

HR STRATEGY FOR RESEARCHERS

Summary of internal review and action plan

Lodz, 2021

INTRODUCTION

On April 1, 2019, on the basis of the *Act of February 21, 2019 on the Łukasiewicz Research Network*, the Textile Research Institute **joined** 37 other scientific and research institutes thus creating the "**Łukasiewicz Research Network**". The main tasks of the institutes operating within the Łukasiewicz Research Network are the implementation of research projects, as well as the commercialization of the results of works and international cooperation in the field of scientific research and development works.

Due to the nature and legal regulations in force in our country, not all the rules of the *European Charter for Researchers & The Code of Conduct for the Recruitment of Researchers* (the Charter & Code) could be applied to the activities of Łukasiewicz-IW. 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)** – Łukasiewicz-IW 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 Charter is fulfilled at the Institute by the direct superior of the employee - Head of the Research Department or Research Laboratory or the Deputy Director for R&D.

ŁUKASIEWICZ RESEARCH NETWORK - TEXTILE RESEARCH INSTITUTE

The Institute was founded in 1945.

The scope of activities of the Institute includes scientific research and development works, among others, in the field of textile material engineering, polymers, textile chemistry, industrial biotechnology, micro- and nano-technology, environmental protection, environmental engineering, textile techniques and technologies, commercialisation of research results as well as international cooperation in this field.

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

- 1) conducts research and development works in other science and technology;

- 2) adapts the results of research and development works to implementation in industrial practice
- 3) disseminates the results of research and development works;
- 4) conducts research and analyses and develops expert opinions in the field of conducted research and development works;
- 5) 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 works and the use in the country of the achievements of world science and technology;
- 6) conducts standardization, certification and approval activity;
- 7) conducts and develops the database associated with the subject of activity of the Institute;
- 8) 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;
- 9) in connection with the research and development works manufactures instruments, equipment, materials and other products and conducts validation of test and measurement methods as well as calibration of instruments;
- 10) publishing activity related to the ongoing research and development work;
- 11) conducts seminars, trainings and refresher courses;
- 12) conducts tests and product certification within its fields of accreditation;
- 13) provides technical and technological expertise, tests, attestations, assessments of applied processes and organizations;
- 14) conducts marketing, commercial activity and services at home and abroad;
- 15) rents and operates own or leased real estate;
- 16) produces and supplies steam, hot water and air for air conditioning systems.

The bodies of the Institute are:

- 1) Director;
- 2) the Institute Council.

According to the Organizational Regulations in the Łukasiewicz-IW the following organizational units were established which employ researchers:

<i>RESEARCH DEPARTMENTS</i>	<i>RESEARCH LABORATORIES</i>
<i>Department of Chemical Textile Technologies</i>	<i>Laboratory of Chemical Testing and Instrumental Analysis</i>
<i>Department of Mechanical Textile Technologies</i>	<i>Laboratory of Textile Raw Materials and Electrostatic Properties</i>
<i>Department of Biomedical Technologies and Environmental Protection</i>	<i>Laboratory of Textiles Ecology and Work Environment Testing</i>
<i>Department of Nonwovens Designing for the Experimental Production</i>	<i>Laboratory of Flammability Testing</i>
	<i>Laboratory of Medical Textile Fabrics Testing</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.

The Łukasiewicz Research Network Act stipulates that employees of the institutes that form the Network are employed in the research and support divisions. Until April 2020, continued works on adjusting employment structure at Łukasiewicz - IW to the requirements of the Act and *the Regulation of the Minister of Science and Higher Education of March 27th, 2019 on the list of positions for employees of the Łukasiewicz Centre and institutes operating within the Łukasiewicz Research Network, and the qualifications required to occupy them*. Since the Act and the Regulation do not provide for employment in positions of research/scientific workers (professor, assistant professor, assistant professor), the employees of Łukasiewicz - IW previously employed in these positions were assigned to the Research Division or to the Support Division.

Currently, employees of the Research Division are employed in the positions of: junior specialist, specialist, senior specialist, main specialist, area leader.

In the Institute as of 30.11.2021, 55 members of staff, employed in the research and support divisions, were involved in research including 25 First Stage Researchers, 17 Recognised Researchers, 13 Established or Leading Researchers and 2 externally funded students (**Fig.1**). Three of them are on leave related to parenthood. They are employed at the following positions: Area leader – 5, Chief specialist – 14, Senior specialist – 23, Specialist – 9 and Junior specialist – 4.

