

**Institute of Nuclear Physics
Polish Academy of Sciences
(IFJ PAN)**



**Report on the implementation
of the recommendations of the Human
Resources Excellence in Research
in order to obtain
the Logo HR Excellence in Research**

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1. General Information

1.1. *Institute of Nuclear Physics Polish Academy of Sciences*

The Institute was established in 1955 as a branch of the Institute of Nuclear Research, becoming an independent Institute of Nuclear Physics in 1960 and gaining the status of a research institute of the Polish Academy of Sciences (PAS) in 2003 under the name: **The Henryk Niewodniczanski Institute of Nuclear Physics Polish Academy of Sciences** (acronym IFJ PAN). IFJ PAN is an individual public non-profit research organization that keeps up with public subsidies.

The Minister of Science and Higher Education in Poland has granted the Institute the prestigious status of the Leading National Research Centre (KNOW) in physics for the years 2012-2017 (together with other members of the Marian Smoluchowski Kraków Research Consortium: “Matter-Energy-Future”) and in 2013 the Institute was awarded A+ Category (leading level in Poland) in science and engineering.

IFJ PAN conducts research in a wide scope of interests, which include theory and experiments in the domains of particle physics and astrophysics, nuclear and strong interaction physics and condensed matter physics. Interdisciplinary and applied research involve applications of physics in life-sciences (medicine, biology, radiotherapy, radiobiology), radiation and environmental protection, energy and civilization hazards, radiochemistry, low-dimensional materials, nucleargeophysics and also in the theoretical studies of complex systems such as the human brain, financial market or linguistics.

The Institute is authorized to confer scientific degrees in physics: PhD (doctorate) and DSc (habilitation). Approximately 560 employees work at the Institute, including 31 full professors, 45 associate professors and 90 adjuncts. It hosts six scientific Divisions, subdivided into 28 scientific departments, the Division of Scientific Equipment and Infrastructure Construction, and four nationally accredited Specialized Laboratories.

The Institute runs the International PhD Studies (acronym MSD) in the field of physics. The studies were launched in 1983 and during their 32 years of activity more than 170 young researchers were awarded a PhD degree in physics. Currently (academic year 2015/2016), 72 students are enrolled at MSD, preparing their theses under supervision of the members of the IFJ PAN research staff.

A key activity of the Institute is to participate in large-scale experiments, conducted by global research collaborations. Our physicists actively participate in three major experiments (ALICE, ATLAS, LHCb) at the Large Hadron Collider (LHC) at CERN, Geneva, and in the research carried out at leading laboratories in Europe and outside, such as those in France: IN2P3 (GANIL) and ILL Grenoble, SOLEIL Gif-sur-Yvette; Germany: GSI Darmstadt, FZ Jülich, DESY Hamburg, IPP Greifswald; Italy: INFN-Frascati, Gran Sasso, Legnaro, Milano, Trieste; Switzerland: PSI Villigen, EPFL Lousanne, ETH Zurich; Russia: Joint Institute for

Nuclear Research at Dubna; USA: ANL Argonne, Oak Ridge NL, BNL Brookhaven, Fermilab Batavia, and Michigan State University; Japan: High Energy Accelerator Research Organization KEK Tsukuba, J-PARC Center, Ibaraki and RIKEN Nishina Centre.

The researchers from IFJ PAN are actively involved in designing and construction of the future scientific infrastructure in Europe (XFEL, W-7X, SPIRAL2, FAIR, ESS, CLICK, FCC) and worldwide (CTA, ITER, ILC) as well as in the construction of scientific equipments for international experiments. The activity in this area enables the Institute's research and engineering teams to gain access to unique research facilities and to work in the world's best research centres and laboratories.

The development and implementation of the tumor radiotherapy method using proton beams is one of the major achievements of the Institute. Eye cancer proton radiotherapy, which uses beams from the Institute's AIC-144 60 MeV cyclotron has been financed by the National Health Fund since 2013. A flagship project of the Institute is "National Centre for Hadron Radiotherapy –The Bronowice Cyclotron Centre", funded by the European Innovative Economy Operational Programme. The Bronowice Cyclotron Centre (CCB) is a unique facility in Central Europe serving as a clinical and research centre in the area of medical and nuclear physics. Since 2013 the Proteus C-235 cyclotron, installed at the Centre, has been delivering beams of protons of energies in the range of 70-230 MeV. Two cutting-edge therapy stations, called "gantry treatment rooms", which direct proton beams onto a treated area in any part of the patient's body have been in operation since autumn 2015. Starting in 2016, the stations will be used by physicians to irradiate cancerous tumours. Both facilities are equipped with the most modern beam scanning system, enabling very precise irradiation of a treated volume while saving surrounding healthy tissue from damage. Within this infrastructure, patients from all around Poland will be provided with access to the treatment available only in a few most developed countries in the world.

Among other major research instruments, IFJ PAN possesses: 2.5 MeV Van de Graaff accelerator with a proton microbeam, X-ray microprobe, neutron D-T generator, plasma-focus D-D fusion sources, two NMR research tomographs (4,7 T and 9,5 T), 7 T solid state pulsed NMR spectrometer, and the newest investment: the laboratory of spectroscopic imaging for radiobiology, therapy and complex systems research. Our nationally accredited Laboratories provide regular radiation dosimetry services to over 50 thousand radiation workers in Poland (individual and environmental dosimetry), perform calibrations of about a thousand radiation protection instruments yearly, and measure radioactivity in environmental samples and building materials.

IFJ PAN has many years of significant experience in successful applying for funds from the European Commission and in implementing many R&D projects within the Framework Programmes, as well as projects financed by other international programmes, such as NATO, COST, Polish-Norwegian Research Programme, Polish-Swiss Research Programme, JINR, EUROfusion and Fusion for Energy. The Institute was awarded three times in Poland for the active participation of its employees in the 6th and 7th Framework Programmes (2004, 2006,

2013). The Institute's employees are also very successful in obtaining complementary funding from different national sources, granted on a competitive basis.

The average yearly publication yield of IFJ PAN includes over 600 scientific papers, reports and conference contributions. 70% of publications appear in major international journals listed by the Philadelphia Institute for Scientific Information. Each year the Institute hosts national and international scientific conferences as well as international workshops dedicated to young scientists. They provide an opportunity to exchange knowledge about most up-to-date results and developments, both theoretical and experimental, and offer a general forum to discuss the frontiers of physics. Thanks to its 50-year tradition, our "Zakopane School of Physics" is known throughout the world.

1.2. Procedure for implementing the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers

In 2005 the European Commission adopted the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The European Charter for Researchers defines the rights and obligations of researchers and organizations in which they work, while the Code of Conduct for the Recruitment of Researchers underlines the principle of equality in the procedure of recruitment an employment.

In April 2015 the Director General of IFJ PAN signed the Declaration of Support for the European Charter for Researchers and the Code of Conduct for the Recruitment of Researches (from now on the shorthand "Charter&Code" is used). IFJ PAN intends to adopt the Charter&Code and fully respect its rules and recommendations. The implementation of the Charter&Code is considered to be highly beneficial for our Institute. It is not only the honor, which comes along with the HR-Logo, if awarded, but it should also boost the standing and recognition of IFJ PAN among young researchers, both at the national and international level.

In order to implement the Charter&Code a multi-step action was initiated in September 2015. Firstly, a dedicated working group (WG) was formed, consisting of scientists and administrative employees. The group composition is as follows:

- Coordinator: Prof. Marek Jezabek, Director General of IFJ PAN
- Professors: Andrzej Horzela, Paweł Jochym, Barbara Wosiek and Urszula Woźnicka
- Co-coordinator: Magdalena Zydek, Administrative and Economic Director of IFJ PAN
- Administrative employees:
 - Magdalena Kostecka – HR Manager
 - Barbara Brzezicka–Research Service and Administration (DON)
 - Małgorzata Reś-Gunia – Head of The Bronowice Cyclotron Centre Administration Department

The WG composition was defined in a way to assure a thorough knowledge of the diverse scientific research carried out at IFJ PAN as well as of a proper representation of researchers at all stages of their scientific career. The team of four professors, listed in the second bullet above, was mainly responsible for preparing the application for HR Logo. The team's responsibility included formulation of the questionnaire, detailed analysis of the survey outcome, laying down the action plan as well as editorial work. Administrative employees supported the team's work. Four professors of the team were adequately chosen to reassure a broad representation of researchers and of the scope of research. Professors Andrzej Horzela and Pawel Jochym are the head and deputy head, respectively, of the International PhD Studies at IFJ PAN. Therefore they have a broad knowledge of problems, needs and future foresights of young researchers at the start of their scientific development. They are dealing on a daily basis with young researchers and their supervisors and are well acquainted to knowledgeably address majority of issues stated in the European Charter for Researchers. Since many years professors Barbara Wosiek and Urszula Woźnicka are members of the Selection Committee for the recruitment of young, postdoctoral researchers. They are participating on a regular basis in interviews with candidates, taking part in the evaluation process and formulating recommendations for the employment. Therefore they are well presentable to assess and evaluate the level of compliance with the principles of the Code of Conduct for the Recruitment of Researchers. Four professors represent different fields of research covering multi-disciplinary experimental, theoretical and applied research studies. Furthermore professors Wosiek and Woźnicka (by the end of 2015) are heads of the two largest scientific divisions of IFJ PAN, and thus represent majority of the scientific staff of the Institute.

