Simplification of the system of public procurement, for example by giving up hiring external entities responsible for handling tickets, hotel reservations, purchasing a dedicated specialized equipment (including computers)

- Increasing the threshold of purchase by simplifying procedure of public procedure (e.g. from 600 to 2000 PLN; purchase up to this value can be carried out without submitting a written request).

4.7. Good practice in research

Principles:

Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.

Evaluation of existing rules and practices:

After signing employment contract, each employee obtain Occupational Health and Safety (*Bezpieczeństwo i Higiena Pracy, BHP*) training. Each employee receives free medical tests customized for her/his position requirements and occupational hazards upon signing the contract and periodically, every 3 years. Each supervisor is responsible for the new employ training. Scientists are aware of the need to protect data, however, they highlight the need for a data security system. Employees realise that the computer network of the institute is out-dated and the data backup system is very limited. In addition, they report the need to improve the economy space to archive and attempt finding new possibilities for securing samples that are to be tested. There is a sense of need to strengthen safety in laboratories.

Actions required:

- Organization of concise and motivating safety training.
- External server setup to collect and protect data. In this way, the data will be protected from irretrievable loss.
- Strengthening the system of rational and friendly support for scientists by the administration (without the need of enlarging the employment in the administration).

4.8. Dissemination and exploitation of results

Principles:

All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.

Evaluation of existing rules and practices:

The scientific staff and PhD students are encouraged to publish scientific results and apply for patents. The directive number 5/2008 of the guidelines on director's awards regulates the system of

financial decision depending on publication record from the preceding year. The institute, following to the guidelines made by MNiSW, rewards researchers for publishing in journals from the ISI list. Scientists understand that it is necessary to implement an effective dissemination system of scientific results at the earliest stage of researcher's career. Prior to others, the internal system prefers doctoral theses based on published articles or chapters. Much of the staff and doctoral students supports popularization of research in the form of publications and science films, exhibitions and shows, and actively promoting discoveries in the media. The problem is the lack of a system of rewarding employees for their work to popularize research.

Actions required:

- Introduction as a criterion for an appreciation bonus activity in popularizing research.

4.9. Public engagement

Principles:

Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.

Evaluation of existing rules and practices:

Although, experienced researchers are aware of the fact that it is not good for the young researcher to focus only on his/her PhD, to change this attitude it would be best to create an active section of "popular science" representatives in each research centre. Presently, there is no regulated system of scientists' involvement in the science popularization and there is no official path for the supervisor to encourage doctoral student to be involved for example in the *Researchers' Night, Museum Night* etc. Such a team should initiate and coordinate an attractive and simple reception for popularisation of research results. It is necessary to have accessible information about our discoveries on the website. A modernised ING website should emerge along with a new separate website of the ING PAN Geological Museum. It is necessary to simultaneously share results in Polish and English.

Actions required:

- The creation of a strong research promotion section in the whole of ING PAN with representatives in each centre. The team should initiate and coordinate an attractive and simple in reception way to popularise the results of our research.
- Promoting and rewarding active measures in popularizing and lobbying for the inclusion in the evaluation unit by the MNiSW activities in the popularization of science.
- The introduction of the motivating system for teaching and science popularization activity on the level of a PhD student / junior researcher.
- Modernisation of the bilingual (PL and ENG) Website of the Institute with the implementation of an open system of information on innovative research. The development of the modern side of the Geological Museum ING PAN, well integrated with the website of the Institute.

4.10. Non-discrimination

Principles:

Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.

Evaluation of existing rules and practices:

Employees and PhD students of ING PAN recognized that non-discrimination rule is well-respected in the ING PAN, hence the high rating implementation > 4 (see Fig. 5 and 6). Gender balance or even a dominance of the number of female workers in most categories of ING PAN employees and doctoral students is the best proof for that. Respondents note the need for a greater internationalization of the Institute, which may well affect the dynamics of the development of the institution. Unfortunately, staff and graduate students who are foreigners feel much alienated in ING PAN. This is not because of discrimination, but mainly due to the language barrier, especially in administrative procedures. Implementation of the habit of communicating in English at scientific meetings, with the participation of foreigners shows very good results.

Actions required:

- Introducing bilingual (Polish and English) standards of communications within the Institute, including the administration, regulations, local announcements, etc.

4.11. Evaluation systems

Principles:

Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee.

Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career progression.