From 2018 the group of Established or Leading Researchers increased four-fold. Young researchers are continuously employed, hence slightly increase in number of First Stage Researchers is observed.

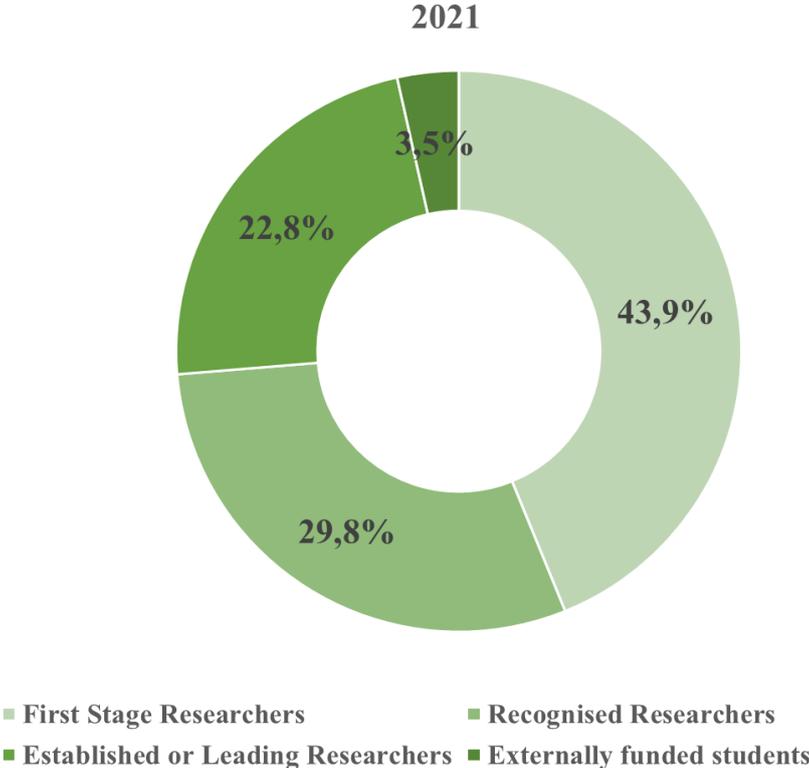
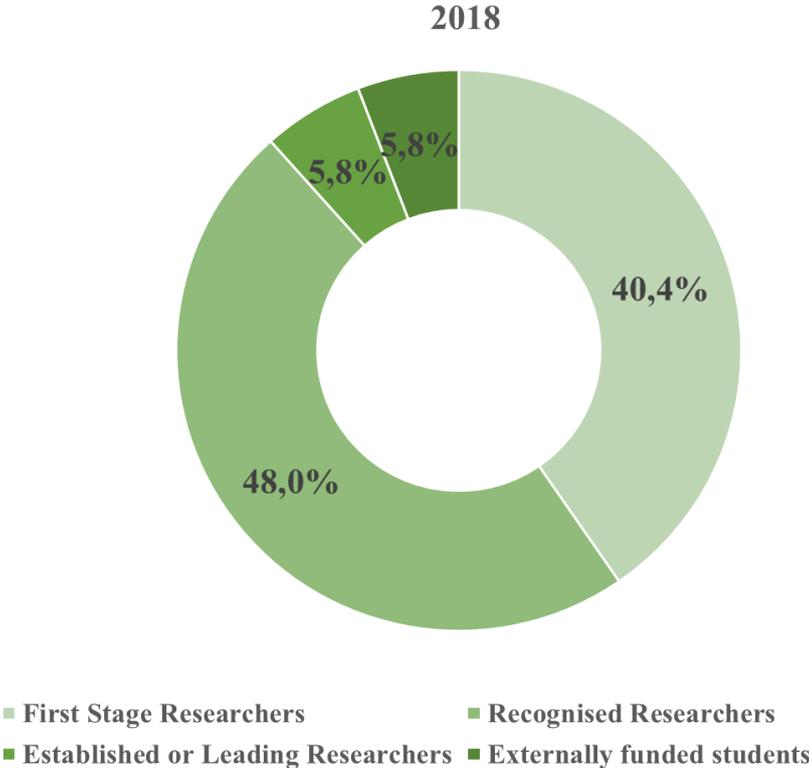


Fig.1 The structure of staff involved in research.