It was considered to include in the composition of the WG a representative of young researchers. After detailed debate it was chosen to reject this proposal in view of the argument that young researchers are mostly focused on their own work and do not have a comprehensive knowledge of problems of the whole young researchers community. Instead of this, the prepared questionnaire directly differentiated between the young (below 35 years) and more senior (above 35 years) researchers, and responses provided by young researchers were thoroughly investigated. The opinion of the whole community of young researchers on the existing procedures and their compliance with the principles of the Charter & Code was taken into account. It has to be noted that detailed scrutiny of young researchers' responses indicates that a fraction of responses of the type "Neither agree nor disagree/I do not know" is significantly larger in this group as compared to other respondents. This supports our perception that young researchers are mostly preoccupied with their own work and have a narrow conception of issues related to the overall conditions of scientific research carried out at the Institute.

The first task of the WG was to review the existing methods and procedures, applicable to both researchers and the employer, which are used to conduct high-level science studies and recruit new scientific staff. These procedures comply with the regulations and requirements following from the acts of national legislation such as:

- Constitution of the Republic of Poland;
- Labor Code;
- Civil Code;
- Higher Education Act;
- Act on Polish Academy of Sciences;
- Act of Principles of Financing Science;
- Public Finance Law;
- Act on Scientific Degrees and the Scientific Title;

And the internal Institute's regulations:

- Charter of IFJ PAN;
- IFJ PAN Organizational Regulations;
- Rules of Procedure of the IFJ PAN Scientific Council;
- Employment Regulations for Scientific Staff Positions;
- The Institute's Working Regulations.

The above regulations are complemented with decrees issued by Director General of IFJ PAN, which address specific aspects of Institute's operations. Several decrees are relevant for the discussion of the Charter&Code principles (e.g. the Ordinance on Intellectual Property or the Ordinance on the Task- and Time-Oriented Mode of Work) and will be referred to later on.

A thorough analysis of the existing procedures indicated that the vast majority of the applied rules agree with the principles of the Charter&Code. At the same time some weaknesses were identified and ways to eliminate them and improve the existing practices were worked out.

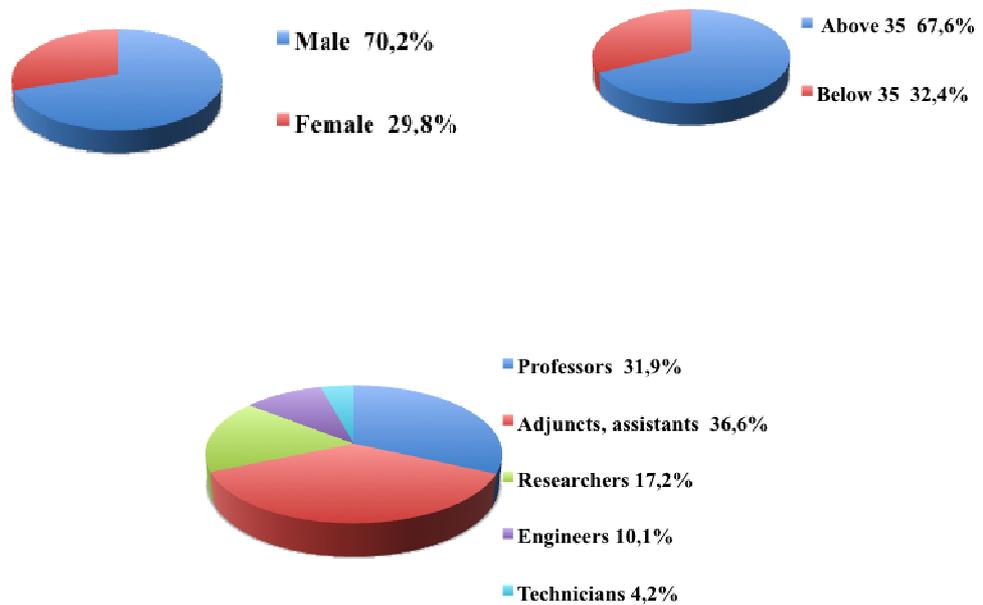
For the overall assessment of the existing procedures and their compliance with the principles of the Charter&Code, the WG has prepared a questionnaire addressing the most important principles of the Charter&Code. A set of 40 questions covered the areas of ethical and professional responsibility of researchers and the employer, recruitment, working conditions and scientific advancement. Both Polish and English versions of the questionnaire were available. The questionnaire was anonymous and was sent via e-mail to 392 IFJ PAN employees involved in research. The respondents were differentiated according to gender, age (below 35 years or above 35 years) and the position (professors, adjuncts and assistants, researchers, engineers, technicians). Each question required an unambiguous answer, selected from the following options:

- Definitely YES;
- YES;
- Neither agree nor disagree/I do not know;

- NO;
- Definitely NO.

The questionnaire was filled in by a representative group of 238 respondents out of 392 recipients. Thus, the respondents constitute more than 60% of the scientific staff of IFJ PAN. Therefore, the analysis of the collected data allowed us to draw general conclusions and formulate the required actions.

The breakdown of the respondents according to gender, age and position at the Institute is shown below.



The WG has thoroughly evaluated the survey results. This evaluation, together with the internal review of the existing procedures, allowed for a comprehensive analysis of the adherence to the Charter&Code principles, a scrutiny of existing practices and a work out of ways and means of improvements. The details of this analysis are included in the next sections.

Here the summary of the survey outcome is presented.

Comprehensive results of the survey are presented in the following three figures, corresponding to three categories of the analyzed problems:

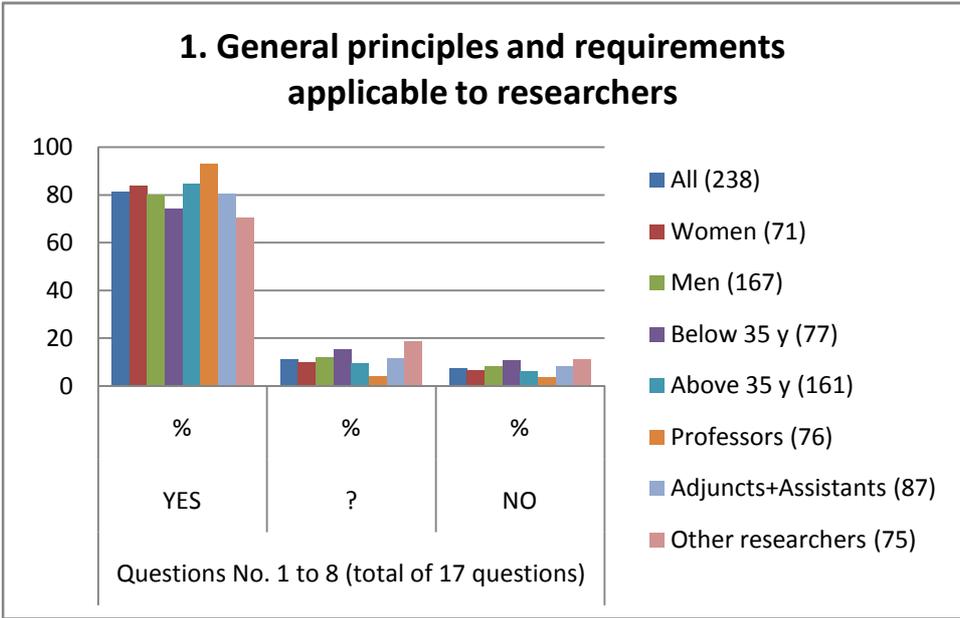
1. General Principles and Requirements Applicable to Researchers;
2. General Principles and Requirements Applicable to Employers;
3. The Code of Conduct for the Recruitment of Researchers.

For each category a number of questions was formulated as described in detail in Appendix,

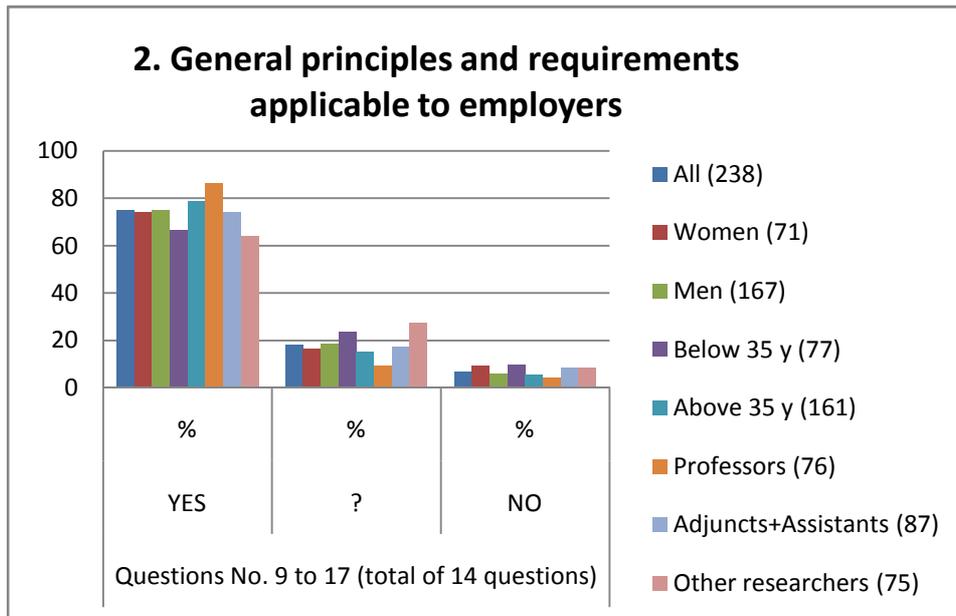
Section 6.1. Altogether there were 17, 14 and 9 questions relevant for the category 1., 2. and 3., respectively. The questions were formulated in such a way that the positive response (YES) confirms the acceptance of principles of the Charter&Code and the belief that these principles are implemented in IFJ PAN. The negative answer (NO) means the opposite, while the answer "Neither agree nor disagree/I do not know", marked as "?", indicates a lack of knowledge or interest in a given topic. The received answers are further divided into different groups of respondents as indicated in figures' legends.

