

HR STRATEGY FOR RESEARCHERS

Summary of internal analysis and action plan

Lodz, June 2018

INTRODUCTION

Textile Research Institute (IW) is a research institute operating under the Act on research institutes, which conducts scientific research as well as development and implementation works in the field of textile material engineering, polymers, textile chemistry, industrial biotechnology, micro- and nano-technology, environmental protection, environmental engineering, textile techniques and technologies focused primarily on implementation in industrial practice.

Due to the nature and legal regulations in force in our country, not all the rules included in the template of internal analysis could be applied to the activities of the Textile Research Institute. Some rules did not apply to the Institute, some were interpreted taking into account the structure and nature of the Institute.

Exclusion/different interpretation related to the following rules:

Item 21 of the survey - **Postdoctoral appointments (Code)** – the Textile Research Institute on the basis of the provisions of the *Act on Academic Degrees and Academic Title and on Degrees and Title in the Arts* does not have the power to appoint researchers with PhD title.

Item 30 of the survey - **Access to career advice** - the Institute does not conduct educational activities, does not train future researchers who, after obtaining the title of an engineer, MSc or PhD, etc. will be on the market in search of work. Students graduating from the institutions of higher education can find employment at the Institute.

Item 33 of the survey - **Teaching** - the Institute does not conduct educational activities as it is the case e.g. at Universities.

Item 36 of the survey - **Relation with supervisors** – at the Institute there are no tutors within the meaning of support to young scientists at universities. The role of a guardian referred to in the European Charter for Researchers is fulfilled at the Institute by the direct superior of the employee - Head of the Scientific Department or Research Laboratory or the Director of the Institute.

TEXTILE RESEARCH INSTITUTE

The Institute was founded in 1945.

The scope of activities of the Institute includes research and development work related to the development of textile techniques and technology, new constructions of textile products and their design as well as adaptation of the results of this work to implementation in industrial enterprises,

and in particular:

- 1) development of new structures and manufacturing technology of textile products;
- 2) development of test methods and evaluation of textile materials;
- 3) research and engineering work on textile materials, including those used in the medical area;
- 4) research and work related to material technology as well as clothing of general use, professional and special;
- 5) works in the field of textile products ecology;
- 6) works in the field of environmental engineering and protection in the work environment;
- 7) works in the field of textile chemistry;
- 8) works in the field of biotechnology;
- 9) works related to the organization of production and management of textile companies;

In connection with its basic activity the Institute carries out the following work:

- 1) disseminates the results of research and development activities;
- 2) conducts research and analyses and develops expert opinions in the field of conducted research and development activities;
- 3) develops assessment on the status and development of the individual fields of science and technology as well as economic sectors which use the results of research and development and the use in the country of the achievements of world science and technology;
- 4) conducts standardization, certification and approval activity;
- 5) conducts and develops the database associated with the subject of activity of the Institute;
- 6) operates in the field of scientific, technical and economic information, inventiveness and protection of industrial and intellectual property as well as support for business innovation;
- 7) in connection with the research and development work manufactures instruments, equipment, materials and other products and conducts validation of test and measurement methods as well as calibration of instruments;
- 8) publishing activity related to the ongoing research and development work.

The bodies of the Institute are:

- 1) Director;
- 2) Scientific Council.

According to the Organizational Regulations in the Textile Research Institute the following organizational units were established which employ researchers:

<i>Scientific Cell/Part</i>	
<i>Scientific Departments</i>	<i>Research Laboratories</i>
<i>Scientific Department of Textile Chemistry and Product Modification</i>	
	<i>Laboratory of Chemical Testing and Instrumental Analyses</i>
<i>Scientific Department of Unconventional Technologies and Textiles</i>	
	<i>Laboratory of Testing Textile Raw Materials and Fabrics</i>
<i>Scientific Department of Knitting and Clothing Technologies</i>	
	<i>Laboratory of Testing Textiles Ecology and Work Environment</i>
<i>Scientific Department of Mechanical Technologies and Textiles Construction</i>	
	<i>Laboratory of Flammability Testing</i>
	<i>Laboratory of Testing Electrostatic Properties</i>
	<i>Laboratory of Testing Medical Textile Fabrics</i>

The head of each organizational unit is the manager. An employee receives a command from his immediate supervisor and is responsible only to him.