METHODOLOGY

At the meeting of the Scientific Council on May 27th, 2015 there was discussed the procedure to obtain HR Excellence in Research award 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 HR Excellence in Research award was conducting at the Institute an internal analysis, which would assess the extent to which the functioning of the Institute is consistent with the Charter & Code. 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 included 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 included 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 Charter & Code 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,

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

- 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 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.

According to the Organizational Regulations of the Institute in the organizational structure in 2016 in the scientific section there were 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 were 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.

Within the period from December 2016 to June 2018, 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.

In 2018 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. The document has been sent to the European Commission at the following address: RTD-CHARTER@ec.europa.eu.

On April 1, 2019, on the basis of the Act of February 21, 2019 on the Łukasiewicz Research Network, the Textile Research Institute joined 37 other scientific and research institutes thus creating the "Łukasiewicz Research Network". Due to legislation changes and Łukasiewicz - IW reorganization including, among others,

- assignment of the employees of Łukasiewicz - IW previously employed in professor, assistant professor, assistant professor positions to the Research Division or to the Support Division and

- from 2020 the process of merger,

within the period 2019-2021, progress was monitored based on irregular meetings with Institute's Management staff. Some actions were suspended and some were postponed as described in Table with Actions (p.22)

By the Regulation No. 13/2021 (dated October 28th, 2021) of the Acting Director of the Institute, HR Working Group was appointed. The HR Working Group consists of representatives of researchers, including young researchers (R1), a representative of testing laboratories, Head of HR Department, a representative of Research Administration and Cooperation Department and at the same time the social side (trade unions), who also works directly with researchers.

One of the aims of the HR Working Group was the renewal of the HR Excellence in Research Award obtained in 2016, including the following steps:

- preparation of Internal Review for Renewal phase based also on survey outcomes,
- preparation of the Action Plan for 2022-2024 in the scope of further implementation of the Charter & Code principles and OTM-R policy,
- HRS4R update.

The tasks of the HR Working Group also include monitoring the implementation of the Action Plan for 2022-2024 and the achievement of its goals and indicators by regularly meetings.

The work of the HR Working Group is supervised by the Director of the Łukasiewicz Research Network - Textile Research Institute and the Deputy Director for R&D (Steering Committee).

In November 2021 survey were carried out with the use of MS Forms tool. The link to the survey was sent to all staff involved in research, excluding employees who were on leave related to parenthood.

The survey included 31 points, including 4 questions regarding gender, division (research or support), scientific carrier stage (R1-R4) and degree as well as the same 23 questions drew up in 2016, grouped in 4 thematic areas, i.e.

- ethical and professional aspects,
- working conditions and social security,
- access to training and opportunities for continuous development,
- recruitment.

For each thematic area there was point for comments. 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. Additional for recruitment area there was point – not applicable.

GENERAL RESULTS OF THE SURVEY

Participation in the survey

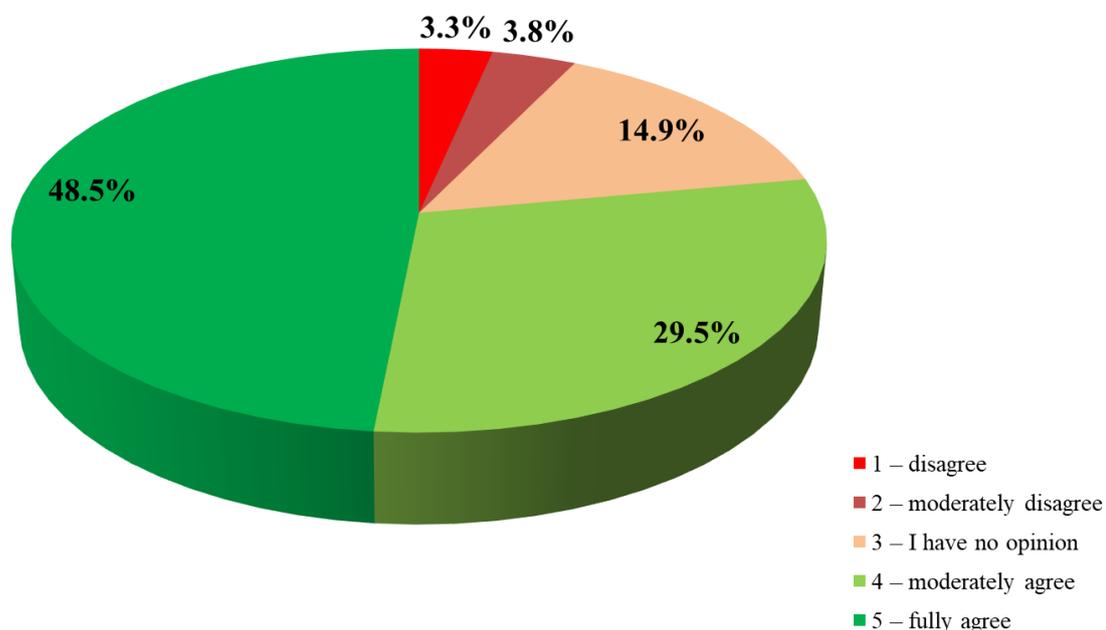
65% out of all staff involved in research in Łukasiewicz-IW took part in the survey (62.5% women, 73% men) – 10% increase in comparison to survey in 2016. 69% out of all respondents were women and 31% were men. See table below.