Evaluation of existing rules and practices:

Regular evaluation system of research staff (biannually) has been in force at the Institute for several years. It is gradually adapted to the changing requirements of MNiSW. On the other hand, an independent, strongly hierarchical system of evaluation of scientists based on academic degrees and titles is also applied, following the government regulations. The Scientific Council of the ING PAN is responsible for evaluation of doctorates, through *habilitation* as a post-doctoral degree, to the title of Professor. Both systems rarely use independent opinions of foreign (international) referees.

Actions required:

- Defining the minimum level that a researcher must achieve to pass the evaluation, with criteria for each individual position. Employees should be able to verify the reliability of assessments. Evaluation of results could be coded and published in the internal information system.

The Code of Conduct for the recruitment of researchers covers general principles and requirements followed by the Institute when appointing or hiring scientists. These principles and requirements should guarantee transparency of the recruitment process, equal treatment of all candidates, especially with regard to the development of an attractive, open and sustainable European labour market for researchers. These principles and regulations are also complementary to those specified in the European Charter for Researchers. The Institute acts in a responsible and respectable way towards its staff and strives to provide its researchers with fair framework conditions with a clear intention to contribute to the development of the European Research Area.

4.12. Recruitment

Principles:

Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning of 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.

Evaluation of existing rules and practices:

Standards for nominations in competitions for research posts are not uniform and transparent. As a result, there are frequent cases that reported only a single candidate applying. Procedures follow all external and internal rules, nevertheless, we still miss an effective system for finding and selection of the best candidates.

Actions required:

- Setting clear standards for applications and transparent recruitment criteria; including and explaining the basis for selection. The standard should be unambiguous, avoiding any conflicts of interest.

4.13. Recruitment (Legal Code)

Principles:

Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised.

Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of

the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.

Evaluation of existing rules and practices:

Our Institute ensures employment standards and adheres to principles stated in the Code of Conduct when appointing or recruiting researchers. This is also applied to researchers at early stages of their careers, underprivileged groups, or researchers returning to a research career. Nevertheless, there are several issues presented by our respondents: Competitions for new positions usually lack information about salary. Information about the competitions is widely distributed and are published on the Euraxess pages. However, the respondents noticed, that the minimum time for submitting job applications is too short; requirements for employees are often too narrow, limiting a number of applicants. Such a situation, however, is usually governed by external regulations.

Actions required:

- The introduction of a longer period of application, in order to increase chances of filing the best candidates from outside the local environment.

4.14. Selection (Legal Code)

Principles:

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.

Evaluation of existing rules and practices:

Selection procedures at the ING PAN are regulated by external and internal regulations. Employees are aware that hiring new employees have long-term consequences and significantly affect the development of the whole institute. The selection committees are balanced, as much as possible, with respect to gender. Respondents suggest that hiring new employees should be consulted with a larger number of staff members. The best candidates should present a paper with open discussion, summarizing their former research results. The committees should be attended by representatives of young scholars.

Actions required:

- The introduction of the principle of inclusion of representatives of the younger staff to the selection boards.
- The introduction of routine presentation of research achievements in the open forum of the Institute (in the respective research centres).

4.15. Transparency (Legal Code)

Principles:

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.

Evaluation of existing rules and practices:

Following the regulations set by the Act of the Polish Academy of Sciences, the competition notices are published on websites and noticeboards in research centres and institutes, universities and industry, and other wide-spread boards, as Euraxes or Public Information Bulletin (*Biuletyn Informacji Publicznej*, BIP). However, respondents stress that basic requirements should be clearly defined for every specific position with criteria for selecting the best candidate. There is no system of information about the weaknesses and strengths of the application after the call.

Actions required:

- Adaptation of the recruitment process to the recommendations, especially in providing full information to candidates. This applies first and foremost to enter candidates salary range

4.16. Judging merit (Legal Code)

Principles:

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. 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 industrial background, particular attention should be paid to any contributions to patents, development or inventions.

Evaluation of existing rules and practices:

The Institute considers overall experience and potential of candidates. Their creativity and the level of independence are also taken into account.

Actions required:

- Implementation of procedures for sharing information on the career development prospects as well as the strengths and weaknesses of candidates' applications has been proposed.

4.17. Variations in the chronological order of CVs (Legal Code)

Principles:

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.