The distinctive feature of the overall survey results is a consensus of opinion among all groups of respondents. This demonstrates the unity of the whole community of researchers of the Institute. Moreover, a high fraction of positive responses (about 80% in each category) signifies the acceptance of and adherence to the Charter&Code principles by the research staff of IFJ PAN. Small differences are due to different characteristics of the professional groups of the surveyed employees. For example, a high fraction of responses "Neither agree nor disagree/I do not know" (more than 30%) among the group of "Other researchers", which combines researchers (specialists), engineers and technicians, is shown in the third graph. This apparent anomaly can be attributed to the lack of interest and necessity of this group in the scientific career development.

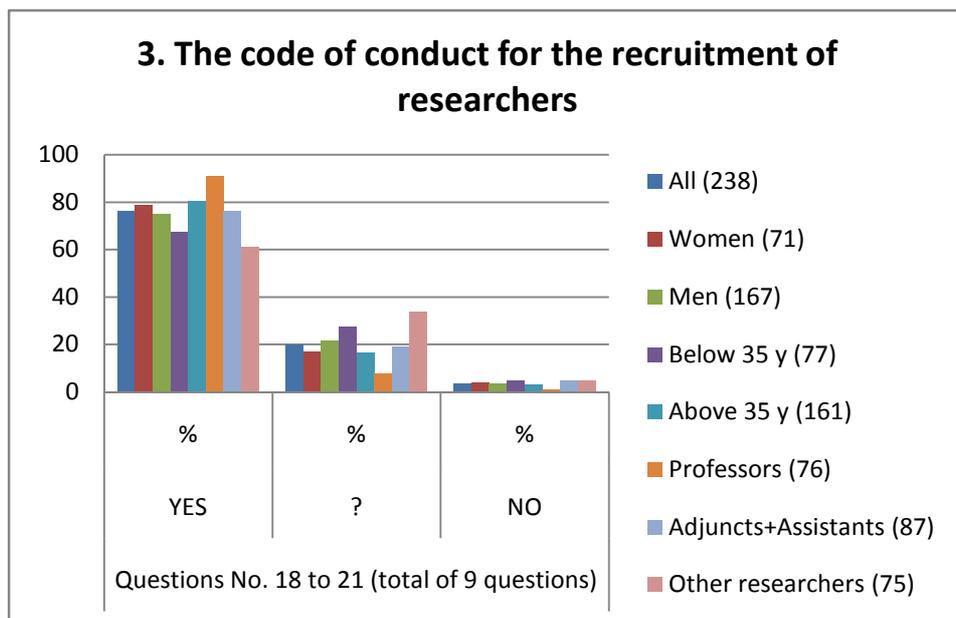
Analogous, but a more detailed analysis is presented for each individual question of the survey in Appendix, Section. 6.2. This detailed analysis served to work out the action plan.



Percentage fraction of answers to the questions related to the category 1. of the questionnaire divided into different groups of respondents.



Percentage fraction of answers to the questions related to the category 2. of the questionnaire divided into different groups of respondents.



Percentage fraction of answers to the questions related to the category 3. of the questionnaire divided into different groups of respondents.

2. General Principles and Requirements Applicable to Researchers

2.1. *Freedom of research*

Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.

Existing rules and practices:

Freedom of research is guaranteed by the Constitution of the Republic of Poland (Chapter II, Article 73): Everyone shall have the freedom of artistic creation and scientific research and of publishing their results, the freedom to teach and freedom to enjoy the products of culture.

The researchers carry out a programme consistent with the scientific profile and strategic plans of IFJ PAN. The task-oriented programme (the IFJ PAN Research Task Plan, <http://www.ifj.edu.pl/don/?lang=pl>) is updated annually and is verified and approved by the Scientific Council. The approval and verification process of the programme is based on the yearly-given reports by representatives of Institute's Divisions (28 Departments). The researchers have a direct impact on the formulation and implementation of the research plan, which aims also to follow the European and worldwide Road Maps in Science and Technology. They can use all research facilities available at IFJ PAN under the conditions of compatibility with the research programme, internal regulations and financial capabilities of the scientific unit.

Restrictions on the research may arise because of budgetary and infrastructure reasons. Other limitations are related to the protection of intellectual property rights and to the preservation of ethical principles and practices in the pursued research.

The researchers are aware of the regulations and limitations which follow from the national and international rules and the internal regulations: the Intellectual Property Rights Regulation (March 2015), the laboratory regulations and the contractual conditions.

The results of the survey (Questions 1.1., 1.2 and 1.3) clearly indicate strong adherence (over 80% positive responses) to the rules of intellectual property protection laws and regulations among the IFJ PAN researchers.

No actions required

2.2. *Ethical principles*

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

Existing rules and practices:

The researchers adhere to the principles of integrity in scientific and scholarly research. These principles include: honesty in communication, reliability in performing research, objectivity, impartiality and independence; openness and accessibility, duty of care; fairness in providing references. The Polish Academy of Sciences published the Code of Ethics of Scientific Employee, amended in 2012. The Code is based on the European Code of Conduct for Research Integrity worked out by the European Science Foundation (ESF) and All European Academies (ALLEA). The IFJ PAN researchers are obliged to observe the principles contained in this document.

The results of the survey (Question 3.2) indicate less than perfect level of awareness of the documents specifying rules of the ethical conduct of the scientists (all the respondents - about 64% responses YES). This is particularly visible among younger researchers (YES – 53%). This will be remedied by educational actions proposed below.

Action no 2 (Section 5)

The “Code of Ethics of Scientific Employee” should be disseminated among IFJ PAN employees:

1. Place “Code of Ethics of Scientific Employee” and “The European Code Conduct for Research Integrity” on the IFJ PAN website.
2. Organize a seminar for IFJ PAN employees in order to present Polish and European documents concerning the ethic work of a researcher.

2.3. *Professional responsibility*

Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.

Existing rules and practices:

Professional responsibility in the sense described above is directly related to the ethics of researchers contained in the Code of Ethics of Scientific Employee (Section 2.2) and in the Statute of the Polish Academy of Sciences.

In addition, IFJ PAN has developed and implemented rules of management of copyright and related rights and industrial property rights as well as the principles of commercialization of the results of research and development work at IFJ PAN.

The employees and PhD students of the Institute are familiar with intellectual property rights protecting the results of research conducted by others. They respect and acknowledge the intellectual property of the creators and authors of scientific achievements. The IFJ PAN employees conduct research in a way that does not threaten people and society and is not harmful to the environment and culture. See also: Section 3.12. on *Intellectual Property Rights*.

As was noted earlier, the results of the survey indicate a strong acceptance of the rules of intellectual property protection (see Section 2.1). However, this is not associated with equally deep awareness of the documents describing these rules. The issue will be included in the educational actions proposed in Section 2.2 above.

Actions no 2 and 3 (Section 5)

1. The proposed seminar (see Section 2.2) should be extended to cover also the above stated issues.
2. The new employees should be informed about the Regulation.

2.4. Professional attitude

Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.

Existing rules and practices:

Heads of Divisions in consultation with research teams (Departments) prepare a detailed research plan for each year, which covers the research topics contained in the Statute of IFJ PAN.

The scientists are timely informed by the Research Service and Administration (DON) of the opportunities to apply for grants and other complementary funds both at the national and

international level. The Department gives detailed information on the terms of competitions in grant applications. The Institute attaches great importance to and strongly supports the participation in projects funded by the European Union and Horizon 2020 and financed from EU structural funds. In order to help the researchers to prepare the application and to ensure smooth implementation of the granted projects, a special administrative department was formed, the European Cooperation Unit (DWE), which provides such services. Implementation of projects is carried out in close collaboration with the IFJ PAN Accounting and Finances and Economic Planning Sections.

The researchers who conduct projects funded from external sources are obliged to properly implement them in accordance with contracts and rules of IFJ PAN. The employees have the opportunity to participate in special training courses organized to familiarize them with the rules governing the realization of projects and to obtain additional qualifications in the project management and quality systems.

The results of the survey show that researchers are familiar with the matter described above (Questions 2.1 – 2.4, responses YES: 74-87%). Most answers YES gave professors (93-99%). Also in the group of Adjuncts and Assistants a good knowledge of the rules is seen (71-91%). This suggests that knowledge of these rules is well communicated by the more experienced investigators to the younger group of employees.

No action required

2.5. *Contractual and legal obligations*

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

Existing rules and practices:

The Institute researchers are familiar with the national, sectoral or institutional regulations governing working conditions. The employees are informed about their rights and obligations before signing the contract. Every new employee has to affirm the knowledge of rights and obligations by signing the appropriate document.

Research posts at IFJ PAN are filled with adherence to the competition procedures and in accordance with the principles contained in the Act on Polish Academy of Sciences. The rules of competitions for research that are in force at IFJ PAN are in accordance with the legal provisions related to the advancement of science in Poland (see also Section 4).

As mentioned above, the results of the survey (Question 3.2) indicate a need for more educational actions with regard to existing documents concerning intellectual property protection. These actions should be particularly targeted towards younger researchers and also towards the group of “Other researchers”. The appropriate information will be included in the hiring procedure.