In the Institute as of 18.06.2018 there were employed 52 scientific researchers including 21 First Stage Researchers, 25 Recognised Researchers, 3 Established or Leading Researchers and 3 externally funded students (Fig.1)

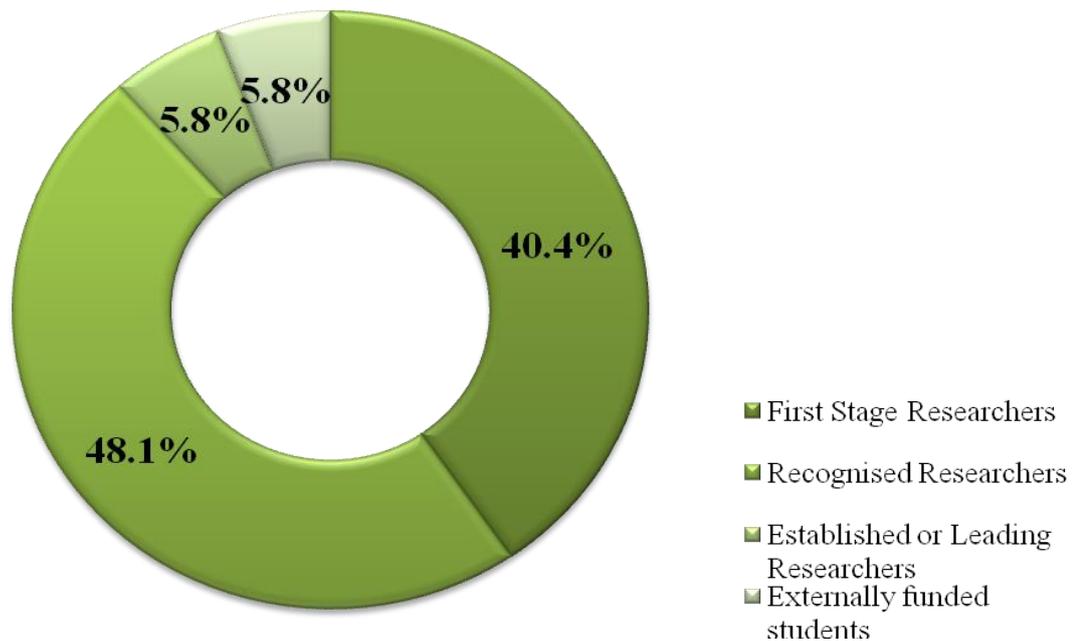


Fig.1 The structure of researchers employment.

METHODOLOGY

At the meeting of the Scientific Council on May 27th, 2015 there was discussed the procedure to obtain logo HR Excellence in Research and at the meeting on December 15th, 2015 the members of the Scientific Council were informed about the implementation of the procedure. This initiative was recognized / approved by the Scientific Council.

The first step taken to obtain the logo HR Excellence in Research was conducting at the Institute an internal analysis, which would assess the extent to which the functioning of the Institute is consistent with the *European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers*. For this purpose by Regulation No. 2/2016 of the Director of the Institute of January 15th, 2016, there was set up a *Commission to analyze internal cohesion of the functioning of the Institute with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers* and the *Steering Committee to assess the progress and results of implementation of the principles of the European Charter for Researchers and the Code of Conduct for the recruitment of researchers at the Institute*.

The Commission includes two representatives of the HR and Administration Section and one researcher. A lawyer and inspector of occupational health and safety and fire protection

were appointed for consultation. The Steering Committee includes two researchers and a representative of the Research Administration and International Cooperation Section.

Members of the Commission in cooperation with the managers of Scientific Departments and Research Laboratories conducted an internal analysis at the Institute, which allowed the assess to what extent the operation of the Institute is consistent with the *European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers* and they prepared a description and schedule of activities leading to the elimination of the major shortcomings identified in the analysis. For this purpose a table prepared by the European Commission - *Template for internal analysis* was used.

The internal analysis was carried out in three steps:

- 1st step: analysis of relevant national legislation, institutional rules and bylaws, existing internal/ institutional practices and procedures – national and institutional level;
- 2nd step: drawing up and carrying out a survey¹;
- 3rd step: development/drawing up the template for internal analysis with indicators determined on the basis of the results of a survey among researchers at the Institute, action plan and indication of responsible departments.

The survey included 23 questions set by the Commission in 4 thematic areas, i.e.

- ethical and professional aspects,
- working conditions and social security,
- access to training and opportunities for continuous development,
- recruitment (in this field the survey was conducted among researchers with expertise on the subject i.e. researchers working during the last 6 years and researchers who are members of the selection/recruitment committee).

Answers to the questions were given a five-point scale:

- 1 – disagree,
- 2 – moderately disagree,
- 3 – I have no opinion,
- 4 – moderately agree,
- 5 – fully agree.

Respondents put their comments to each survey item.

¹ Survey template is in Appendix no 1 to HR Strategy for Researchers.