NUMBER OF STAFF INVOLVED IN THE SURVEY	
Research division: 72% (18/25)	Support division: 60% (18/30)
R1-R2: 100% (12/12)	Staff with MSc degree: 52% (13/25)
R3-R4: 46% (6/13)	Staff with PhD degree: 100% (5/5)

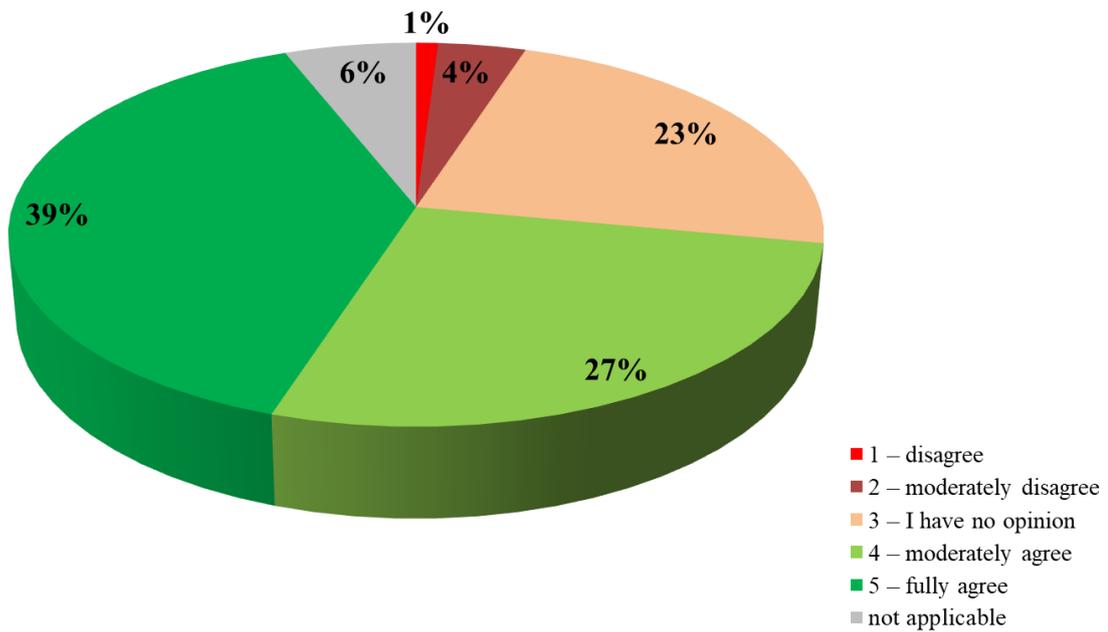
Survey answers/replies – percentage division

In response to survey questions 66% positive answers were achieved (decrease of 12% as compared to 2016). 23% of respondents have no opinion (increase of 8% as compared to 2016). 5% negative answers were achieved (decrease of 2% as compared to 2016). 6% of respondents answered ‘not applicable’ in recruitment area. See graph below.

2016



2021



Increase of answers “I have no opinion” and related decrease of positive answers is connected with legislation changes and Łukasiewicz - IW reorganization. For example, the Disciplinary Committee adjudicating disciplinary cases of research staff has been dissolved as of 1.04.2019. The employer plans to introduce an anti-harassment and anti-discrimination policy and to appoint a committee to hear cases in this regard (Action 21). Scientific staff was subject to periodic assessment of scientific and technical achievements on the basis of the *Regulations specifying the mode and method of conducting the assessment of scientific and technical achievements of research and research-technical employees at the Institute*. The Act on Łukasiewicz Research Network does not provide for employee evaluation. Currently, the Institute's annual plan of activities assigns measurable goals to be achieved, therefore the merged Institute is planning to introduce management by objectives, which will be the basis for employee evaluation.