Actions no 2 and 3 (Section 5)

Introduce the rule that the researchers should be informed about the principles governing the protection of intellectual properties before signing a job contract at IFJ PAN (See Section 2.2 and 2.3) .

2.6. *Accountability*

Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees. Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.

Existing rules and practices:

The Institute's staff seeks to carry out the research tasks in the most efficient and economical way with the help from the Public Procurement and Supplies Sections of IFJ PAN.

IFJ PAN (as a user of public funds) is obliged to respect stringent rules for the implementation of research projects. IFJ PAN leads dozens of Polish, European and other research projects per year. All projects at IFJ PAN are properly executed and settled. This also applies to the implementation of the statutory funds. The data indicate that the scientists employed at IFJ PAN have a high sense of responsibility in relation to employers and funders.

No action required

2.7. *Good practice in research*

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

regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfill them at all times.

Existing rules and practices:

The Institute's staff and PhD students know and comply with the applicable law, which regulates safe work practices and conditions. To secure safe and proper working conditions, the Institute organizes an appropriate training before the contract is signed. Also, periodic refresher courses are organized by the Institute on the safety at work and various aspects of good working practices. Dedicated persons at the Institute monitor particular aspects of work safety and conditions: general safety inspector, biological material and animals safety officer, radiation safety officer, social labour inspector. The Institute complies with all national and EU standards on personal data protection, as is mandated by the national law. The Computer and Network Support unit provides on-line materials educating on data safety and protection and dispatches frequent alerts informing the personnel about relevant computer and network-related threats. The Institute has had its administrator of information security since 2015.

Due to the rapid changes in the information technology landscape, the practical knowledge of good working practices in this field need to be constantly updated. This requires educational efforts helping researchers with organizing their work in accordance with best practices in the field of data safety and security. The training organized by the IFJ PAN will address this issue by providing necessary information and practical skills to the employees.

Action no 4 (Section 5)

1. Organize a training workshop on good data protection practices: backup procedures and tools, safe work practices, data protection/encryption tools etc.
2. Issue the document on the policy of information security.

2.8. *Dissemination and exploitation of results*

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

Existing rules and practices:

Dissemination of the results of scientific research is one of the most important tasks for both the scientists working at IFJ PAN and the Institute itself. The three main ways of achieving

this goal, in particular the transfer of knowledge into other research settings, are:

- publication of results in top-level scientific journals;
- presentation of achievements at conferences and workshops;
- promotion of activities aimed at organizing and building a multi-institutional scientific cooperation.

The scientists working at IFJ PAN as well as the PhD students, are strongly encouraged to publish the results of their research in professional, peer-reviewed and top-ranked journals – approximately 600 research papers and reports are published each year by researchers affiliated with IFJ PAN. Participation in international conferences, held both in Poland and abroad, and presenting lectures, talks and posters are strongly encouraged as well. The Institute gives no restrictions on submission of papers, except the quality of results and the authors' responsibility. The support of publications and participation in various scientific activities is by no means restricted to the senior scientific staff. It is equally available to the early-stage researchers and PhD students.

The second important way of dissemination of research is via organization of conferences and workshops. The Institute promotes this kind of activity and offers financial and organizational help, in particular the support of administrative staff. Over the last few years IFJ PAN has organized or co-organized more than a dozen conferences/workshops yearly and this number is growing year by year. It is worth mentioning that conferences organized by IFJ PAN, and frequently held at the Institute, provide a unique opportunity for their participants to present and learn about other fields of research performed at IFJ PAN, which go beyond the main conference topics.

The IFJ PAN is a research institution but it does not forget about practical applications of the fundamental research and, if appropriate, its possible commercialization. The researchers are encouraged to apply for patents and, if required, may obtain a support from specialized units of the Institute administration.

The results of the survey show (Question 4.1) that large majority (above 88%) of researchers actively participate in dissemination of results of their research. This observation is also valid for the community of young researchers (80%) and even among the technical/engineering staff (65%). This indicates a high level of awareness of the importance of communication of the results among scientists working in IFJ PAN.

No action required

2.9. *Public engagement*

Researchers should ensure that their research activities are made known to society at large in such a way that

they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.

Existing rules and practices:

Over the last years the Institute has continued its outreach activities by promoting science and education to the general public. The Institute's main outreach objectives are: to educate different societal groups in the field of physics and inform about the latest advances in science in a comprehensive but accessible manner, to promote the research topics pursued at our Institute, to stimulate and develop an interest in physics among young people.

The Institute employs the Public Information Officer who submits news to the information media as special press releases posted on EurekAlert! - an online science news service. A dedicated website has been created "On the trail of the Mysteries of Nature", which is entirely devoted to the popularization of science. The Institute is also present on You Tube, where the information about our flagship projects, e.g. the Bronowice Cyclotron Centre, is disseminated.

Each year the Institute participates in various pro bono initiatives, such as the Science Festival in Kraków and in other places in Poland. Every year the "Małopolska Night of Scientists" gathers over 1000 visitors at our Institute, most of whom enthusiastically respond to our outreach programme. During the last Night of Scientists, held in September 2015, about 1500 people visited the Institute and this fact was considered as a great success and proof that this way of promoting physics is appropriate and quite effective.

The Institute organizes regular guided tours to our laboratories for pupils and students. Over the last three years over 1700 students have visited the Institute's laboratories. In collaboration with the International Particle Physics Outreach Group at CERN, each year the International Workshop on Particle Physics for high school students ("International Master Classes – Hands on Particle Physics") is organized for about 100 participants.

In 2012 IFJ PAN was awarded the prestigious "Populariser of Science 2012" national prize by the Ministry of Science and Higher Education and the Polish Press Agency.

Our employees are well known for their educational and science popularization activities. Many of them are invited to lecture on popular science by various organizations and associations (including the Children's University, the National Natural Science Workshops Children's Fund, the Centre for Civic Education, PAU Cafe Scientific Association of Physics Demonstrators, e-Academy for Future for teachers and students, INTERBLOK project, etc.). Many of our leading scientists are invited to give popular talks, write articles to the newspapers popularizing research or participate in broadcasts on the radio and TV. Over the several past years the outreach efforts of the Institute's researchers have been acknowledged on several occasions and awarded in prestigious competitions in Poland.

Similarly to the role of the dissemination of the results described above (Section 2.8), the

responsibilities of the researchers towards the community are recognized and taken very seriously by the researchers (74%), including young scientists (70%). See Question 5.1.

No action required

2.10. *Relations with supervisors*

Researchers in their training phase should establish a structured and regular relationship with their supervisor (s) and faculty/departmental representative (s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.

Existing rules and practices:

The training phase of young researchers is based on a regular and close relationship between the supervisor and his or her subordinate. At IFJ PAN this relationship is performed at two levels:

- a) training of PhD students,
- b) training of young researchers having a PhD degree and employed on the post-doc positions, which are obliged (by regulations set in the Act on Scientific Degrees and the Scientific Title) to get the habilitation (DSc) degree within the eight years from their first employment on the adjunct position.

Training of PhD students: every PhD student enrolled at the PhD programme has his/her tutor/supervisor of the thesis. The supervisors' duties are:

- a) familiarization the student with the subject of research and the methodology used,
- b) enabling the students to use equipment necessary to do research,
- c) consulting and discussing the results of the research on a regular basis,
- d) evaluating the progress of the thesis preparation,
- e) assisting and helping in the preparation of application for grants for research projects, which are addressed to young, pre-doctoral researchers,
- f) encouraging the students to participate in scientific meetings of the Institute, seminars and symposia, in particular inviting them to give seminars,
- g) encouraging and helping the students to actively participate in conferences, in particular to present talks or posters,
- h) involving the students in common research projects, performed in collaboration with other scientific institutions.

Training of young researchers, employed on the post-doc positions, is supervised by a senior scientist of the Institute staff (department heads or research group leaders). The supervisor's

duties include:

- a) enabling the young researchers to use equipment necessary to do research,
- b) consulting the results and progress of the research,
- c) assisting and helping in the application for research funds addressed to young scientists,
- d) support the search for post-doc positions outside the Institute, help in preparation of application documents,
- e) involving the young researchers in common research projects done with other scientific institutions,
- f) informing about the rules required by the habilitation procedure,
- h) supervising the progress of preparation for the habilitation degree.

The results of the survey (Questions 6.1-6.4) indicate a very good reception of the existing supervisor – subordinate relations in IFJ PAN and their positive effect on the research outcome.

No action required

2.11. *Supervision and managerial duties*

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

Existing rules and practices

According to the general rules in force in Poland, the supervision of PhD students and their theses is restricted to senior scientists having either the professor's title or habilitation degree. The same conditions, as well as the requirement of satisfying the highest professional standards, are to be met by department heads or research group leaders at the Institute. Such scientists have significant scientific achievements and are well experienced in both research and work with early-stage researchers. Their professional careers and skills prove that they are sufficiently expert to build up constructive and positive relationships with PhD students and young researchers and supervise their development as scientists. The ultimate goal of such a tutorship is to push forward the young researchers' careers and to raise a fully qualified scientist.

The survey shows (Question 7.1) a positive reception of the supervision of scientific development provided by IFJ PAN, with a very low negative signal (below 4% overall)

without any significant indication of problems connected with particular groups (e.g. women, young researchers).