According to the Organizational Regulations of the Institute in the organizational structure in the scientific section there are Scientific Departments and Research Laboratories supervised directly by IW Director. In the survey the Director of the Institute and a group of researchers employed as assistants or assistant professors, including the managers of the above organizational units took part. In the survey participated 57.1% of researchers working as assistants, 52.9% of employees with PhD degree working at the position of assistant professor and 50% of researchers working as professors. In total, in the survey participated 55% of researchers employed at the Institute.

Based on the submitted results of the internal analysis the members of the Steering Committee chaired by the Director of the Institute approved the submitted by the Commission schedule of actions and prepared HR strategy in cooperation with the Committee. These documents are published/available on the Institute website and have been sent to the European Commission at the following address: RTD-CHARTER@ec.europa.eu.

In June of 2016 The European Commission granted the HR Excellence in Research award thereby confirming that the Institute creates stimulating and friendly environment for researchers.

Approved IW Action Plan was periodically monitored. At least once per every six months the members of the Steering Committee headed by IW Director in close cooperation with the team who carried out the internal analysis on compliance of existing institutional rules and practices with principles of the European Charter for Researchers and the Code of Conduct for their Recruitment met to assess the progress and effects of implementing planned activities. After the meeting the note was prepared with information on completed actions. For each altered, omitted or added action a commentary was also provided and revised IW Action Plan was attached.

The Steering Committee members headed by IW Director and IW Deputy Director of Science with the support of the Commission members and administrative employees drew up internal review.

GENERAL RESULTS OF THE SURVEY

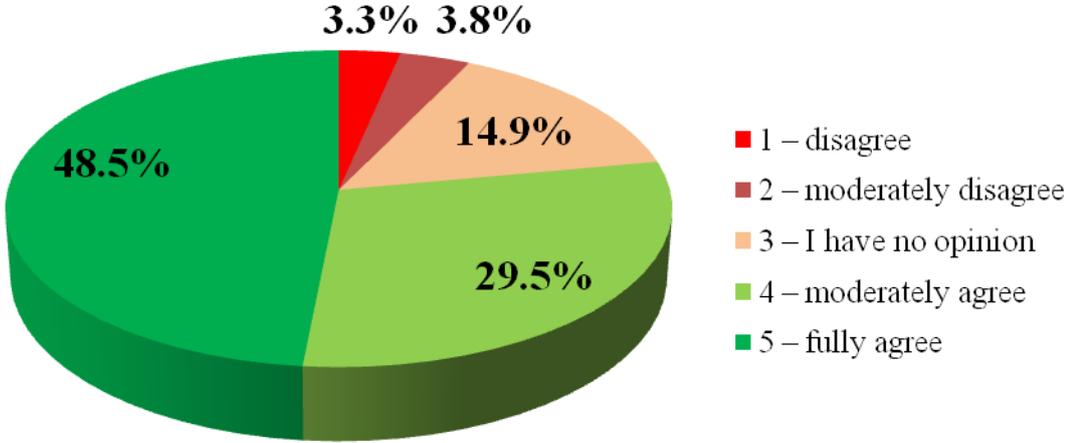
Participation in the survey

55% out of all researches employed in IW was involved in the survey. All invited people took part in the survey. See table below.

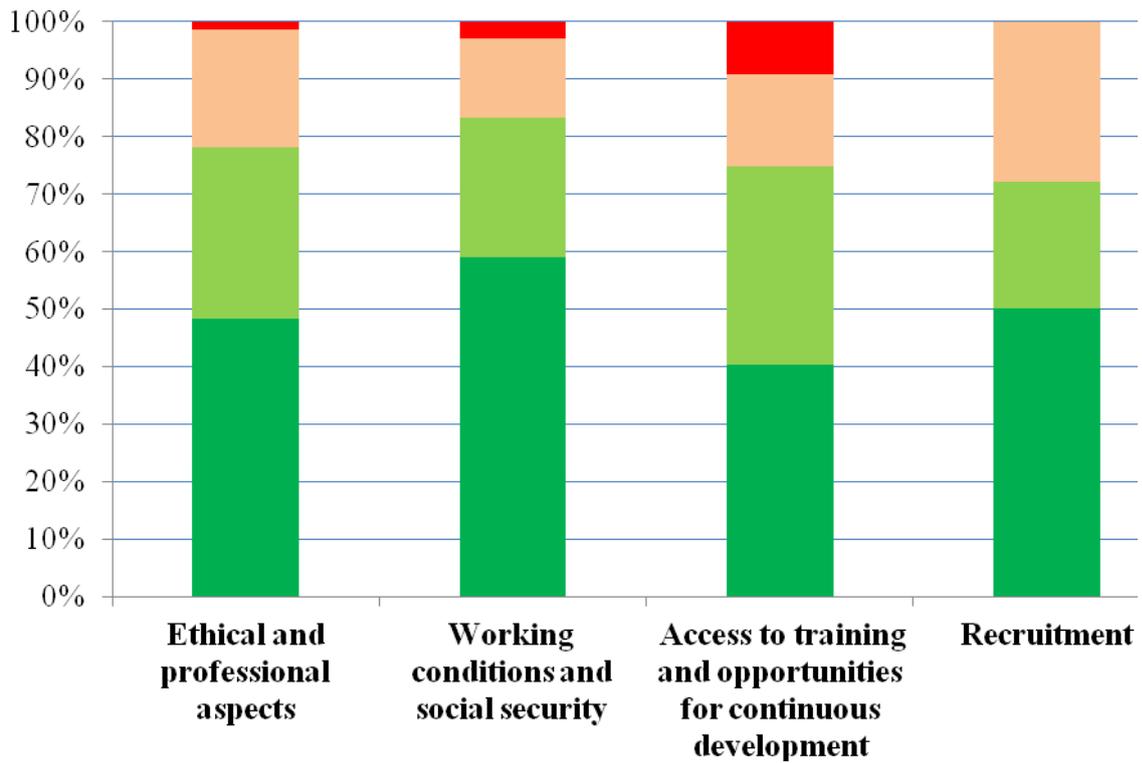
NUMBER OF RESEARCHERS INVOLVED IN THE SURVEY	
PROFESSORS	50.0%
ASSOCIATE PROFESSORS with PhD degree	52.9%
RESEARCH ASSISTANTS	57.1%

