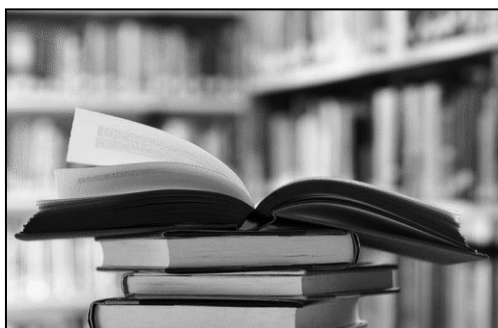


**Institute of Rural and Agricultural Development
Polish Academy of Sciences**

**The Human Resources Strategy for
Researchers**

Internal Gap Analysis and Action Plan



Warsaw, February 2016

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About the Institute

The Institute of Rural and Agricultural Development (IRWiR PAN), situated within the Polish Academy of Sciences (the Social Sciences Department) was established in 1971. It is nationally and internationally recognized public body which embraces various scientific fields of rural development – its economic, social, cultural, geographical and demographic aspects. It is a leading interdisciplinary research organization focused on monitoring the on-going socio-economic and environmental challenges facing rural areas. The Institute's scientific staff includes specialists representing various disciplines: economics, sociology, demography, ethnology, education, spatial geography; all of whom share an interest in rural and agricultural issues. In the recent years the experts from the Institute were engaged in the works of various international organizations as well as governmental institutions. The main areas of research activities are sustainable development, rural labor markets, rural institutions, entrepreneurship and education in rural areas, the process of economic diversification of rural areas, rural poverty, the role of women, policy modeling, evaluation and impact assessment of the Common Agricultural Policy, environmental, regional and rural development policies.

The Institute conducts numerous research projects on rural and agriculture issues and it is an unchallenged precursor of the theoretical studies on the multi-functional development of rural areas. Among the institutions financing grants received by members of the Institute are: National Science Centre, European Commission, Ministry of Agriculture and Rural Development, Foundation of Assistance Programmes for Agriculture (FAPA), "The European Fund for the Development of Polish Villages" Foundation, The Agricultural Property Agency, The National Fund for Environmental Protection and Water Management, Visegrad Fund and USAID.

IRWiR PAN cooperates with many national and international research centers. Cooperation Agreements were signed, among others, with institutions from the European Union countries, Eastern Europe (a.o. Ukraine, Latvia, Romania, Slovenia), Asia (China and Vietnam) and Australia (University of Victoria, Melbourne). The Institute also engages in scientific cooperation with research partners from Bulgaria, Czech Republic, Finland, France, Hungary, Germany, Russia, Slovakia, USA. Apart from that, researchers employed in IRWiR PAN participate in activities of international organizations, eg. prof. Katarzyna Zawalińska is a member of the Management Board of the European Association of Agricultural Economists (EAAE), while Prof. Dominika Milczarek-Andrzejewska is the EAAE's Liaison Officer on behalf of Poland. Prof. Zawalińska has also been included into the Steering Group of EUROCHOICES journal, published by Wiley Publishing House. Mirosław Drygas PhD is a member of FAO Executive Committee of the European Commission on Agriculture. He also represents National Council of Agricultural Chambers in Civil Dialogue Group on Rural Development, Civil Dialogue Group on the Common Agricultural Policy and Civil Dialogue Group on Direct Payments and Greening. Katarzyna Bańkowska PhD is the Polish delegate to the meetings of OECD working groups "Agricultural Policy and Market" and "Agriculture and Environment".

The Institute of Rural and Agricultural Development confers doctoral degree in Economics.

The Institute received in 2013 the scientific category "A", as a result of a comprehensive assessment of scientific units carried out by the Committee for Evaluation of Scientific Units at the Ministry of Science and Higher Education.

The Institute publishes, since 1973, two types of publications - a quarterly "Wieś i Rolnictwo" (Village and Agriculture) and a series "Problemy Rozwoju Wsi i Rolnictwa" (Problems of the Agriculture and Rural Development). In the ranking done by the Polish National Scientific Research Committee the quarterly has been awarded 14 points (out of 15) .

The Institute consists of six scientific departments: Department of Rural Economics, Department of European Integration, Department of Economic Modelling, Department of Social Changes Analyses, Department of Youth and Education Sociology, Department of Rural Sociology and Culture. It employs altogether 27 scientists.

Internal Gap Analysis

Introduction

As an introductory step, IRWiR PAN signed on July 16th 2015 the Declaration of Commitment for current Researchers and the Code of Conduct for the Recruitment of Researchers to come.

Internal Gap Analysis began with establishing a committee, responsible for conducting an internal analysis and preparing an Action Plan for fully implementing in the Institute the rules laid down in the European Charter and the Code.