No action required

2.12. *Continuing professional development*

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

Existing rules and practices:

It is evident for the researchers employed at IFJ PAN that continuous updating and expanding professional skills and competencies is a duty of each scientist and an inherent part of his/her job. It is also evident that this goal is achieved mainly by doing research and self-teaching, but the preparation of publications and seminars as well as attending conferences and workshops are equally important. An important part of the professional development of every scientist is to monitor young scientists and play the mentor role, formalized in the position of the PhD supervisor or the leader of a research team grouping early-stage scientists, post-docs and students, usually open-minded and eager to work. The success in this field and the formation of a research group consisting of their own pupils (formerly called “a school”), who can then create their own groups, is one of the most satisfying achievements for each scientist.

The survey shows (Question 8.1) that the professional development environment created by IFJ PAN is appropriate for the career advancement of researchers from all groups and at all stages of their scientific development (87% overall).

No action required

3. General Principles and Requirements Applicable to Employers

The Institute aims to create and maintain a favourable research environment and work culture, where individuals and research groups are valued, motivated and supported as well as provided with necessary materials and non-material support enabling them to reach their goals and carry out their tasks. To achieve these goals the Institute has defined the following rules:

3.1. *Recognition of the profession*

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

Existing rules and practices:

The general rules for the recognition of the profession are set in the Polish law: Higher Education Act, Act on Polish Academy of Sciences and Act on Scientific Degrees and the Scientific Title. According to the Act on Polish Academy of Sciences, the employees of the research institutes of the Academy fall into the following broad categories: scientific staff; research and technical staff; engineering and technical staff; staff responsible for scientific information (including librarians); staff responsible for computing and networking; administrative staff as well as workers and service staff.

Scientific staff members can hold the positions of: 1) full professor; 2) associate professor; 3) visiting professor; 4) adjunct; 5) assistant (physicist, chemist, biologist). The positions available to researchers involved in a specialized technical work are: 1) chief research specialist and 2) specialist. Finally there are also positions for engineers and technicians. The Act on Polish Academy of Sciences defines the requirements for each research position, which are respected by the employer.

Recognition of professionalism is respected in hiring and promotions in accordance with the above principles.

No action required

3.2. *Non-discrimination*

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.

Existing rules and practices:

As is required by the law (Labor Code), the Institute in no way discriminates against researchers on the basis of gender, age, ethnic, national or social origin, religion or belief,

sexual orientation, language, disability, political views and social or economic condition. Following national laws and the internal directive, the Institute implemented anti-mobbing policies and procedures implemented in 2011. The anti-mobbing and anti-discrimination panel is appointed to deal with any issues regarding non-discrimination.

As the buildings of the Institute mostly date back to the 1950s-1970s, there are some architectural barriers or inconveniences for disabled people still present in these buildings. These barriers/inconveniences have been systematically eliminated during maintenance/construction works. All new buildings fully conform to all accessibility standards required by current regulations.

The results of the survey (Question 9.1) show that 90% of all respondents agree that IFJ PAN does not discriminate researchers in any way. Despite the fact of an overall compliance with relevant regulations we intend to improve the environment for people with disabilities. To facilitate this goal an internal assessment of existing architectural barriers in old buildings will be conducted and possible modifications will be identified.

Action no 5 (Section 5)

Organize an internal audit at IFJ PAN on architectural barriers for people with disabilities.

3.3. *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.

Existing rules and practices:

The Institute strives to create the most stimulating environment for conducting research and organizing scientific trainings by providing appropriate equipment, facilities and opportunities, including remote collaboration over research networks observing health and work safety rules and regulations. The extensive Computer and Network infrastructure of the Institute, including fast connections to the national backbone networks and the local cloud computing platform available to all researchers, provides necessary resources for remote work, training and collaboration of researchers. The Institute also provides solid infrastructural foundation for building new and extending the existing laboratories and covers some operational costs of running research (utilities, internet access, cloud computing, library, IT infrastructure, etc.). The laboratory space is constantly expanded as appropriate funding becomes available. The Institute provides comfortable office space and multiple collaboration

facilities for the researchers (fully equipped conference rooms, lecture rooms, etc.).

The research environment is positively rated by employees (85 - 92% of the responses "YES" to the Questions 10.1-10.3). Responses "NO" fit within the limit of 0.4 - 3.4%. In the group "Other researchers", for which research environment plays a less important role than for other groups, gave 16 - 28% of responses of the type "I do not know".

No action required

3.4. Working conditions

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

Existing rules and practices:

The Institute provides the researchers, including disabled scientists, with flexible working conditions essential for effective research in accordance with the national legislation. The Institute also provides, to the extent possible, such working conditions which allow both male and female employees to reconcile family with work, children upbringing with professional careers (protection of pregnant women, maternity and parental leave, breaks for breastfeeding a child, two days of work leave to take care of a child below 14 years of age, upbringing leave).

A member of the scientific staff working on a full-time basis who has been employed at the Institute for at least three years shall be entitled to a paid convalescent leave not exceeding one year.

Scientists are entitled to a holiday leave of 36 calendar days per year. According to the Polish Labor Code the employees can benefit from a parental leave. The maternity and parental leave as well as convalescent leave are not included in periods for maximum employment assistant (6 years) or adjunct (8 years).

The Institute's Working Regulations were established in 2011 after Trade Unions' acceptance. Last amendments are dated as of November 2015.

If justified by the type of work or its organization, a task-based working system may be introduced (191 persons benefit from this system). It is possible to apply for a sabbatical leave (currently 7 persons). Flexible working hours are applied at the Institute. Thanks to the

possibility of part-timeworking,our scientists can easily combine family and work, children and career (25 persons).

The Institute offers a special company social benefits fund for its employees. Each employee is examined in order to obtain a medical certificate. Additional examination is provided for employees working in conditions onerous and harmful to health. The Institute is open to the employment of the disabled (currently 8 persons). They are entitled to 36 days of annual leave.

The working conditions are positively rated by all employees (about 87% of the responses "YES" to the Question 11.1); responses "NO" were at the level of 5%.

Action no 5 (Section 5)

See Section 3.2.

3.5. *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.

Existing rules and practices:

According to the general state regulations (Higher Education Act and Act of Polish Academy of Sciences) governing the rules of the scientists' employment at the academic and scientific institutions the early-stage scientists who have graduated with the master of science degree, can obtain the fixed-term employment limited to only 6 years during which the PhD thesis has to be prepared and successfully defended. Employment at the post-doc (adjunct) positions is limited to 8 years during which the candidates are required to achieve the habilitation degree, which gives the possibility to apply for the associate professor position and, in future, for the permanent full professor position. At IFJ PAN the recruitment for post-doc positions is held twice a year and takes the form of an open competition announced by Director General of the Institute and is run according to the rules determined by the Scientific Council of IFJ PAN. The best candidates, chosen by the Committee, are offered fixed-term contracts (not longer than 4 years), which, after positive evaluation of the scientific achievements of the candidate, may be extended to 8 years in total. The scientists employed on post-doc positions are expected to get the habilitation degree during this period of time. The scientists with habilitation degree can apply, also in the form of an open competition, for the associate professor position offered as 2 five-year long contracts during which the researcher is expected to fulfill requirements for the professor's title and full professor position.

The employees working on fixed-term contracts have the same rights and duties as the permanently employed staff, in particular the right to the benefits offered by the Institute (see 3.6)

The survey shows (Questions 12.1-12.3) that the most of respondents agree that employment instability has a negative impact on scientific performance of researchers (about 86%). It turns out that less than half of the respondents (42%) are informed of permanent employment opportunities and positions. A significant number of respondents (about 69%) consider it appropriate to be informed on permanent positions available in external institutions.

Actions no 6 and 7 (Section 5)

Existing ways of information concerning the above problem do not reach the satisfactory level for all of researchers. The employment rules are governed by Polish Academy of Sciences. Provisions are contained in the rules of competition for the research positions. Information about the contests in other research institutions has so far been published on a dedicated notice board. Information relating to these problems should be communicated in a more accessible way, using the IFJ PAN web.

3.6. *Funding and salaries*

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

Existing rules and practices:

The operation of the Institute is regulated by: Act of Polish Academy of Sciences, Higher Education Act, Act of Principles of Financing Science, Public Finance Law. The Institute is funded by various sources: subvention from national sources, domestic and foreign competitive grants. The rules concerning the Institute staff remuneration are laid down in corporate remuneration rules according to the Act of Polish Academy of Sciences. The ordinance on rules of employee remuneration and annual bonuses was established in 2011 after the Trade Unions' acceptance. Last amendments are dated as of July 2015.

The Institute provides the scientists with fair and attractive compensation and appropriate social security provisions with respect to social insurance in compliance with the existing national legislation.

The salaries have been increasing annually in recent years and currently they are above the

national average wage. Allowances for employees working in conditions onerous and harmful to health are provided. The scientists holding managerial positions receive functional allowances.

The scientific staff is entitled to a seniority bonus after 3 years of employment (up to 20% of the basic monthly salary). Long-standing employees obtain service anniversary awards (after 20, 25, 30, 35 years of employment) as well as a severance package. The Institute's personnel can be granted an annual award and discretionary bonus. The Henryk Niewodniczański Prize is awarded once a year to a young scientist (below 35) for his/her outstanding scientific achievements. The scientists can benefit from higher tax-deductible expenses (50%).

The Institute provides its employees with additional travel insurance during business trips. There is a possibility to participate in the group life insurance.

No action required

3.7. *Gender balance*

Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.

Existing rules and practices:

The rules prohibiting discrimination on grounds of gender are included in the Polish Labor Code (art. 183) and in the Institute's Working Regulations. In general, there are over 560 employees at the Institute: 61% males and 39% females. The Institute ensures equal treatment in the recruitment procedure and at the subsequent career stages. The only selection factor is competence criterium. The Institute strives to maintain gender balance at all levels of staff. Job advertisements for all positions are prepared with no indication of gender.