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. Updated version of The Code of Professional Ethics for Researcher (Edition 2020) was sent to all employees involved in research.

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, targeted subsidiaries of Łukasiewicz Centre or other domestic/national and foreign funds.

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

Task	Time	Research team members	Working methods
-------------	-------------	------------------------------	------------------------

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:

- aim and scope of research,
- planned scientific and practical effects,
- justification of required resources.

In the proposed research tasks realized within the statutory activity, the applicant examines the state of the art.

The Institute has established *Research Development Fund* (former *Own Research Fund*) which is intended for research or development works and tasks associated with them to develop the research potential, in particular, to conduct own research, purchase of equipment to conduct the research. Each researcher may apply for funds from the above fund. The application is evaluated by a specially appointed Committee for Research Development Fund.

From 2019, once a year, staff involved in research in Łukasiewicz – IW have opportunity to apply for targeted subsidiaries from Łukasiewicz Centre.

Implemented Management System complies with standard PN-EN ISO/IEC 17025:2018-02: “General requirements of competences of research and calibrating laboratories”

In five Łukasiewicz-IW research laboratories accredited by Polish Centre for Accreditation and in three 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 indentified 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 ŁUKASIEWICZ-IW

All researchers have access to institutional documentation regulating labour rules in Łukasiewicz-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 Łukasiewicz-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 Łukasiewicz-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 an 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 Łukasiewicz-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. Łukasiewicz-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.

Action 1	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Indication of The Code of Professional Ethics for Researcher to employed researchers	2, 3			
	Current Status	Remarks		
	COMPLETED			
Action 2	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
The relevant provisions concerning the effective use of funds will be included in the act introducing the Code of Ethics	6			
	Current Status	Remarks		
	COMPLETED			
Action 3	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Reorganisation of the Research Administration and International Cooperation Section	4, 5, 6			
	Current Status	Remarks		
	COMPLETED			
Action 4	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Newsletter about the forthcoming calls for proposal, possibilities of financing from national and UE funds and regulations governing project implementation	4			
	Current Status	Remarks		
	COMPLETED			
Action 5	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Development of OTM-R Policy	12, 13, 14, 15, 16, 17, 18, 19, 20			
	Current Status	Remarks		
	COMPLETED			

Action 6	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Implementation of the Regulations of calls/recruitment processes for scientific positions specifying general principles of recruitment	12, 13, 14,			
	Current Status	Remarks		
	COMPLETED			
Action 7	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Informing candidates about the strengths and weaknesses of their applications (the above notation should be introduced in the Regulations of calls/recruitment processes for scientific positions)	15	December 2023	HR and Administration Section in Close cooperation with legal counsel	Implementation of e-recruitment tool
	Current Status	Remarks		
	IN PROGRESS	Following the interviews, candidates are informed by telephone about the results. Upon request, the candidate is informed of the reasons for the rejection. If the application is rejected for formal reasons or for non-compliance with the substantive requirements, the candidate is not informed about the strengths and weaknesses of the application. Implementation of e-recruitment tool will allow for sending feedback on the applications to all candidates. See Action 22. Action in line with point no. 20 of OTMR-checklist.		
Action 8	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Determination of the criteria for evaluating candidates, their scientific and practical achievements in the Regulations of calls/recruitment processes for scientific positions	16			
	Current Status	Remarks		
	COMPLETED			
Action 9	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
The recognition of breaks in the course of a candidate's career as an evolution of a career in the Regulations of	17			
	Current Status	Remarks		
	COMPLETED			

calls/recruitment processes for scientific positions				
Action 10	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
The recognition of mobility in the Regulations of calls/recruitment processes for scientific positions (awarding extra points)	18			
	Current Status	Remarks		
	COMPLETED			
Action 11	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Determination of the general requirements for the individual research posts in the Regulations of calls/recruitment processes for scientific positions	20			
	Current Status	Remarks		
	COMPLETED			
Action 12	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
The possibility of interview via Skype will be included in the Regulations of calls/recruitment processes for scientific positions	12, 13			
	Current Status	Remarks		
	COMPLETED			
Action 13	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Trainings for the Selection Committee members appointed for recruitment process	14	June 2021	Director of the Institute with close cooperation with the Steering Committee assessing the progress and results of HRS4R implementation	At least 15 trained members of the Selection Committees
	Current Status	Remarks		