The committee was formed on 06.07.2015 and it consist of:

1. Assoc. prof. Katarzyna Zawalińska, Deputy Director of the Institute
2. Prof. Marek Kłodziński, Representative of the Employees
3. Zofia Śliwowska, Head of the Organizational Department

The committee has decided that the internal analysis should consist of two fazes:

Fase A – analysis of convergences to and deviations from the Charter and Code principles in internal regulations and existing practices

Fase B – questionnaire directed to all scientific employees of the Institute

Fase A

The committee has analyzed 12 internal documents:

- 1) The Statute
- 2) Organizational Regulation
- 3) Work Regulation
- 4) Regulation on Remuneration
- 5) Regulation on Selection of the Representative of the Employees
- 6) Regulation on Social Fund
- 7) Regulation on competitions for scientific posts in the Institute of Rural and Agricultural Development
- 8) Rules of domestic and foreign business trips
- 9) Regulation on using of results of intellectual work
- 10) Rules of Procedure of the Scientific Council
- 11) Regulation on Periodic Assessments of the Scientific Staff Activity
- 12) Regulation on management of copyright and related rights and industrial property rights and the principles of commercialization of the results of research

Most of the rules laid down in these documents, as well as practices existing in the Institute, are with accordance with the *European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers*. However, in some points there is still need for improvement, as will be shown later.

Fase B

An anonymous survey, concerning the level of compliance with the 40 principles set forth in the Charter and Code, was sent to all scientific employees of the Institute. The survey was conducted in Polish, to ensure that every respondent fully understood the questions. They were asked to assess the level of implementation of each of the 40 principles using following responses:

- 1 – Completely not
- 2 – To a small extent
- 3 – Average
- 4 – Significantly
- 5 – Fully

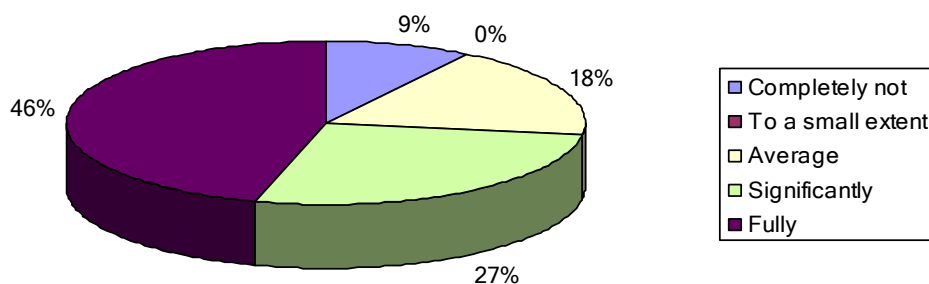
Apart from that, respondents had a space to write comments on every principle, its' current implementation in the Institute and suggestions for future actions. Those comments were not obligatory. The survey was carried out between 9th December 2015 and 20th January 2016 and before its closure one reminder was sent to those respondents who hadn't completed it yet. On voluntary basis, 11 respondents (out of 25 scientists eligible for participation- directors were not involved) have taken part in the survey so the participation rate was 44 %.

General results from the survey

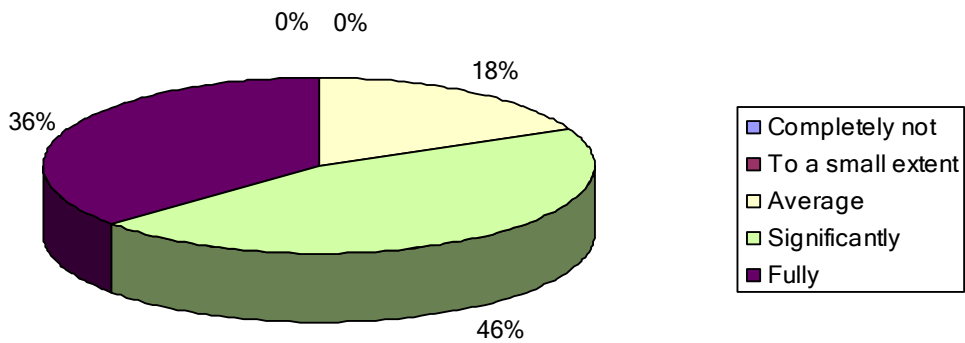
The results of the survey show that adherence to the recognised ethical practices and fundamental ethical principles (100% of respondents consider it as fully implemented in the Institute), research freedom, professional responsibility and non discrimination are undoubtedly regarded as IRWiR's strengths (87,5% respondents consider them as "Fully implemented" and 12,5% as "Significantly implemented") together with flexible working conditions (87,5% respondents consider them as "Fully implemented" and 12,5% as "Significantly implemented"). One person made a comment, that flexible working conditions are one of the biggest advantage of working in IRWiR PAN.

There are however some challenges. Good practice in research, continuing professional development, access to research training and continuous development advice as well as access to career advice are the principles implemented the least in the Institute.