Evaluation of existing rules and practices:

The Institute of Geological Sciences requires from candidates submission of evidence-based CVs and references, which reflect all achievements and qualifications. Researchers-candidates presenting a multidimensional career track are welcome. Our respondents stress that candidates from the industrial sector should present patents and innovation development experience. The main problem is that early career researchers starting their career late are out of national awarding system due to exceeding the age limits. The age of “young researcher” is defined at the Act of 30 April 2010 regulating research financing. These are nation-wide regulations that cannot be internally modified.

Actions required:

None.

4.18. Recognition of mobility experience (Legal Code)

Principles:

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.

Evaluation of existing rules and practices:

Scientific exchange between the Institute and foreign centres (scholarships, internships, visits, temporary employment contracts, joint fieldwork) increases in ING PAN systematically. This positive trend began in particular through the implementation of the project ATLAB within the 7th EU Framework Programme REGPOT. Despite the good trend, some researchers are not active in this type of scientific activity. Respondents postulate rewarding mobility, especially at the doctoral and post-doc. An employee who received a scholarship or returned after the internship scientists from abroad (at least monthly) funded by external competition should be rewarded - whether in the form of a bonus or a salary raise.

Actions required:

- Strengthening the motivation to active international cooperation. Implementation of new methods of promoting the mobility of researchers. Introducing mobility as affirmative criteria when employing young researches.
- Improving the information on mobility through a new website of the Institute.

4.19. Recognition of qualifications (Legal Code)

Principles:

Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal 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.

Evaluation of existing rules and practices:

When recognizing and evaluating candidates' qualifications, the Institute focuses more on assessing formal and informal achievements than their circumstances or reputation of the institution where the qualifications were gained. Employees note that we do not have a formal knowledge gained about the qualifications of other employees. There is no official information disseminated about people who completed specialized courses, internship, scholarship, etc. There is very limited information on an internship access in our institution, as well as in other domestic or foreign institutions.

Actions required:

- Implementation of proper evaluation system of academic and professional qualifications in the context of international and professional mobility.
- Ensure a full understanding of rules, procedures and standards governing the recognition of these qualifications through regular meetings.
- Exchange of experience with other research units, e.g. in the context of environmental research centres (for example *GeoPlanet*).

4.20. Seniority (Legal Code)

Principles:

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.

Evaluation of existing rules and practices:

The Institute evaluates candidates based on assessing their achievements. Reputation of institutes has a secondary value. Evaluation of the professional seniority is predominantly based on a document confirming employment, what our respondents consider as a drawback. Until now, the internship or scholarship at the foreign institutions was not taken into account. Additional experience gathered when conducting research in various scientific projects is not taken into account. Our respondents also noted insufficient appreciation of employees and seniority of qualified engineering and technical specialists.

Actions required:

- Verification of the system for assessing employee' seniority, including foreign internships, experience and specialized activities in the implementation of projects.

4.21. Postdoctoral appointments

Principles:

Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the 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 long-term career prospects.

Evaluation of existing rules and practices:

Our Institute follows the rules and guidelines for the recruitment and appointment of postdoctoral researchers at the national and Polish Academy of Sciences levels. They include the maximum duration of employment on “assistant” and “adjunct” positions (Polish Academy of Sciences statute). The long-term career prospects depend on postdoctoral researcher’s development and evaluation procedures at the “habilitation” level. According to our respondents, including postdoctoral researchers, the system providing additional professional development is lacking. It means that postdoctoral scientists are left on their own. The ING PAN authorities are working on new guidelines that should optimize this transitional phase of the career path.

Actions required:

- New guidelines optimizing the postdoctoral transitional phase of the career path. They should focus on the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.

4.22. Recognition of the profession

Principles:

All researchers engaged in a research career should be recognised as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).

Evaluation of existing rules and practices:

The Institute and its staff are of the recognition of the professionalism of all employees. However, recognition must be based on the actual knowledge, experience, achievements and ethical approach to colleagues and duties. Respondents note that the Institute should draw attention to the cooperation on two levels: (1) scientific and non-scientific staff; (2) relations between experienced staff and young researchers (e.g. PhD students, people starting an independent scientific work).

Actions required:

- Evaluation and refinement of the system dependencies between groups of employees and PhD students with full recognition of their professionalism. The system should support the professional development of all employees.
- Establishing a function of ombudsman and general advisor, independent from the INGPAN

authorities and senior researchers/professors, for PhD students and junior researchers.

4.23. Research environment

Principles:

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectorial regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.