	IN PROGRESS	In November 2021, heads of 10 departments in the research division were trained in the area of OTM-R. Two employees of the HR Department took part in external trainings on recruitment and selection process. Further trainings in the area of OTM-R are foreseen after merger - for employees of a new institute. The indicator was changed		
Action 14	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
The introduction of facilities for the disabled (including the construction of the driveway at the building entrance)	24			
	Current Status	Remarks		
	COMPLETED			
Action 15	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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).	26			
	Current Status	Remarks		
	COMPLETED			
Action 16	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Further increase in average research salary	26	December 2024	Director of the Institute	Increase of the researcher salary of at least 5%
	Current Status	Remarks		
	EXTENDED	Within the period 2019-2021 the researcher salary increased of at least 5%. Action in line with point no. 9 of OTMR-checklist.		
Action 17	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Development of a strategy for career development of the researcher.	28, 38, 39	December 2023	HR Department in close cooperation with Director of the Institute and the Deputy Director for R&D	Strategy for career development

	Current Status	Remarks		
	EXTENDED	The development of strategy for career development was suspended due to reorganization of Łukasiewicz- IW. The strategy will be developed after merger - for a new institute. Action in line with point no. 9 of OTMR- checklist.		
Action 18	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
The introduction of the scoring for the scientific mobility in a survey assessing the results/achievements of researchers	29			
	Current Status	Remarks		
	COMPLETED			
Action 19	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Strengthening of the role of the young researchers in decision- making bodies	35			
	Current Status	Remarks		
	COMPLETED			
Action 20	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Promotion of mobility among research staff	29, 39	December 2024	Director of the Institute and the Deputy Director for R&D	At least 2 employees involved in research participated in internships per year
	Current Status	Remarks		
	EXTENDED	In 2021 two Established Researchers participated in national internships and two Recognised Researchers participated in international internship.		
Action 21	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Introduction of an anti-harassment and anti-discrimination policy	10	June 2023	Director of the Institute with close cooperation with HR Department	The anti-harassment and anti-discrimination policy All managers trained in the area of harassment

				and discrimination
	Current Status	Remarks		
	NEW			
Action 22	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Purchase of e-recruitment tool	12, 13	December 2023	HR Department	Implementation of e-recruitment tool
	Current Status	Remarks		
	NEW	Action in line with point no. 4, 10, 20 of OTMR- checklist.		
Action 23	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Audits of the recruitment process as a quality control system for OTM-R	12	December 2024	Audit Department	1 audit per year
	Current Status	Remarks		
	NEW	Action in line with point no. 5 of OTMR-checklist. The first audit will be carry out in 2023		
Action 24	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Implementation of Gender Equality Plan (GEP)	10, 12, 13, 14, 24, 27	April 2022	Director of the Institute with close cooperation with GEP Working Group	GEP published on the website of Łukasiewicz-ŁIT
	Current Status	Remarks		
	NEW	After merger - GEP for a new institute will be developed. Action in line with point no. 8 of OTMR-checklist.		
Action 25	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Expanding the scope of the Recruitment Policy by appropriate complaints mechanism	12, 13, 16	June 2023	HR Department	Description of complaints mechanism in the Recruitment Policy
	Current Status	Remarks		
	NEW	Action in line with point no. 22 of OTMR-checklist		

Action 26	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Introduction of flexible working time	24	December 2022	Director of the Institute with close cooperation with HR Department	Flexible working time system
	Current Status	Remarks		
	NEW	Action based on survey outcome		
Action 27	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Improvement of foreign language skills	39	December 2024	Director of the Institute	Language courses funding for at least 2 employees per year
	Current Status	Remarks		
	NEW			
Action 28	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Meetings on HR Excellence in Research Award	1,2,3,4,5,6,7,8,9, 10, 22, 27,28, 29, 38, 39	December 2024	HR Working Group	At least 1 meeting per year
	Current Status	Remarks		
	NEW	Action due to reorganization of Łukasiewicz-IW		

MONITORING OF ACTION PLAN IMPLEMENTATION

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

Every year revised Łukasiewicz-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.

Łukasiewicz-IW cooperates also with other institutions with 'HR award' granted. Representative of Łukasiewicz-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. Łukasiewicz-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

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).

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.

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.

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 Łukasiewicz-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.						