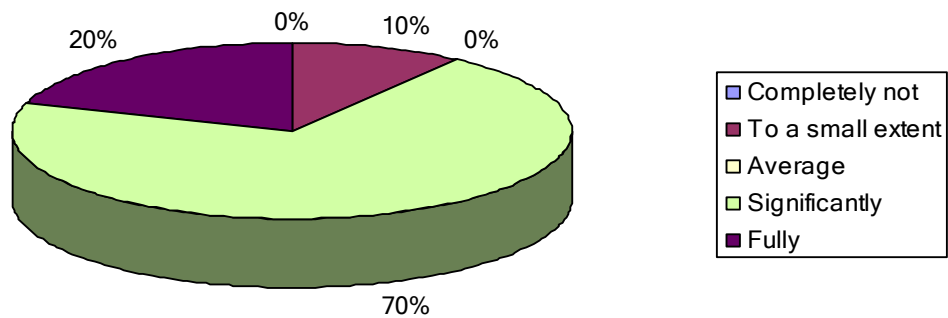
Level of implementation of Good practice in research



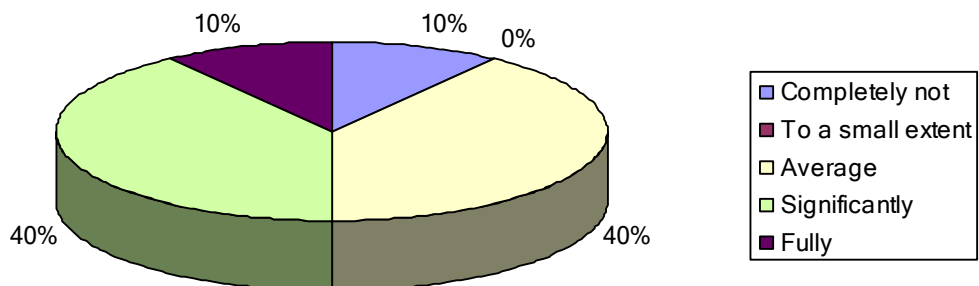
Level of implementation of Continuing Professional Development



Level of implementation of Access to research training and continuous development



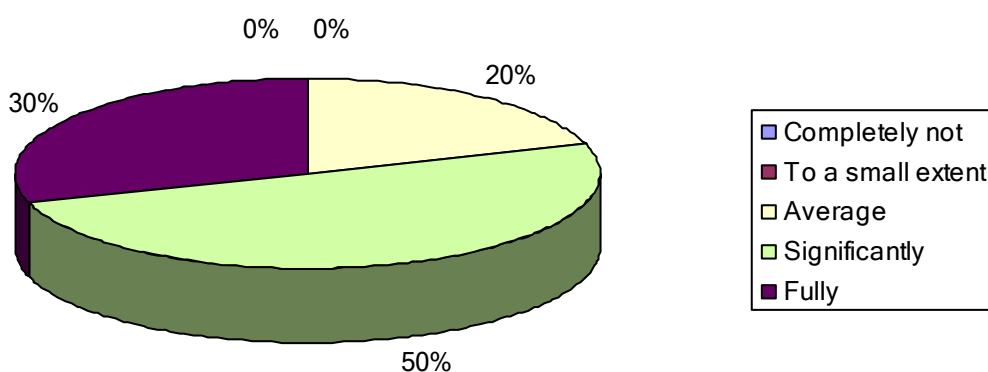
Level of implementation of Access to career advice



The principle stating that employers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries turned out to be the controversial one. 40% of respondents consider it as “Significantly implemented” and 60% as implemented in “Average” degree. However, four respondents commented that lack of attractive salaries is not so much the fault of the Institute as the result of small budgetary provision for science in Poland. Even though the final decisions about salaries are made by the Director of the Institute, he is limited by the amount of statutory subsidy received by IRWiR PAN.

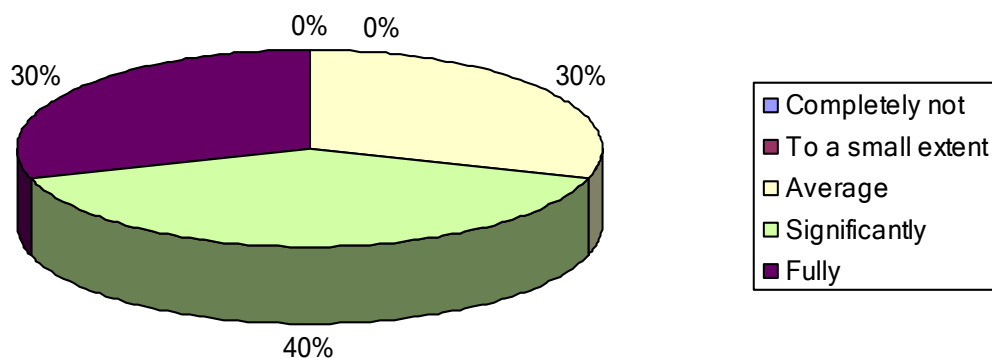
Another problem related with insufficient financial resources is research environment. Only 30% of respondents are fully satisfied with it. However, one of the respondents remarked that all potential constraints caused by lack of appropriate equipment and facilities - if any - are due to budgetary limits, rather than to ill will or bad management.