Evaluation of existing rules and practices:

The ING PAN has in its possession the state-of-the-art equipment and opportunities for the high-level scientific collaboration exists. The internal directive number 10/2011 introduce the regulation about laboratory orders on the internal and external level. Laboratories and their capabilities are described on the http://www.ing.pan.pl/3_2_Lab_Wwa_E.htm and http://www.ing.pan.pl/3_1_Lab_Kow_E.htm

There is limited amount of regular seminars for young staff, with a limited number of open seminars in the framework of the activities of individual Research Centres narrows the opportunity for scientific discussion. The large diversity of research topics is treated as an asset.

Actions required:

- The introduction of regular seminars or dedicated workshops to enable the free exchange of experiences and the presentation of on-going research by experienced staff and PhD students.
- Increasing opportunities for participation in scientific and technical training and knowledge exchange.

4.24. Working conditions

Principles:

Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectorial collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid inter alia, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.

Evaluation of existing rules and practices:

National regulations allow the use of flexible working hours or work from home (so-called “teleworking”, remote working). Although such forms of work do exist at the Institute, they are used occasionally. Respondents suggest using these options more often, if allowed by the nature of the work and effectiveness of the staff members. Employees noticed the lack of facilities for disabled people in the Cracow Research Centre.

Actions required:

- Introduction of flexibility in working hours per week; enabling teleworking to a greater extent, introduction of “study leave” and other forms of remote working.
- Applying for financing the construction of a stairs lift in in the Research Centre in Cracow.

4.25. Stability and permanence of employment

Principles:

Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the EU Directive on Fixed-Term Work.

Evaluation of existing rules and practices:

The Institute respects national regulations and labour law in particular on the preparation of contracts, especially determining the duration of contracts and the reclassification. Employees postulate the introduction of a uniform system of remuneration in different research centres.

Actions required:

- The introduction of recommendations on ensuring the stability of employment conditions.
- Adapting employment policy compliance.

4.26. Funding and salaries

Principles:

Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

Evaluation of existing rules and practices:

Respondents state that the financial conditions in the Institute do not always meet their expectations. While the first part cannot be easily changed due to limited funding sources, the latter can be modified. The employees understand that “fair” does not mean “equal, regardless work effect”. Salaries and wages are not in a fair distribution throughout the Institute employees working in the same positions with similar responsibilities and achievements have different salaries.

Actions required:

- The straightness of the remuneration system and introduction of fair competition rules (without privileges for anyone).

4.27. Gender balance

Principles:

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.

Evaluation of existing rules and practices:

The Institute respects the anti-discrimination principle. Respondents point out that the ultimate desire to achieve gender balance can lead to simultaneous discrimination. Positions and promotions should be guided by competence, not gender of the candidates / employees.

Actions required:

None.

4.28. Career development

Principles:

Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.

Evaluation of existing rules and practices:

The Institute works on improvement of a professional career development strategy for researchers at all stages of their careers, regardless of their contractual situation. Employees suggest improving information transfer in this topic by publishing information on the web page.

Actions required:

- Improving the Institute web page by publishing material about the possibilities of professional paths for career development. Preparing information in the form of FAQ (Frequently Asked Questions) giving the simple answer and advise to employees.

4.29. Value of mobility

Principles:

Employers and/or funders must recognise the value of geographical, intersectoral, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career

development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.

Evaluation of existing rules and practices:

Scientific exchange between our institute and other research centres in Poland and abroad increases steadily. Every year more researchers, especially young, have the opportunity of taking part in the fellowships, scholarships, internships, scientific visits or joint fieldwork and laboratory work.

Actions required:

- Properly appreciating and promoting researchers' mobility as a way of enhancing scientific knowledge and professional development. In practice, the internal evaluation system should take into account the mobility of employee.

4.30. Access to career advice

Principles:

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.

Evaluation of existing rules and practices:

Employees pay attention to the lack of professional career counselling. There is no advisory office helping with finding job after completing a doctorate.

Actions required:

- Setting up a specialized "Grant office" or an advisor and career counselling, helping with finding the possible sources for national and international grants open. Such an advisor should employ be a person verifying the performance of the work, advising with possible task modification in the project and reminding about deadlines.

4.31. Intellectual Property Rights

Principles:

Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights.

Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.

Evaluation of existing rules and practices:

Intellectual property rights are respected and protected under national law and internal rules for management of copyright and industrial property rights. The principles of commercialization of the results of research and work development are clear. The possible concern for scientists is who owns

the intellectual rights of the scientific work and the role of the institution.