No action required

3.8. *Career development*

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

professional future. All researchers should be made familiar with such provisions and arrangements.

Existing rules and practices:

The Institute has developed a professional career development strategy for researchers at all stages of their careers, regardless of their contractual situation, including scientists on fixed-term contracts. The development of the personal career is encouraged regardless of the mode of employment. The rules of research career development are set by national regulations and are well known to the researchers.

The specific area of career development is not formalized. The natural role of group leaders is to mentor their co-workers. PhD students and postdoctoral fellows regularly participate in complementary skills training on scientific communication organized within the Institute. A weekly seminar at which the researchers present their current work encouraging inter-departmental communication and collaboration is a long tradition of the Institute.

No action required. See also comments to Section 2.1.

3.9. Value of mobility

Employers and/or funders must recognise the value of geographical, intersectoral, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.

Existing rules and practices:

The Institute recognizes the value of geographic, intersectoral, inter- and trans-disciplinary and virtual mobility, as well as mobility between the public and private sectors as an important means of enhancing scientific knowledge and professional development of researchers at all stages of their careers. The researchers are encouraged to be professionally mobile and to apply for temporary posts at national and international scientific institutions. Young researchers are particularly strongly urged to apply for foreign internships and postdoc positions. The mobility of young researchers is positively valued in the recruitment procedure and in their scientific advancement. A broad spectrum of national and international collaborations, in which the Institute's employees participate, forms a firm footing to support and facilitate the mobility of researchers.

The survey respondents also consider mobility as an important part of their scientific careers.

Such an opinion has been expressed by 90% of respondents (Questions 20.1 and 20.2). The majority of respondents (79%) also feel that the existing in-house procedures foster and facilitate the mobility. See also comments to Section 4.6.

No action required

3.10. 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.

Existing rules and practices:

The Institute provides an opportunity for professional development and improving employability of researchers through access to measures for the continuing development of skills and competencies. This programme is implemented through:

- The possibility of obtaining degrees and the academic title through its own Scientific Council, as well as other Scientific Councils for degrees in fields other than physics,
- Facilitating and support in applying for scholarships and internships at research centres with the highest reputation,
- Support when studying for the bachelor and masterdegrees,
- Running the international doctoral studies (MSD), training courses and summer schools
- Support for travel and participation at conferences, training, refresher courses,
- Providing access to scientific literature through its own library and access to the Internet.

The Institute has its own library with a collection of over 18 000 scientific books and a collection of printed scientific journals of various topics (i.e. mathematics, theoretical physics, nuclear physics, atomic physics, molecular physics, structure of solid states, liquids and gases, high- and low-energy physics, astronomy, astrophysics and geophysics, biophysics and biochemistry, plasma physics, chemistry and radiochemistry, computer science/informatics, particle physics). The collections are supported by an electronic library system PATRON, which provides the users with network access to the catalogue. The library also provides the employees with access to the platforms: Web of Knowledge (i.e. WoS-SCI-Ex, MEDLINE and JCR) and Scitation, interdisciplinary abstract and citation base: Scopus, multidisciplinary full text journals base and abstract base: EBSCO, as well as electronic versions of scientific journals (e.g. AIP/APS, IoP, RSC, OUP, ACS collections).

No action required

3.11. *Access to career advice*

Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.

Existing rules and practices:

The researchers employed at IFJ PAN have full access to career advice provided by senior staff members. The PhD supervisors, department heads and group leaders are obliged to provide their subordinates with all necessary information on requirements which have to be fulfilled by early-stage researchers in order to push forward their careers and scientific development. Information on available positions at other scientific Institutions is disseminated.

No action required. See comments to Section 3.5

3.12. *Intellectual property rights*

Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.

Existing rules and practices:

The Institute and its researchers follow all national regulations regarding intellectual property rights. IFJ PAN provides specialized services to the researchers: legal adviser, database of contract templates. Additionally, an internal directive dealing with issues of intellectual property management was implemented in 2015. See also Section 2.2.

Actions no 1 and 2 (Section 5) – directly connected to Section: 2.2, 2.3 and 2.5.

3.13. *Co-authorship*

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

Existing rules and practices:

The Institute positively views co-authorship when evaluating its research staff. The Institute implements procedures enabling the scientists, including those at the early stage of their careers, to use the right to have their actual contribution recognized as co-authors of papers and patents.

The Institute recognizes the co-authorship of publications and other results of scientific work as personal scientific achievements when evaluating the employees' work. This recognition is important both for both routine assessment of performance of research workers (once in two years, in accordance with the requirements of the Statute of the Academy of Sciences) and the subsequent procedures for obtaining doctoral and postdoctoral degrees.

No action required

3.14. *Supervision*

Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

Existing rules and practices:

Early-stage researchers and PhD students are supervised by senior members of the IFJ PAN staff, either department heads or group leaders. The supervisors, necessarily holding the professor's title or habilitation degree, are experts in the field, very well experienced in the research, training and supervision of early-stage researchers. The supervisors' duties include introduction of the early-stage researchers to the subject of the proposed research, organization of the workplace, help and control over the progress at all stages of the

performed research. The supervisors are also expected to help young researchers to prepare grant applications and to involve them in research teams working in scientific cooperation, both national and international.

No action required. See comments to Section 2.11

3.15. *Teaching*

Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment.

Existing rules and practices:

The university-level educational activity of IFJ PAN is limited to the PhD studies, run at the Institute since 1983, and to the leading/supervising of specialistic training of university students working on their diploma (master) theses. The Institute is a research institution and, contrary to the academic institutions, teaching is not mandatory for members of its research staff. The educational programme of our PhD studies (lectures and classes) is realized by those members of the IFJ PAN research staff who have expressed their willingness to join the activities of our PhD school. The vast majority of the lecturers are senior scientists, well experienced in teaching at the university level. In fact, the number of the Institute's staff members who wish to give lectures is each year growing larger than the number of the courses which our PhD students are obliged to choose and attend.

The results of the survey (Questions 14.1 and 14.2) show that the majority of respondents (94% of all respondents and 100% of professors) agree that teaching is an important part of scientific activity and researchers engage in the educational programme realized in IFJ PAN.

No action required

3.16. *Evaluation/appraisal systems*

Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and

in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee. Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career progression.

Existing rules and practices:

Every two years the IFJ PAN Scientific Council is required to carry out the assessment of scientific achievements of young researchers (assistants and doctors) and every 4 years – of professors. To this day, the Scientific Council has developed transparent assessment regulations, and it appoints the Commission to carry out such a procedure. The evaluation criteria are open and transparent. A researcher has the opportunity to appeal against the outcome of the assessment. The evaluation of the employees takes into account the results of their research, such as publications, patents, management of research, teaching, supervision, mentoring, national and international cooperation, as well as the popularization of science.

Apart from this, Director General of IFJ PAN organizes reviews of the scientific achievements of all scientific Divisions. Since 2003 the biennial review of the scientific achievements of IFJ PAN has been held and assessed by the independent International Scientific Advisory Board (SAB). The SAB consists of eminent, independent scientists from around the world, specialists in scientific fields studied at IFJ PAN. The opinions of the SAB are taken into account in determining directions of the scientific development of the Institute.

More than 73% of all respondents of the survey (Questions 15.1-15.2) are familiar with the rules governing performance evaluation of scientists. Young researchers have a poor knowledge of these principles (only 45%). The appropriate information campaign should be targeted to this group. Knowledge of the principles for assessing scientific work of the research staff is also not common among the group of "Other researchers" (52%). This is understandable, since this group is not subject to the evaluation procedures.

Action no 7 (Section 5)

The appropriate information campaign on the rules governing performance evaluation of scientists should be targeted to the young researchers group.

3.17. *Complaints/appeals*

Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment

within the institution and improving the overall quality of the working environment.

Existing rules and practices:

The employees may address complaints and appeals to the Anti-mobbing Commission, to the Disciplinary Commissioner, and to the Employee Council. The above bodies have been appointed to deal with complaints of the researchers, including conflicts between scientific supervisors and early-stage researchers.

The Institute has introduced procedures to address mobbing and harassment. Each employee may apply to the Anti-mobbing Commission with the provision of discretion and confidentiality. The information for the employees on the rules and contacts with the Commission is available on the website under: “DLA PRACOWNIKOW”: <http://www.ifj.edu.pl/int/mob/?lang=pl>.

The employees may report their complains/appeals to the Disciplinary Commissioner, appointed by the Scientific Council of IFJ PAN. The Disciplinary Commissioner is chosen from among members of the scientific staff by the Scientific Council and is appointed for a 4-year term.

The results of the survey (Question 16.1) show that about 55% of respondents answered that they know to whom complaints and appeals should be referred.

Action no 8 (Section 5)

Create easily accessible (for IFJ PAN employees) webpage containing information about the Anti-mobbing Commission, Disciplinary Commissioner, and Employee Council.

3.18. *Participation in decision-making bodies*

Employers and/or funders of researchers should recognise it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.

Existing rules and practices:

The IFJ PAN Scientific Council is a body authorized to take a position on all matters concerning the activities of the Institute. The Scientific Council shall exercise ongoing supervision over the activities of the Institute, taking care especially focusing on a high level of its scientific activity and the development of people starting a career in science.