Level of implementation of Research environment

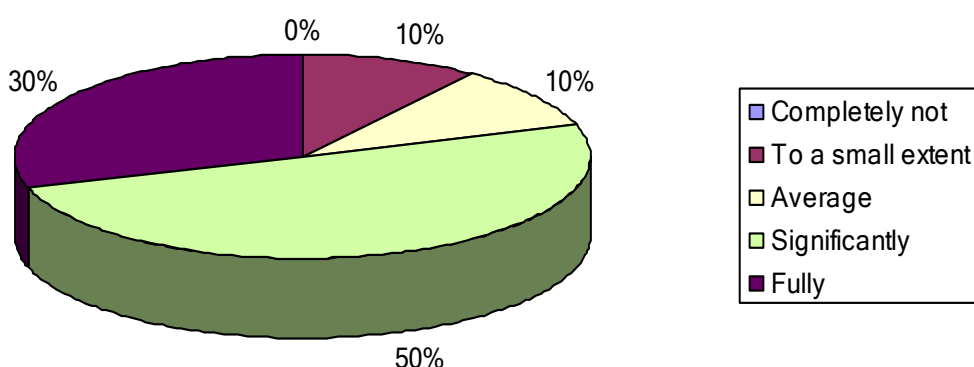


Finally, the survey suggest a rather mediocre level of implementation of principles concerning teaching and relation with supervisors. It is related with the fact that IRWiR PAN offers very few opportunities for teaching activities. An overwhelming part of didactic activity of scientists employed in IRWiR PAN is carried outside of the Institute. Also early stage researchers in IRWiR are not numerous, and therefore most of employees are not directly engaged in supervising or being supervised.

Level of implementation of Teaching



Level of implementation of Relation with supervisors



Detailed gap analysis

1. Research freedom

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.

Relevant legislation, existing institutional rules:

Article 94 of the Act on the Polish Academy of Sciences states that: Having obtained the director's consent, scientific staff may conduct research on their own initiative within the scientific unit at which they are employed. Also, it is a well established rule in IRWiR PAN that scientific employees determine themselves, in consultation with the Head of their Department, the subject and methods of their research.

Actions required

none

2. Ethical 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, sectoral or institutional Codes of Ethics.

Relevant legislation, existing institutional rules:

Code of Good Customs in Science developed by the Polish Academy of Sciences.

Actions required

Put a link to the Code of Good Customs in Science developed by the Polish Academy of Sciences on the website of the Institute.

3. Professional responsibility

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.

Relevant legislation, existing institutional rules:

Supervision from the Scientific Council (statutory research) and National Science Centre (grants) as well as Heads of Departments helps to ensure that no scientist employed in the Institute duplicates research previously carried out elsewhere.

Actions required

none

4. Professional attitude

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.

Respondent's comments:

Funding mechanisms are too complex and their rules are changed too often. Mastering this knowledge requires too much time.

Relevant legislation, existing institutional rules:

Research Projects Office offers support and information to all scientific employees about funding mechanisms.

Actions required

none

5. Contractual and legal obligations

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.

Respondent's comments:

Comment 1: Scientists are increasingly caught up in excessively time-consuming reporting.

Comment 2: The regulations must be implemented and enforced in the institution employing researchers. Scientists are not able to know all national, sectoral and institutional regulations governing training and working conditions.

Relevant legislation, existing institutional rules:

There is a Regulation on management of copyright and related rights and industrial property rights and the principles of commercialization of the results of research. Each new employee and collaborator is informed about his/her rights and duties before signing the contract.

Actions required

none

6. Accountability

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.

Relevant legislation, existing institutional rules:

According to the Act on the Principles of Financing Science, every entity receiving funding for science is obliged to use the funds properly, effectively and in a manner consistent with the intended purpose. It is also obliged to complete the tasks on time and submit an annual report. Article 72 of the Act on the Polish Academy of Sciences states that “the management of assets of the Academy, including assets of scientific units and of other organisational units of the Academy, shall be conducted in accordance with the principles of expediency, economy and parsimony and in accordance with the requirements of efficient management”. At the end of the year every researcher has to present the main results of his/her studies. Those results form the basis of an annual report on research activities in IRWiR PAN. The report, after being approved by the Scientific Council, is sent to PAS and is available to the public on the website of the Institute.

Actions required

none

7. Good practice in research

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.

Relevant legislation, existing institutional rules:

Institute organizes regular trainings on OSH. There is a back-up strategy, however not everyone is familiar with it.