Survey answers/replies – percentage division

In response to survey questions 78% positive answers were achieved. Near 15% respondents have no opinion. 7.1% negative answers were achieved. See graph below.



Survey answers – percentage division based on thematic areas



STRENGTHS (STRONG POINTS); EXISTING INSTITUTIONAL RULES AND PRACTICES

As strengths were recognized areas for which over 60% positive and below 30% negative answers were achieved.

I. Ethical and professional aspects

Ethical principles

By Communication No. 3/2016 of the Director of the Institute of December 21st, 2016, researchers were obliged to apply the *Code of Professional Ethics*. The provision concerning responsibility of researchers for the effective use of funds was also included.

Supporting the research freedom

Each researcher of the Institute has the opportunity to propose the subject of a research task, specifying its concept and method of research problem solving, which can be realized within the statutory activities of the Institute or other domestic/national and foreign funds.

Within the opportunities available at IW each researcher has autonomy in choosing:

Task	Time	Research team members	Working methods
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Clearly defined rules of research project realization within statutory activity and own studies fund and others

Implemented rules provide an assessment of a project application in terms of:

- justification of undertaking a task (indicating its innovation),
- aim and scope of research,
- planned scientific and practical effects,
- required resources.

In the proposed research tasks realized within the statutory activity, the applicant examines the state of the art covering the last 20 years and assumes an attitude toward domestic/national and foreign publications regarding given research problem.

In 2018 statutory works financing system was changed. 10 thematic areas crucial for innovation and development within the textile sector were identified. Leaders of these thematic groups were appointed. Such changes in statutory works financing system will allow the more effective use of government funding.

The Institute has established its *own research fund* which is intended for research or development work and tasks associated with them to develop the research potential, in

particular, to conduct research of their own, purchase of research equipment and equipment to conduct the research. Each researcher may apply for funds from the above fund. The application is analyzed by a specially appointed Committee for Own Research.

Implemented Management System complies with standard PN-EN ISO/IEC 17025:2005+Ap1:2007: “General requirements of competences of research and calibrating laboratories”

In five IW research laboratories accredited by Polish Centre for Accreditation and in four accredited by Ministry of National Defence of the Republic of Poland the management system was implemented that sets requirements including the competence of personnel performing research/tests and managing data obtained in research laboratories.

In accordance with procedures necessary criteria for personnel authorised to perform specific/certain type of research/tests, equipment service, reports authorisation are established for each position what ensure that research/test is performed by trained personnel with appropriate qualifications and experience.

Procedures are being implemented which define the way of creation, approval, introduction of changes, collecting, sharing, protection and long-term storage of data.

In accordance with the requirements of the management system rules of conduct on data protection and confidentiality are being implemented.

Organisational regulations to support researchers in project implementation

Project implementation

Projects are carried out with the support of *Research Administration and International Cooperation Section*. Reorganisation of the Research Administration and International Cooperation Section was launched. The new Head of the Section and Senior Specialist were employed.

Each running project is periodically monitored in terms of achieving its aims as well as in administrative, financial and organizational scope. The identified risks are assessed. Preventing activities are planned and implemented. For projects with high/large public budget Steering Committee is constituted.