Actions required:

- Organising trainings and discussions to increase employee awareness about intellectual property rights, including copyrights. In particular, it should be emphasised the issue of discoverer / inventor rights and the rights of the institution in which she/he works or that funds his research.

4.32. Co-authorship

Principles:

Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc., or to publish their own research results independently from their supervisors.

Evaluation of existing rules and practices:

The rules on co-authorship require systematization and dissemination. Younger researchers draw attention to the issue of publishing data with a doctorate and relationships of "PhD student - supervisor". Technical staff, taking an active and creative part in the implementation of research, noticed that their achievements are not taken into account as authors of publications. The other important concern at the ING PAN is the problem of evaluating system of researchers and under-assessment of publications co-authored by several employees of ING PAN. Some doctoral candidates drew attention to the relationship between PhD-student and the promoter, including rules on release of data from the doctorate. These issues relate to intellectual property and co-ownership of the data.

Actions required:

- Modification of the assessment system for multi-authorship publications at the ING PAN.
- Supporting the research teams and multi-authorship publications at the institute.
- Critical assessment of good practices in publishing PhD results with respect to the student-supervisor co-authorship.

4.33. Teaching

Principles:

Teaching is an essential means for the structuring and dissemination of 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. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.

Evaluation of existing rules and practices:

As a research centre, the ING PAN does not conduct regular educational activities other than PhD studies. The laboratories are organized based on the individual classes for students. It is possible to obtain an internship at a laboratory at INGPAN. Organising workshops dedicated to research and analytical methodology is highly rated in our institute.

Actions required:

- The introduction of differentiated remuneration for the care of doctoral candidates, taking into account the achievements of the doctoral student (publications, award doctorate, awards, research achievements, effective care to a foreign doctoral student). The system should be motivating for tutors.

4.34. Complaints and appeals

Principles:

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.

Evaluation of existing rules and practices:

All the conflicts in the ING PAN were resolved on the principles of collegial rules so far. The Institute does not have a formal unit to which you can submit a complaint. Young employees and graduate students perceived that there is no possibility of notifications of inappropriate behaviour of the tutor or a senior scientist. Communication about someone's inappropriate behaviour is regarded as unethical in our institute. This situation greatly polarizes employees and does not foster integration of the research staff.

Actions required:

- Appointing a neutral spokesmen or establishing an ombudsman or a commission on ethics. The commission could be composed of representatives of all groups of employees. The commission should be a negotiator between the parties. It is necessary to establish and announce procedures to complaints.

4.35. Participation in decision-making bodies

Principles:

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.

Evaluation of existing rules and practices:

The ING PAN is a research centre. As such, its scientists are represented in all decision-making

bodies and the researchers make most decisions. In this respect, this point is fully implemented. However, representatives of particular groups are under-represented (young employees, research technicians and technicians involved in the implementation of scientific research).

Actions required:

- Interposition of elected representative of the research-technicians to the decision-making bodies (e.g. the Scientific Council).

4.36. Relations with supervisors

Principles:

Researchers in their training phase should establish a structured and regular relationship with their supervisor (s) and faculty/departmental representative (s) so as to take full advantage of their relationship with them.

This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.

Evaluation of existing rules and practices:

The relationships between mentors and young employees are in most cases good at the ING PAN. On the other hand, the rating values of implementation are strongly polarized that most likely depends on individual cases. In general, this point is difficult to implement based on regulations or ordinance, as interpersonal relations depend largely on the commitment of individuals.

Actions required:

- Restoration of the obligatory brainstorming seminars held in the friendly atmosphere at the research centres of the Institute. During such seminars graduate students or young researchers will be able to demonstrate the progress of their work, but also rely on suggestions from other researchers. Young researcher working a doctorate dissertation could give a minimum two presentations per year.
- Discussion on optimization of PhD student–mentor relations.

4.37. Supervision and managerial duties

Principles:

Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.

Evaluation of existing rules and practices:

Experienced researchers fulfil their role of mentors by engaging young workers in their research projects. At the ING PAN, there is a number of informal and formal research groups concentrating around a particular research theme. This model allows working in different assemblies, sharing knowledge, and being flexible in creating new research teams.

Actions required:

- Organization of informal workshops giving a chance for experienced researchers to share methodical knowledge, not just to limited to presentation of plain research results. That is for example: how they came to their outcomes of work.
- Bilingual presentation of informal research teams on the website of the Institute should be published under the *Research* bookmark.

4.38. Continuing professional development

Principles:

Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.