The Scientific Council is the body representing the academic staff at all levels of academic career, and ensures the protection and representation of individual and collective interests of

researchers. The Scientific Council is composed of professors and associate professors, elected representatives of other researchers and PhD students, other persons not fully employed at IFJ PAN and persons designated by the Polish Academy of Sciences. The Council's composition is stated in the Act of Polish Academy of Sciences.

The Scientific Council defines the research profile of the Institute, adopts programmes of research, approves reports on the activities of the Institute, assesses the scientific activity of researchers of the Institute. The Scientific Council conducts doctoral theses and habilitation procedures and submits applications for granting the professor's title; adopts the rules of management of copyright and the related rights in the range of research and development work.

The researchers appreciate the role of the Scientific Council and actively participate in the elections to the Council.

IFJ PAN supports and encourages participation of the scientists in national and local decision-making and consulting bodies so as to protect and promote the scientists in their individual and collective interests. 60% of respondents confirmed that IFJ PAN supports such activities (question 17.1). About 33% of respondents had no opinion on this subject. The fact that more than half of the researchers are interested in involvement in the above activities is a very good result and reflects the high activity of the IFJ PAN scientific community.

No action required

3.19. Recruitment

Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning of their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.

Existing rules and practices:

The recruitment procedure implemented at the Institute is open and transparent. The information about job vacancies is broadly advertised on the web page of the Ministry of Science and Higher Education: <http://www.bip.nauka.gov.pl> (both in Polish and in English), and on the Institute's web page: <http://www.ifj.edu.pl/person/praca/?lang=pl> (only in Polish) as well as on the EURAXESS portal. A job advertisement includes information about the position and a clear description of the requirements and the selection procedure. The adherence to the regulations set out in the Code of Conduct for the Recruitment of Researchers is assessed in detail in the next section, where the foreseen actions required for

the improvement are also defined.

No action required. See comments to Section 4.1.

4. The Code of Conduct for the Recruitment of Researchers

4.1. Recruitment

Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic

Existing rules and practices:

The recruitment procedures in force at the Institute depend on the type of an open position and mode of financing, and are defined in detail in regulations approved by the Scientific Council of IFJ PAN:

- 1) Rules for the Recruitment on the Position of a Full Professor and Associated Professor Financed by Statutory Funds;
- 2) Rules for the Recruitment on the Position of a Visiting Professor;
- 3) Rules for the Recruitment on Scientific Positions Financed by Non-Statutory Funds;
- 4) Rules for the Recruitment on the Assistant and Adjunct Positions.

Ad.1) Director General in agreement with the Scientific Council of IFJ PAN makes a decision on the opening of a competition for the position of a full or associate professor. The advertisement is published on the web page: <http://www.bip.nauka.gov.pl>, on the Institute's web page: <http://www.ifj.edu.pl/person/praca/?lang=pl>, on the EURAXESS portal and distributed among the national and international research institutions. The advertisement broadly specifies the required knowledge and competences, lists the required documents and defines the contest adjudications. The applications are evaluated by the Selection Committee (SC), which is composed of the head of the division where the position is vacant, the representative of the Scientific Council and Director General or his representative. After careful examination of applications, the SC interviews the candidates, consults the external reviewers, if needed, and establishes a ranking list of the candidates. The results are presented at the meeting of the Scientific Council and voted by the council members. The candidate

should receive a positive recommendation of the Scientific Council. Director General takes a final decision on the employment on the basis of the SC's recommendations, the result of the Scientific Council voting and available resources.

Ad.2) The contest for the open position for a visiting professor is announced by Director General on request of the head of the division or department where the position is vacant. The information about the contest is advertised at the web page: <http://www.bip.nauka.gov.pl>, on the Institute's web page: <http://www.ifj.edu.pl/person/praca/?lang=pl> and on the EURAXESS portal. It includes the information about the required competences and documents. Applications are evaluated by the SC, which consists of the head of the department/division and the director's representative. The SC selects the winner. Director General takes a final decision on the employment on the basis of the SC's recommendations and available resources. All applicants and members of the Scientific Council are informed about the outcome of the selection.

Ad.3) The contest for the open scientific position financed from the project/grant funds is announced by Director General on request of the principal investigator of the project. The information about the contest is advertised on the web page: <http://www.bip.nauka.gov.pl>, on the Institute's web page: <http://www.ifj.edu.pl/person/praca/?lang=pl> and on the EURAXESS portal. It includes the information about the position, the required qualifications and documents. Applications are evaluated by the Selection Committee, which consists of the principal investigator and the director's representative. The SC selects the winner, based on the evaluation of the candidate's qualifications done by the principal investigator. Director General takes a final decision on the employment on the basis of the recommendation by the project's principal investigator. All applicants and the members of the Scientific Council are informed about the outcome of the selection.

Ad.4) The recruitment on the Assistant and Adjunct positions is mostly addressed to young researchers seeking a job position after completing the master or doctoral studies (postdoc position). This recruitment procedure is also the most important from the point of view of the principles set out in the Code of Conduct for the Recruitment of Researchers, and therefore it is thoroughly scrutinized in this document. The call for applications is usually issued twice a year. The information about job vacancies is widely advertised on the web page: <http://www.bip.nauka.gov.pl> (both in Polish and English), on the Institute's web page: <http://www.ifj.edu.pl/person/praca/?lang=pl> (only in Polish), on the EURAXESS portal and among the local research and academic institutions. The advertisement includes the information on the position and specifies the deadline for submitting the applications, dates for interviews with candidates and the date of the conclusion of the recruitment process. All deadlines are set well in advance in order to give applicants enough time to prepare the application, collect necessary documents and plan a visit to IFJ PAN for the interview. The advertisement also includes the link to the document: Rules for the Recruitment on the Assistant and Adjunct Positions, which contains more detailed information about the position, the list of required documents, and the description of the recruitment procedure. The required qualifications are specified in a very general way and cover a broad range of specializations

and disciplines.

Analysis of the survey Questions 18.1 – 18.5: Majority (79%) of survey respondents have positive opinion about the way the information on competitions for research positions is disseminated. It has to be noted that more than 70% of young researchers (below 35 years old) share this positive opinion. Only 2.1 % (3.9 %) of all (below 35 years old) respondents disagree with this statement. The survey results indicate that the majority (80,7 %) of respondents are familiar with the rules concerning the recruitment procedures. This fraction is somewhat lower among young researchers (70.1 %), but still at the satisfactory level. A positive opinion about the rules governing competitions for research positions has 72.7% and 62.3% of all and below 35 years respondents, respectively. About 70%of respondents, irrespectively of their age, consider the international character of the recruitment for scientific positions highly valuable. Although in general the recruitment procedures were positively evaluated, they still can be improved. Therefore, the following actions are proposed to make the whole process more efficient.

Action no 9 (Section 5)

1. Publishing the information about the recruitment also in English on the Institute's web page.
2. Providing the English translation of the document "Rules for the Recruitment on the Assistant and Adjunct Positions".

The above improvements will make the recruitment procedure very transparent also to foreign applicants. It has to be noted that foreigners quite often apply for the positions at our Institute (in 2012 – 2015 there were 12 foreign young researchers applying for the positions at IFJ PAN).

4.2. Selection

Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.

Existing rules and practices:

The Selection Committee for the recruitment on the assistant and adjunct positions is composed of heads of all (6) divisions of the Institute, the chair of the Scientific Council and Director General or his representative. Thus, the members of the SC represent a diverse expertise and are competent to evaluate candidates representing different disciplines and

specializations. Most of the SC members have been engaged in the committee for many years, thus they are well suited to perform their duties and have a good knowledge of the needs to support certain research groups. The candidates should provide recommendation letters, which play an important role in the evaluation of the candidates' qualifications. Moreover, an independent opinion given by the head of the department chosen by the applicant is also assessed. A face-to-face interview with each candidate is conducted. In exceptional cases the interview is done via video-conference.

A large fraction of survey (Question 19.1) respondents (63.4 %) positively evaluate the selection procedure and thinks that it provides an adequate and effective evaluation of candidates. Only less than 3 % of respondents have a negative opinion about the selection process. Half of young researchers taking part in the survey agree that the proper assessment of candidates' merits is ensured. In this respect, the opinion of professors, which supervise and guide future advancements of newly employed researchers, is of special value. The fact that 85.5% of professors have positive opinion about the outcome of the selection process makes us believe that the applied procedures are adequate and efficient.

No action required

4.3. *Transparency*

Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.

Existing rules and practices:

Candidates are informed in detail about the recruitment process and the selection criteria. When the call for recruitment for the professor's position is issued, the number of available positions is specified (typically each announcement is for a single position). In the case of recruitment for post-doctoral positions, the number of available positions is loosely defined. The reason for this is that the SC aims to select the best candidates and avoid the situation when e.g. there are two excellent and exceptionally promising candidates, but the predefined limit allows only for a single position. In such a case an effort is put to find additional resources to employ both of them.

During the interview, the candidates who are not well acquainted with the Polish regulations of scientific advancement are informed about the existing rules and prospects of the carrier development. When the recruitment process is completed, each candidate gets the information regarding her/his employment. Director General makes a decision on the employment on the basis of the SC's recommendations and available resources. The decision on the employment

sent to the candidate is also accompanied by the written recommendation, prepared by the SC and containing also the SC's judgment on the shortcomings and strengths of the application. The members of the Scientific Council are informed about the outcome of the recruitment process.

The questionnaire respondents (72.7 %) to Question 18.4 consider the applied rules as transparent and well explained. Even in the group of young respondents, 62.3 % of young researchers are of the same opinion, while 2.6 % of young researchers disagree with this statement.