The project manager, as a representative of the research team implementing the given project, informs the employer (Director of the Institute) about the delays in the realization of research tasks within the project (grant) giving their causes. Proposed changes to the research tasks must be approved in each case by the Director of the Institute.

Settlement/clearance of projects

The Financial - Accounting Section is responsible for transparency of projects' costs and financing in order to ensure a clear division between public and own sources of projects financing, and between the financing of different projects from public funds. Employees of the Financial - Accounting Section take part in a project controls.

Management in IW

All researchers have access to institutional documentation regulating labour rules in IW (*Work/Labour Regulations at the Institute*). The regulations (circular letters, ordinances) of the Director of the Institute are published on internal network drive that is accessible to all researchers and the information concerning the regulations being introduced at the Institute is sent to employees by e-mail.

Close cooperation between Occupational Health and Safety Inspector and scientific departments

Each employee of the Institute is acquainted with the rules and principles of occupational health and safety and fire protection during the initial and periodical trainings and with safety instructions applicable in the workplace. Each employee is informed of occupational risks.

Occupational Health and Safety Inspector (at IW - BHP Supervisor) takes part in formal acceptance into service/operation of research stands/positions, in supervision and approval of documentation for health and safety at work environment (regulations of the laboratory, stand/position manuals).

Evaluation/ appraisal systems

Researchers are subject to periodic assessment of scientific and technical achievements. The assessment on behalf of the Scientific Council, is made by a HR Commission established by the Scientific Council which includes at least 3 members of the Council. The assessment is based on the filled in questionnaires of the assessment of researcher results. In the assessment the following items are taken into account in particular:

- number and quality of publications in scientific journals,
- number and quality of scientific monographs,
- patented inventions, protection rights for utility models and copyrights to the works,
- implementation of the final product, new technology - confirmed by another entity either implementing or using the product,
- research projects and targeted projects implemented in the evaluated period,
- obtaining by an employee of the Institute a doctoral degree or habilitation
- awards for achievements in scientific and research activity,

- participation in scientific conferences.

Disciplinary Commission and spokesman have been appointed

At the Institute a disciplinary spokesman (commissioner) is appointed and Disciplinary Commission was elected among other things to adjudicate violations of ethics in science.

In 2018 a new disciplinary spokesman (commissioner) was appointed.

Non discrimination

The Institute adheres to /obeys the legal standard of equal treatment in employment included in *the Labour Code*.

Exploitation of research results and their dissemination

The Institute encourages its employees to disseminate the research results. Researchers of the Institute take an active part in many international scientific conferences as well as in national scientific conferences. During these conferences the research works carried out at the Institute are announced in a form of oral presentations or posters. Another form of dissemination of the results of the research conducted at the Institute is publishing them in journals and in form of chapters in monographs. Researchers of the Institute are engaged in activities to popularize the results of R & D work carried out by research teams. They participate in events organized for the general public, e.g. Festival of Science. The Institute organizes the activities promoting education for children, youth and adults. Popular science interviews with scientific staff appear in the press, on radio and television. With the participation of researchers the episodes of the popular scientific programs are prepared.

The results of the research conducted at the Institute are the base of patent applications also in international procedures. These solutions are presented at international exhibitions or invention fairs.

Technologies developed by research teams are implemented, among others, in companies of the textile or chemical industry.

The Institute also organizes meetings of science and business to win customers of developed technologies.

II. Recruitment

By Regulation No. 20/2017 of the Acting Director of the Institute of December 29th, 2017, *The Regulations of calls/recruitment processes for scientific positions* was implemented. There are clear guidelines for advertising research positions as well as application, selection and evaluation phase. The Regulation contains rules governing the appointment of the Selection Committee.

Defined process of researcher recruitment

Director announces a call/recruitment process and appoints a selection/recruitment committee by way of regulation (ordinance).

Defining the expectations for candidates

In the regulation the Director sets out specific requirements for the position for which the recruitment process is organized.

Advertisement publication

The announcement of the call / recruitment process takes place by specifying the conditions to the public on the website of the Institute and on the website of the Minister for Science in the Public Information Bulletin and on the website of the European Commission in the European portal for mobile researchers. Announcements include the position name, information about the number of available positions, requirements for the candidate as well as description of working conditions and entitlements including career development prospects, list of required documents, deadline for submission of documents and the date of adjudication. Span of time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply is always realistic.

Selection Committee

The Committee includes:

- 1) Director or his designated Deputy Director;
- 2) Immediate superior of the researcher to be employed;
- 3) At least one researcher representing the same or similar scientific field.

Whenever possible gender balance is maintained.

The Committee shall take decisions by agreement or voting. It analyzes the merits of the submitted documents and conducts additional interviews with candidates. Members of the appointed committees represent diverse experience and qualifications especially in the field in which a candidate is sought for the scientific position.