Actions required

Training on back-up strategy.

8. Dissemination, exploitation of results

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.

Respondent's comments:

Commercial exploitation of research results is often difficult and sometimes nearly impossible.

Relevant legislation, existing institutional rules:

According to the Statute of the Institute, its tasks include in particular the dissemination of research results. In IRWiR there is a Regulation on management of copyright and related rights and industrial property rights and the principles of commercialization of the results of research, however, due to the nature of research conducted in the Institute, commercialisation of the results is unlikely. The main form of dissemination is therefore publication (in 2015 IRWiR PAN organised 10 seminars. Scientists employed in the Institute have published 42 articles and 28 books and chapters in books. They also made 81 conference presentations).

Actions required

Making the publications of researchers employed in IRWiR available online with no or minimum delay.

9. Public engagement

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.

Relevant legislation, existing institutional rules:

According to the Statute of the Institute, its tasks include the cooperation with the socio-economic community in the field of scientific research; in particular providing scientific opinions and expertise as well as providing consultation to authorities, government, local government and other entities. Researchers employed in the Institute are providing opinions and expertise, they cooperate with agricultural advisory centers, publish scientific articles for the general public (eg. articles in „Academia” – a magazine of the Polish Academy of Sciences), give interviews to the media.

Actions required

none

10. Non discrimination

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.

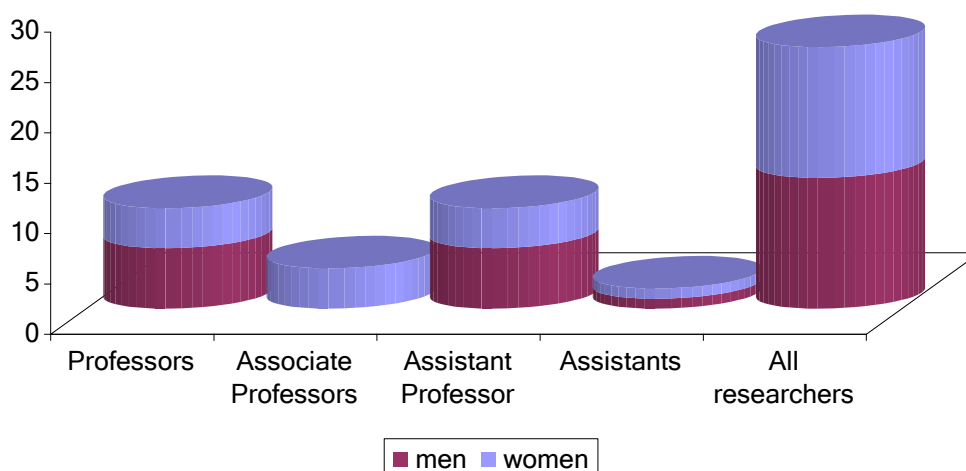
Respondent's comments:

During more than 40 years of my work in IRWiR there never was an instance of discrimination.

Relevant legislation, existing institutional rules:

According to § 15 of Work Regulation in IRWiR PAN “the employer prevents discrimination in employment, especially in salaries, on grounds of gender, age, disability, race, religion, nationality, political beliefs, trade union membership, ethnic origin, religion, sexual orientation, and also because of full-time or part-time employment, by ensuring equal working conditions”. There is no evidence of any discrimination against researchers in IRWiR PAN. Currently the Institute employs equal number of male and female researchers.

Gender balance



Actions required

none

11. Evaluation/ appraisal systems

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.

Relevant legislation, existing institutional rules:

Article 94 of the Act on the Polish Academy of Sciences states that: “Scientific staff shall undergo periodic evaluation by the scientific board, which shall cover the results

of their work; lecturers and senior lecturers shall undergo evaluation at least every two years, and professors shall undergo evaluation at least every four years. The detailed procedure and frequency of evaluation shall be set forth by the scientific board of the institute in the rules approved by the Vice-President of the Academy who supervises the work of the relevant division“. Apart from this periodic evaluation, each year a committee composed of the President of Scientific Council, Director of the Institute, Deputy Director and the Heads of Departments assess the activity of all researchers. The following points are being taken into account: 1. statutory research; 2. publication of research results; 3. expertise and scientific opinions; 4. acquiring grants; 5. position in the scientific community; 6. other activities and initiatives. The written opinion of the committee about each researcher's performance is shown to the person in question.

Actions required

none

12. Recruitment

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.

Relevant legislation, existing institutional rules:

Regulation on competitions for scientific posts in the Institute of Rural and Agricultural Development states what documents should be submitted by candidates for specific positions and what elements are taken into account by the committee assessing candidates. Apart from that, during the recruitments processes in 2014 and 2015, recruiting committees were following principles set out in the Code of Conduct for the Recruitment of Researchers.

Actions required

none

13. Recruitment (Code)

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.