Evaluation of existing rules and practices:

The ING PAN employees strive after to continuously upgrade their professional skills. The desire of improving professional qualification and competencies applies to all groups of employees: scientific, technical and administrative. Scientists and administration staff frequently take a part in the various external workshops and/or informational days, e.g. H2020 and others.

Actions required:

- Dissemination of information about on-going training and courses dealing with improvement of professional skills. The best way will be announcing the information on the ING PAN web page, information boards in each research centres and by sending e-mail messages. Providing information on funding the training and workshops.

4.39. Access to research training and continuous development

Principles:

Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies.

Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.

Evaluation of existing rules and practices:

Access to training for professional development of researchers is unlimited. The Scientific Secretary Office regularly disseminates information about workshops. The only obstacle is the availability of funds. In the current financial situation of the ING PAN funding for training it is possible mainly from the external foundation (e.g. Skills Programme of the Foundation for Polish Science) or by obtaining the specific subsidy.

Actions required:

- Enabling greater access to professional training for our scientific-technical staff. Organization of meetings for young employees and PhD students, where the possibility of raising funds for particular training to improve professional skills would be discussed.

4.40. Supervision

Principles:

Employers and/or funders should ensure that a person is clearly identified to whom early- stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly.

Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

Evaluation of existing rules and practices:

At the ING PAN every young researcher / PhD student works under supervision of a scientific tutor. The tutor is an expert in the research field of the area of interest of young research fellow. The tutor is obliged to assist in the substantive work on a PhD thesis and as well with helping with national and international grant application.

Actions required:

- Each Research Centre of the ING PAN should appoint someone who will serve as help in administrative, formal, organizational and logistic matters, especially for young researchers. These people should speak English in order to support PhD students and foreigners employed in our institute.

5. ACTION PLAN

Certain actions required to solve the particular issues determined in the survey are in a sole decision of the ING PAN director, other – by the Scientific Council that is independent of the ING PAN governing body and the employees. Some actions require changing the ING PAN statutory regulation and organization scheme, which requires obtaining an approval from the President and the Council of the Polish Academy of Sciences, which is a governing body above the ING PAN level. With such an order (Director of the ING PAN, Scientific Council, President of PAN) the implementation of recommendation becomes more independent of the ING PAN governing body.

A. Actions dependent solely on ING PAN			
	Action	Responsible body	deadline
1.	Changing internal regulations for salaries, wages, awards, and appendages to obtain fair, merit- and performance-based salary level reclassification and equal criteria to all ING PAN employees.	Director of ING PAN	30/06/2016
2.	Establishing fair and open criteria for employment, contract extensions, and promotions for research personnel.	Board of Directors	30/07/2016
3.	Changing internal regulations for public procurements and purchasing procedures to release bureaucratic burden	Board of Directors	30/07/2016
4.	Organizing periodical legal advisory training (on numerous issues) for ING PAN personnel	Administrative Unit; Deputy Director for Management	30/09/2016
5.	Organizing periodical internal workshops for junior researchers to present and discuss their studies and obtain feedback from senior staff.	Deputy Director for Research	30/09/2016
6.	Establishing an ombudsman and a group of career advisors for junior researchers and PhD students	Deputy Director for Research	30/10/2016
7.	Providing extensive training on research funding sources and applications procedures to researchers	Board of Directors	30/10/2016
8.	Improve communication between administration, directors, and research and technical staff by presenting quarterly plans and accomplishments, introducing progressive approach in problem solving as best practices	Board of Directors	30/06/2017
9.	Improving the INGPAN server capabilities and website with anonymous discussion forum, FAQs related to internal procedures and regulations, data protection systems, INGPAN research news, opportunities for students and employees, etc.	Deputy Director for Research	30/12/2016
10	Construction of a stairs lift in in the Research Centre in	Deputy Director	30/06/2017

	Cracow and making the Centre's building more disabled-friendly (funding-permitted).	for Management	
B. Actions dependent on the Scientific Council (independent of the ING PAN governing body)			
	Action	Responsible body	deadline
1.	Improving the researchers evaluation system by introducing fair scoring for co-authors and adding incentives for research groups (on-going).	Board of Directors, Scientific Council	30/03/2017
C. Actions dependent on the acceptance from the President of the Polish Academy of Sciences			
1.	Changing the statutory regulation and organization scheme of ING PAN required to fully implement the communication improvement and equality and fairness in employees compensation.	Board of Directors, Scientific Council, Board of the Polish Academy of Sciences	30/04/2017