Multidimensional assessment of candidates

The aim of the Selection Committee is a reliable analysis of the qualifications and experience of candidates as well as international and professional mobility.

The Selection Committee takes into account the experience gained in the course of their careers. The Committee focuses not only on the number of publications but also on results achieved during a diversified career path among others: number of implementations, patent applications, implemented or ongoing projects or popular science activity.

Mobility is considered to be an important part of an academic career.

It is recognized that breaks in the scientific career to acquire practical skills do not disqualify a candidate for scientific work but are a valuable experience. Break in scientific career because of the exercise of parental rights or working in the industry does not exclude a candidate from the recruitment process.

III. Working conditions and social security

Modern scientific and research facilities

Scientific departments and research laboratories are equipped with modern, equipment necessary to carry out research at the highest quality standards.

Management system implemented in five research laboratories introduces organizational order and good practice. Implemented standards of the system enable obtaining reliable and recognizable research results. Research/test laboratories participate in proficiency tests and inter-laboratory comparisons in order to confirm their technical competences.

Flexible working conditions

The staff employed within scientific departments/cells work in the system of flexible working hours. The employer seeks to provide work conditions enabling combining family and professional life. At the request of an employee resulting from the family situation individual working time is determined. Additionally, staff member can be employed on a part-time basis. Researchers of the Institute exercise the right to maternity, parental and paternal leaves.

In 2017 facilities for the disabled was introduced. Driveway at the building entrance was constructed and parking spot was prepared.

Stability of employment

The employer ensures stable employment conditions for researchers. Contracts are signed in accordance with the provisions of the *Labour Code*.

At the moment, all researchers are employed for an indefinite period (have permanent contracts).

Participation in decision-making bodies

Researchers are represented in the relevant bodies of the IW: information, consultation and decision-making.

The Scientific Council includes of representatives of the scientific community elected from among the scientific staff of the Institute, which provides protection and representation of their individual and collective interests. Researchers are also members of the Commission of Own Research, the Disciplinary Commission or the Board of Trade Union Organization.

Intellectual Property Rights

The employer ensures that researchers at all stages of their career benefit from the use of their results in research and development through legal protection and, in particular, through appropriate protection of intellectual property rights, including copyrights. In the Institute there were introduced *Regulations of management of copyright and related rights and*

industrial property rights and the principles of commercialization of the results of scientific research and development works which defines the powers and duties of the Institute and authors in the field of industrial property rights, know-how and the principles of commercialization of results of scientific research and development work.

Co-authorship

The employees of the Institute adhere to the principles of respect for intellectual property rights. They submit an Application for the acceptance of papers published in journals / monographs and lectures given at conferences / symposia / seminars / work meetings and other (both domestic and abroad) and the Copyright Statement indicating the percentage share of /contribution in the creative input of each of the authors.

Also, in the documentation concerning patent application the percentage of substantive share/contribution of each co-author is defined and appropriate agreements are concluded between the co-authors.

Value of mobility

Mobility is considered to be an important part of a scientific career. Therefore researchers of the Institute were encouraged to participate in three-day event ‘*Career and Mobility Days*’ organised in Lodz, Poland by National Contact Point in the framework of “Projekt Naukowiec” project supporting mobility among researchers. Each day addressed different themes related to a researchers career and included varied forms of knowledge transfer (presentations, workshops, face-to-face discussions), stressing the international, interdisciplinary and intersectoral dimension.

Moreover three international projects are being implemented in IW. Due to this fact, the researchers have possibility to cooperate with the researchers from Czech Republic, Estonia, Finland, Germany, Hungary, Italy, Lithuania, Latvia, Romania and Ukraine. Mutual site visits took place.

Within cooperation with the TECHNOLOGY PARTNERS Foundation in the framework of “DIALOG” project researchers of the Institute have possibility to participate in 2-days foreign networking workshops. The workshops provide an opportunity to establish contacts with potential project partners such as representatives of Polish research institutes and members of the Joint Institute for Innovation Policy, among others, VTT (Finland) and TECNALIA (Spain).

IV. Training

Supervision and managerial duties

Young researchers receive substantial support from senior experienced researchers.

Appointment of 10 thematic groups leaders within statutory works should help to ensure that researchers who are not yet fully independent will receive substantial support from senior experienced researchers.

The employer makes a request for financial support within the statutory activity dedicated to the development of young scientists - grant for young scientists.