Relevant legislation, existing institutional rules:

Vacancies are posted on webpage of the Institute, Euraxess portal and website of the Polish Ministry of Science and Higher Education. The competition is open for every candidate who meets the requirements. Advertisements contain precise information on required qualifications and description of the working conditions, including career development prospects. The time between the advertisement of the vacancy and the deadline for applications is not shorter than 4 weeks.

Actions required

none

14. Selection (Code)

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 should be realistic.

Relevant legislation, existing institutional rules:

Regulation on competitions for scientific posts in the Institute of Rural and Agricultural Development states that the selection committee consists of five members, including at least two holding a degree of *doktor habilitowany*. Four of them are elected from among the academic staff of the Institute by the Scientific Council of the Institute. The fifth member of the Commission is the Head of the Department, in which the new employee will be working. Currently, among the four elected members there are three women and one man. One of the elected members represents sociology and three represent economy (two main disciplines in the Institute). Inclusion in the commission of external experts would be pointless and would generate additional costs. Selection is a two-stage procedure: first the documents of all candidates are assessed, then face-to-face interviews take place.

Actions required

none

15. Transparency (Code)

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.

Relevant legislation, existing institutional rules:

Advertisements contain precise information on selection criteria, the number of available positions and career development prospects.

Actions required

Preparing the feedback for each candidate about the strengths and weaknesses of their application (available upon request).

16. Judging merit (Code)

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.

Relevant legislation, existing institutional rules:

Regulation on competitions for scientific posts in the Institute of Rural and Agricultural Development states that the selection process takes into consideration:

1) publications of the candidate, 2) scientific interests of the candidate and its convergence with the profile of the Institute, 3) organizational activities, 4) teaching experience, 5) knowledge of foreign languages, 6) the perspective of scientific development; 7) the opinion of the Head of the Department in which the candidate would be employed about his/her usefulness in the department. Bibliometric indices are only one of the tools used to assess the candidate, but never play the major role.

Actions required

none

17. Variations in the chronological order of CVs (Code)

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.

Relevant legislation, existing institutional rules:

Career breaks or variations in the chronological order do not affect the assessment of a candidate.

Actions required

none

18. Recognition of mobility experience (Code)

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.

Relevant legislation, existing institutional rules:

Any mobility experience (especially foreign internships) is treated as a considerable asset of the candidate. A change of the discipline is not penalised in any way during the assessment. Among the researchers employed in IRWiR PAN there is a considerable number of those who have changed the discipline during the course of their academic career (e.g. geographers to economics, antropologists to sociology, etc).

Actions required

none

19. Recognition of qualifications (Code)

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.

Relevant legislation, existing institutional rules:

Foreign diplomas are recognized according to the provisions of the Polish law.

Actions required

none

20. Seniority (Code)

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.

Relevant legislation, existing institutional rules:

Regulation on competitions for scientific posts in the Institute of Rural and Agricultural Development states which elements are taken into consideration during the selection process. Personal circumstances or reputation of the institution where the qualifications were gained do not affect the assessment of a candidate.

Actions required

none

21. Postdoctoral appointments (Code)

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.

Relevant legislation, existing institutional rules:

According to Act on the Polish Academy of Sciences “The period of employment of a senior lecturer who does not hold the academic degree of *doktor habilitowany* (i.e. post PhD degree required to become an Associate Professors) shall not exceed eight years”.

Actions required

none

22. Recognition of the profession

All researchers engaged in a research career should be recognized 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).

Relevant legislation, existing institutional rules:

Act on the Polish Academy of Sciences lays down common provisions for various research positions (full professor, associate professor, visiting professor, senior lecturer and assistant lecturer). Regardless of the level of their scientific career, general rules apply to all employees engaged in a research.

Actions required

none

23. Research environment

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 sectoral regulations concerning health

and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.

Relevant legislation, existing institutional rules:

OSH specialist supervises compliance with health and safety regulations. Recently, scientific department's rooms have been renovated. The Institute's Library has more than 7,000 volumes. Apart from that, scientific employees have access to numerous electronic databases. They can participate in national and international conferences, and also in trainings over the Internet. They can participate in discussions with other researchers via Skype meetings.

Actions required

none

24. Working conditions

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 sectoral 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.

Relevant legislation, existing institutional rules:

The duty hours (with the possibility to easily change them if necessary) makes it easier to combine work with taking care of children. In difficult family situations, there is an opportunity to ask for of task-based working time or a longer un-paid leave. Access to the premises of IRWiR PAN can be difficult for people with disabilities because of the stairs in the hallway but this matter does not belong to IRWiR PAN but to the administration building. However, there is a good access for all to the library of IRWiR PAN.

Actions required

none

25. Stability and permanence of employment

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.