Supporting researchers carrier development

The Institute values the continuing improvement of research and development of scientific staff. Each year, funds are allocated for updating and broadening the skills and qualifications of the researchers at the Institute by participation in training courses, workshops, conferences and on-line courses, regardless of the stage of their scientific career. IW researchers take part in professional trainings, trainings concerning acquiring European funds as well as trainings of soft skills – at least 10% of research staff per year. The Institute covers the costs of doctoral and postdoctoral studies of the staff.

WEAKNESSES; AREAS FOR ACTIONS - ACTION PLAN

The internal analysis and internal review showed areas requiring adjustment to principles of *the European Charter for Researchers* and *the Code of Conduct for their Recruitment*. This areas include:

- gaps,
- the improvement of existing institutional rules.

Concise and specific action plan has been developed indicating of responsible unit and time of the activity implementation. See table below.

Area		Action	Who	When										Point of tabel/ survey Indicator(s)/Target	
				2016	2017			2018		2019	2020		2021		
				Jan.- Dec.	Jan.- Jun.	Jul.- Sep.	Oct.- Dec.	Jan.- Mar.	Apr.- Dec.	Jan.- Dec.	Jan.- Jun.	Jul.- Dec.	Jan.- Jun.		
I.	Ethical and professional aspects	Indication of <i>The Code of Professional Ethics for Researcher</i> to employed researchers	HR and Administration Section		Completed										2/1.2 Unified <i>The Code of Professional Ethics for Researcher</i>
		The relevant provisions concerning the effective use of funds will be included in the act introducing the Code of Ethics			Completed										6/1.2 Unified <i>The Code of Professional Ethics for Researcher</i>
		Reorganisation of <i>the Research Administration and International Cooperation Section</i>	Director of the Institute in close cooperation with Head of Research Administration and International Cooperation Section											In progress	4-6/ 1.6 New Head and 1 Senior Specialist were employed. New person will be employed.
		Newsletter about the forthcoming calls for proposal, possibilities of financing from national and UE funds and regulations governing project implementation		Action added											4-6/ 1.6 At least 1 newsletter per year
II.	Recruitment	Development of OTM-R Policy	Director of the Institute in close cooperation with Head of Research Administration and International Cooperation Section											12-20/4.1-4.6 OTM-R Policy	

II.	Recruitment	Implementation of the <i>Regulations of calls/recruitment processes for scientific positions</i> specifying general principles of recruitment	HR and Administration Section in close cooperation with legal counsel					Completed	12-14/ 4.1-4.2 <i>The Regulations of calls/recruitment processes for scientific positions</i>	
		Informing candidates about the strengths and weaknesses of their applications (the above notation should be introduced in the <i>Regulations of calls/recruitment processes for scientific positions</i>)						Completed	15/4.3 Guidelines for candidates for next recruitment processes	
		Determination of the criteria for evaluating candidates, their scientific and practical achievements in the <i>Regulations of calls/recruitment processes for scientific positions</i>						Completed	16/4.4 Clear guidelines for application phase	
		The recognition of breaks in the course of a candidate's career as an evolution of a career in the <i>Regulations of calls/recruitment processes for scientific positions</i>						Completed	17/4.4 Rules encourage candidates who have breaks in the course to apply	
		The recognition of mobility in the <i>Regulations of calls/recruitment processes for scientific positions</i> (awarding extra points)						Completed	18/4.4 Rules encourage external candidates and researchers from abroad to apply	
		Determination of the general requirements for the individual research posts in the <i>Regulations of calls/recruitment processes for scientific positions</i>						Completed	20/4.4 Clear guidelines for evaluation phase	
		The possibility of interview via Skype will be included in the <i>Regulations of calls/recruitment processes for scientific positions</i>		HR and Administration Section	Action added					

		Trainings for the Selection Committee members appointed for recruitment process	Director of the Institute with close cooperation with the Steering Committee assessing the progress and results of HRS4R implementation	Action added										14, 16/4.3-4.4 Selection of the best candidate
III.	Working conditions and social security	The introduction of facilities for the disabled (including the construction of the driveway at the building entrance)	Technical and Investments Section					Completed					24/2.3 1 driveway at the building entrance, 1 parking spot	
		The introduction of a grants' system for researchers undertaking work to obtain the degree of doctor or habilitated doctor (the establishment of a scholarship fund based on funds coming from the resulting profit).	Director of the Institute					Sept 2018	In progress				26/2.1 Introduction of grants' system	
		Increase of the researcher salary by more than 5%								In	pro	gress		26/2.1 At least 5% increase in average research salary
		Development of a strategy for career development of the researcher.	HR and Administration Section in close cooperation with Director of the Institute and Scientific Council							In progress				28/3.2 Strategy for career development
		The introduction of the scoring for the scientific mobility in a survey assessing the results/achievements of researchers	IW Deputy Director of Science						Jun 2019					29/3.1 The recognition of the value of mobility

		Strengthening of the role of the young researchers in decision-making bodies	Director of the Institute with close cooperation with HR and Administration Section										35/2.1 Young researchers will participate in the Steering Committee assessing the progress and results of HRS4R implementation
		Promotion of mobility among research staff	Director of the Institute in close cooperation with Head of Research Administration and International Cooperation Section										29/ 3.1 Increase in researchers mobility

MONITORING OF ACTION PLAN IMPLEMENTATION

The Steering Committee members will continue to oversee implementation of HRS4R within IW. Progress will be periodically monitored, at least once per every six months and revised IW Action Plan will be drawn up (if relevant).

Every year revised IW Action Plan will be presented during HRS4R implementation seminar.

After 4 years after granting of the 'HR award' SWOT analysis and brainstorming will be conducted involving representatives of research community, administrative staff (financial, HR, Research Administration and International Cooperation section) and management. The survey among researchers will be carried out.

IW cooperates also with other institutions with 'HR award' granted. Representative of IW research community participated in Seminar for Polish institutions with 'HR award' granted. During this Seminar good practices for HRS4R implementation were presented. Institutions shared their problems/ideas/experience in HRS4R implementation. IW is also a member of debate/discussion group for Polish institutions with 'HR award' granted.

THE SURVEY FOR INTERNAL ANALYSIS

to analyze internal cohesion of the functioning of the Institute with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers

Scoring:

1 - disagree 2 - moderately disagree 3 – I have no opinion 4 - moderately agree 5 – fully agree

1. Recognition of the profession, non discrimination, research environment						1	2	3	4	5	Comments
1.1	Researchers enjoy the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices, research area and directions set out by Director of the Institute and Scientific Council based on existing documents in the range of scientific, technical and innovative national policy.										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.
1.2	Researcher employed in IW knows and adheres to the recognised ethical practices and fundamental ethical principles documented in the national Codes of Ethics.										

1.3	Sufficient attention is paid to avoid discrimination 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.						
1.4	Actively supported are autonomy and creativity of all researchers (including the early stage of researchers' careers).						
1.5	The employer takes care to assure a gender balance at all organizational levels in scientific cells, including those whose duties include supervision and management.						
1.6	The employer ensures/provides stimulating and pleasant to work-in research environment supporting research activities.						
1.7	Researcher are guaranteed that their representatives are in the Institute bodies/ boards/ committees/ groups, including those involved in decision-making, communication and consultative activities.						
1.8	Researchers complaints and the conflicts between researchers are fairly and efficiently dealt.						
1.9	An transparent evaluation of the professional/scientific activities of all researchers is regularly performed.						
1.10	The employer ensures such working conditions which enable both women and men to combine family and work, children and professional career development (eg. part-time, flexible working hours).						

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*.

2. Stability and permanence of employment , social security		1	2	3	4	5	Comments
2.1	The employer ensures appropriate and attractive conditions and incentives to all researchers - at all stages of their career and regardless of the type of contract (permanent or fixed-term)						
2.2	The employer ensures adequate social security provisions including sickness, parental benefits pension rights and benefits from the Social Fund in accordance with existing national legislation.						
2.3	The employer ensures safe to work-in working conditions in accordance with existing national legislation on health and safety.						

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.

3. Professional development – Trainings and mobility plans - Career advice and/or supervision		1	2	3	4	5	Comments
3.1	The employer recognises value of geographical, intersectional, inter-and transdisciplinary and virtual mobility, and also mobility between public and private sectors as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career.						
3.2	Plans for increasing researchers' skills and competences needed for development of their career are being drawn up.						
3.3	More experienced researchers support researchers in the early stage of their career for carrying out their professional duties and provide guidance for their professional development.						
3.4	The employer ensures that researchers are given the opportunity for professional development through upgrading and extending their skills and competencies. This may be achieved by enabling them participation in trainings, workshops, conferences and e-learning courses, etc.						

Recruitment

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 ones 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.

4. Content and transparency of the announcements (calls); selection and method of candidates evaluation		1	2	3	4	5	Comments
4.1	Available positions at any level of career (calls specifying the number of positions and open for a reasonable period of time) are adequately advertised, nationally and internationally.						
4.2	The required skills and competencies are sufficiently general to encourage the widest participation of potential candidates.						

4.3	Candidates are always adequately informed by the selection committees, at the end of the selection process, on weaknesses and strengths of their candidature						
4.4	Selection committees consider overall potential of candidates as researchers, in particular their creativity and their degree of independence.						
4.5	Advertisements give/contain sufficient information about knowledge, skills and competencies required, selection criteria, working conditions and entitlements, including career development prospects.						
4.6	The selection committees are always gender balanced.						