Relevant legislation, existing institutional rules:

Every new scientific employee is hired for a one-year trial period. After this time, if his /her performance is satisfactory, he/she is employed for an indefinite period (full-time). However, according to article 92. of the Act on the Polish Academy of Sciences "The period of employment of a senior lecturer who does not hold the academic degree of *doktor habilitowany* (i.e. post PhD degree) shall not exceed eight years, and that of an assistant lecturer who does not hold the academic degree of doctor shall not exceed six years."

Actions required

none

26. Funding and salaries

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.

Relevant legislation, existing institutional rules:

General rules concerning salaries and social security provisions are regulated by labour law. Act on the Polish Academy of Sciences and Regulation on Remuneration in IRWiR PAN contain more specific regulations applying to scientific staff (such as seniority bonus after 3 years of employment, service anniversary awards, paid convalescence leave etc.)

Actions required

none

27. Gender balance

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.

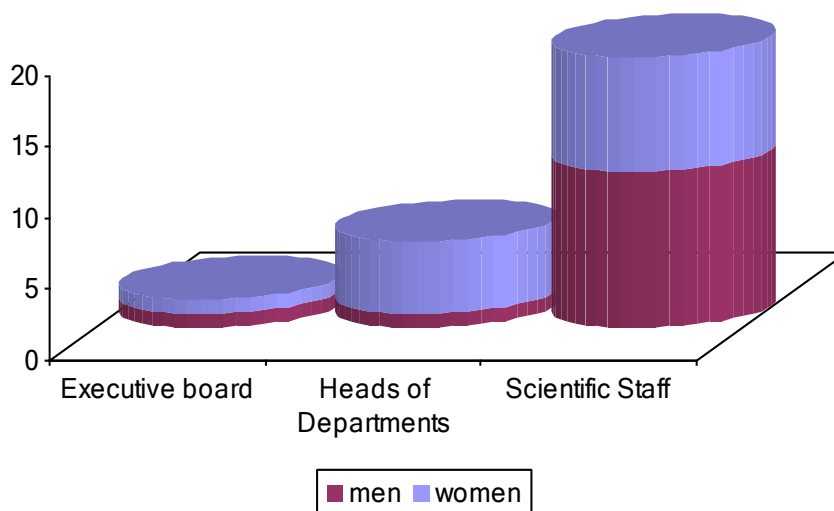
Respondent's comments:

Criteria of qualifications are crucial for the progress in a professional career.

Relevant legislation, existing institutional rules:

IRWiR PAN currently employs 13 female researchers and 14 male researchers. Gender balance exists at all levels of staff, including supervisory and managerial level, as is shown below.

Gender balance



Actions required

none

28. Career development

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.

Relevant legislation, existing institutional rules:

The career path for all researchers is defined in the Act on Academic Degrees and Academic Title, and on Degrees and Title in Art and Act on the Polish Academy of Sciences. According to §5 of the Work Regulation of IRWiR PAN: “Professors are obliged also to take part in education of early stage scientists organized by IRWiR PAN and PhD students, senior lecturers and assistants are obliged to do the work necessary to obtain scientific degrees and participate actively in trainings.”

Actions required

none

29. Value of mobility

Employers and/or funders must recognize the value of geographical, intersectorial, 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.

Relevant legislation, existing institutional rules:

Involvement in international cooperation is one of the elements of the annual assessments of the scientific staff activity. Participating in foreign internships is considered an advantage and younger employees are encouraged to gain mobility experience. Portability of grants is possible, in accordance with the rules of each type of grant.

Actions required

none

30. Access to career advice

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.

Respondent’s comments:

Comment 1: job placement assistance too often remain just good intentions, because of the difficult labor market.

Comment 2: It’s not the role of IRWiR

Relevant legislation, existing institutional rules:

The annual assessments of the scientific staff activity often contains recommendations for the assessed researcher. Scientists are informed about possible

internships and training. IRWiR PAN offers no job placement assistance, because the aim is that the job positions offered in the Institute are permanent.

Actions required

none

31. Intellectual Property Rights

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.

Relevant legislation, existing institutional rules:

Exploitation of research results is regulated by Regulation on management of copyright and related rights and industrial property rights and the principles of commercialization of the results of research.

Actions required

None

32. Co-authorship

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 supervisor(s).

Relevant legislation, existing institutional rules:

Code of Good Customs in Science developed by the Polish Academy of Sciences states that “Among the most serious offences, particularly affecting the ethos of scientific research, are fabricating and falsifying test results, which constitute a flagrant violation of the basic principles of scientific research, as well as plagiarism, which is an unacceptable form of misconduct against other researchers”. Plagiarism is not accepted in IRWiR PAN and each person’s contribution to the research has to be recognized. Unfortunately, Regulation of the Minister of Science and Higher Education on Criteria and Procedure of Granting Scientific Category to Research Units is not promoting co-authorship, since in most cases points for the publication are divided between co-authors.

Actions required

None

33. Teaching

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.

Relevant legislation, existing institutional rules:

IRWiR PAN doesn't have any students. Apart from postgraduate studies, conducted by IRWiR PAN in cooperation with other institutions, there is no other opportunity for researchers employed in the Institute to participate in teaching. Didactic activities in other institutions are appreciated. Helping early stage researchers IRWiR PAN (especially holding the position of supervisor of doctoral thesis) is taken into account during Assessments of the Scientific Staff Activity.

Actions required

None

34. Complains/ appeals

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.

Relevant legislation, existing institutional rules:

Researcher's complaints are usually dealt with by Director of the Institute. Should the researcher prefer it, he/she can ask for assistance from Representative of the Employees, chosen from among all scientists employed in the Institute, in accordance with Regulation on Selection of the Representative of the Employees.

Actions required

None

35. Participation in decision-making bodies

Employers and/or funders of researchers should recognize 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.

Relevant legislation, existing institutional rules:

According to the Act on the Polish Academy of Sciences and the Statute of IRWiR PAN Full Professors and Associate Professors employed in the Institute are members of the Scientific Council. Among members of this Council is also one representative of early stage researchers. There are also regular meetings of the Director, Deputy Director and the Heads of Departments, during which all important matters of the Institute are discussed. Occasionally the Director organizes meetings of all researchers, during which they are informed about all recent and forthcoming events in the Institute.

Actions required

None

36. Relation with supervisors

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.

Respondent's comments:

Comment 1: Reporting associated with the recording of progress of the research should not be unduly extended.

Comment 2: It should refer to the supervisors. How realistically PhD student may "establish a structured and regular relationship with their supervisor"? It is the duty of supervisor and the institution that employs him.

Relevant legislation, existing institutional rules:

The Supervisor and the Head of the Department, in which an early stage researcher is employed, monitor the progress of his/her doctoral thesis and guide him/her. An early stage researcher is also required to present the result of his/her studies during the seminars for his/her department's staff and seminars for all scientific employees of the Institute. The basic schedule is based on PhD conferment procedure, according to provisions in Regulation of the Minister of Science and Higher Education on the Detailed Course of Action and Requirements for Conducting Activities in PhD Conferment Procedure, *Habilitation* Proceedings and Proceedings to Award the Title of Professor.

Actions required

None

37. Supervision and managerial duties

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.

Relevant legislation, existing institutional rules:

According to §5 of the Work Regulation of IRWiR PAN: "Professors are obliged also to take part in education of early stage scientists organized by IRWiR PAN and PhD students, senior lecturers and assistants are obliged to do the work necessary to obtain scientific degrees and participate actively in trainings."

Actions required

None

38. Continuing Professional Development

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.

Relevant legislation, existing institutional rules:

According to §5 of the Work Regulation of IRWiR PAN: "The primary responsibility of the employee is to 7). increase professional qualifications and develop his/her skills." Scientists are encouraged to take part in workshops, conferences and training related to their research.

Actions required

None

39. Access to research training and continuous development

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.

Respondent's comments:

Too low level of financing the science in Poland affects the ability to provide funds for the continuous development.

Relevant legislation, existing institutional rules:

According to §5 of the Work Regulation of IRWiR PAN: "It is the responsibility of the Employer to 6) facilitate increasing professional qualifications". Scientific staff has access to training, including on-line training and low cost courses. More costly courses are usually paid via grants and projects. Information about opportunities for training are sent to all employees, as only they come. Besides, the Institute applies for funds for capacity building, which usually allows financing of training courses of the new staff (including summer schools, computer courses, modelling courses, software courses, etc.).

Actions required

None

40. Supervision

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.

Relevant legislation, existing institutional rules:

According to §14 point 6. of Organizational Regulation "(It is the responsibility of the Heads of Departments) to supervise the development of scientific staff of their department". The Heads of Departments are also guiding early stage researchers. Apart from that, every researcher preparing a doctoral thesis has a Supervisor` who oversees his/her doctoral dissertation. Assessments of the Scientific Staff Activity by Assessment committee provides feedback for all scientific employees, including early stage researchers.

Actions required

None

Action Plan

I. Ethical and professional aspects

2. Ethical 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, sectoral or institutional Codes of Ethics.

Actions required	Who	When
Link to the page with the Code of Ethics in Science, prepared by The Polish Academy of Sciences, Committee for Ethics in Science	Information Department	Without delay

7. Good practice in research

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.

Actions required	Who	When
Training on back-up strategy	Information Department	April 2016

8. Dissemination, exploitation of results

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.

Actions required	Who	When
Making the publications of researchers employed in IRWiR available online	Individual scientists and Organizational Department	On regular basis

II. Recruitment

15. Transparency (Code)

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.

Actions required	Who	When
Informing the candidates about the strengths and weaknesses of their applications upon request	Organizational Department	After each recruitment process