No action required

4.4. *Judging merit*

The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered.

Existing rules and practices:

The selection process, performed by the Selection Committee, is well in line with this principle as detailed in Section 4.2.

No action required

4.5. *Variations in the chronological order of CVs*

Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.

Existing rules and practices:

The Institute allows candidates to submit evidence-based CVs, which reflect all achievements and qualifications possibly relevant for the position applied for. The employer (IFJ PAN) is focused on judging the achievements of candidates. Career breaks or variations in the chronological order of CVs do not have a negative impact on the assessment of the

candidate's qualifications.

No action required

4.6. *Recognition of mobility experience*

Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.

Existing rules and practices:

All experience in mobility, such as a stay in another country/region or another research environment or virtual mobility experience is viewed by the Institute as a valuable contribution to the professional development of a researcher. The researchers of the Institute are supported and encouraged to participate in research visits, domestic and foreign internships and to be professionally mobile.

78.6% of all respondents (Question 20.2) positively evaluate the Institute's support for the mobility of researchers. 70.1% of young researchers are of the same opinion.

No action required

4.7. *Recognition of qualifications*

Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including no formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.

Existing rules and practices:

Formal qualifications are thoroughly scrutinized by the relevant recruitment bodies, while all non-formal qualifications are taken into account during the recruitment process to the degree permitted by law and other regulations. The same rules apply during a periodic performance assessment of researchers: achievements associated with formal qualifications as well as non-

formal ones are taken into account.

No action required

4.8. *Seniority*

The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognized

Existing rules and practices:

IFJ PAN fully respects this principle. The recruitment process is preceded by deep evaluation of the Institute's needs to strengthen certain areas of the conducted research. It sets the requirements on the qualifications of the candidate applying for the job. These needs together with the required qualifications are the main factors governing the recruitment process.

At the Institute the required level of qualifications corresponds to the requirements of the position and does not constitute a barrier to being hired. When recognizing and evaluating candidates' qualifications, the recruitment bodies focus on assessing the candidates' achievements rather than their circumstances and/or the institution where the qualifications were gained. The recruitment practice is focused on fair assessment of full qualifications of the candidate, including mobility experience, in order to select the best candidate for the position. All job postings available at the Institute list all formal and other qualifications (e.g. programming skills) required for a particular position.

No action required

4.9. *Postdoctoral appointments*

Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.

Existing rules and practices:

Majority of respondents to the Question 21.1 (74.4% of all and 59.7% of young researchers, respectively) are of the opinion that the Institute creates legal conditions for researchers employed on the postdoctoral (adjunct) positions that are adequate to stimulate and further advance their scientific career.

No action required

5. Action Plan

The results of the desk research and questionnaire were carefully scrutinized by the WG. The group identified two broad categories of results: those for which the level of implementation at IFJ PAN was found to be satisfactory and those for which the level of implementation and existing rules and practices require further improvements and corrective actions.

Regarding general principles and requirements applicable to researchers, the questionnaire shows a high level of awareness among all researchers and their positive judgment of the existing implementation. Nevertheless, the areas were identified where there is still a room for improvements. These are related to ethical principles, contractual and legal obligations and good research practice. In these areas the planned actions are to increase perception and familiarity with actual rules and routines. These actions are directly linked to the survey's outcome as it is described in Section 2. To illustrate this point, the survey outcome indicated that more than 90% of respondents support the adherence to the provisions of intellectual property protection, but at the same time 20% of respondents are not familiar with the existing rules on the intellectual property protection.

In regard to the terms and conditions that should be provided by the employer, the plan is to survey and in a long term to improve the existing facilities for people with disabilities. The evaluation of the degree of implementation of practices related to complaints and appeals shows that more than 20% of researchers is not aware to whom they should voice complaints. The planned action to rebuild the website to contain all necessary information aims to improve the situation in this respect. As survey results show the information about the positions available outside IFJ PAN should be provided in a more accessible way. There is also a necessity to perform an information campaign, targeted mostly to young researchers, about the rules governing the evaluation of the scientific work.

The respondents, irrespectively of their age, gender or position, positively view the existing recruitment procedures. The purpose of the planned action in this area is to make these procedures easier and more transparent for candidates of foreign nationality.

The detailed action plan is presented in the Table below.

Action No	Area	Planned action	Body responsible	Verification of implementation	Short-term deadline	Long-term monitoring plan
1	General	Information on the HR Logo on the IFJ PAN website.	HR-logo Working Group and Computer and Network Support unit	Access from the website www.ifj.edu.pl	Third quarter of 2016	Continuously update the information
2	2.2.Ethical principles	Place “Code of Ethics of Scientific Employee” and “The European Code of Conduct for Research” on the IFJ PAN website.	Scientific Director and Computer and Network Support unit	Access from the website www.ifj.edu.pl	Third/fourth quarter of 2016	
		Organize a seminar for IFJ PAN employees in order to present Polish and European documents concerning the ethic work of a researcher.	Director General and Organization and Legal Offices	Information on the seminar page of IFJ PAN: www.ifj.edu.pl/sem/	October or November 2016	Once a year over the next 5 years
3	2.5.Contractual and legal obligations	Introduce the rule that the researchers should be informed about the principles governing the protection of intellectual properties before signing a job contract at IFJ PAN.	Director General and Human Resources Section	Access to the relevant document posted together with the contract offers	Third quarter of 2016	Update the document when required
4	2.7.Good practice in research	Organize a training workshop on good data protection practices: backup procedures and tools, safe work practices, data protection/encryption tools etc.	Computer and Network Support unit	Information on the seminar page of IFJ PAN: www.ifj.edu.pl/sem/	End of 2016	Once a year over the next years
		Issue the document on the policy of information security	Administrative and Economic Director		Third quarter of 2016	
5	3.2.Non-discrimination 3.4.Working	Organize an internal audit at IFJ PAN on architectural barriers for people with disabilities.	Scientific and Technical Director and Safety Department	Check the IFJ PAN premises	First quarter of 2017	Implement necessary facilities to make easier access for

	conditions					people with disabilities
6	3.5. Stability and performance of employment	Information about permanent opportunities and positions communicated in a more accessible way using the IFJ PAN web.	Scientific Director and Computer and Network Support unit	Access from the web site: http://www.ifj.edu.pl/person/praca/?lang=pl	Implementation - Fourth quarter of 2016	Continuously update the information
7	3.16. Evaluation/appraisal systems	The appropriate information campaign on the rules governing performance evaluation of scientists should be targeted to the young researchers group.	Head of the Scientific Council Committee for the evaluation of scientists	Appropriate regulations published on the site of the Scientific Council	Fourth quarter of 2016	Update the rules when necessary
8	3.17.Complaints/appeals	Create easily accessible (for IFJ PAN employees) webpage information about the Anti-mobbing Commission, Disciplinary Commissioner, and Employee Council.	Members of mentioned bodies and Computer and Network Support unit	Access from the website www.ifj.edu.pl	Fourth quarter of 2016	Continuously update the information provided by relevant bodies
9	4.1.Recruitment	Publish the information about the recruitment also in English on the Institute's web page. Provide the English translation of the document "Rules for the Recruitment on the Assistant and Adjunct Positions".	Head of the Selection Committee	Disseminate the information on the web page and publish it together with the call for recruitment	Third quarter of 2016	Continuously monitor the recruitment procedures, update and improve the regulations

The above action plan covers both short- and long-term activities. Timeline for the first phase of the implementation of the Human Resources Excellence in Research spans over the next 1,5 – 2 years. The main goal of this first phase is to improve awareness of Charter & Code among the IFJ PAN research staff and to develop as standard the research attitude that adheres to the principles of Charter & Code. In the fourth quarter of 2017, the WG plans to conduct the first self-assessment to verify the implementation of the above action plan. If necessary, the second gap analysis is foreseen at that time, on the basis of the new and revised anonymous survey. When completed, it will stamp the start of the second phase with an updated action plan, if necessary. Then the WG will prepare a report on the implementation of the HR strategy and its objectives and provide it for the external evaluation.

6. Appendix:

The anonymous survey to get feedback on the conditions of employment of scientists and conditions of scientific development at IFJ PAN

IFJ PAN works towards implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers as recommended by the EU Commission. As a measurable result of this effort, the European Commission will hopefully award our Institute the 'Human Resources Excellence in Research' logo.

The Institute is preparing application documents for the HR LOGO, which include the analysis of the current status of compliance with these charters. To prepare a reliable analysis, we needed to enquire about the researchers' opinions on selected issues from the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Thus, we prepared the following questionnaire and we kindly asked all research workers of the Institute to provide honest and thought-out answers to the presented questions. **The questionnaire was anonymous.**

The European Charter for Researchers

The European Charter for Researchers is a set of general principles and requirements which specifies the roles, responsibilities and entitlements of researchers as well as employers and/or funders of researchers. The aim of the Charter is to ensure that the nature of the relationship between researchers and employers or funders is conducive to successful performance in generating, transferring, sharing and disseminating knowledge and technological development, and to the career development of researchers. The Charter also recognises the value of all forms of mobility as a means for enhancing the professional development of researchers.

Scale of responses:

Definitely YES	YES	Neither agree nor disagree/I do not know	NO	Definitely NO
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Additional parameters:

Gender: Female / Male

Experience level: Early Stage Researcher (Age below or 35 years) / Experienced Researcher (Age above 35 years)

Position: Professor / Adjunct and Assistant / Researcher / Engineer / Technician.

6.1 List of questions

1. *Research Freedom*

- 1.1. Do you agree that researchers should recognise the restrictions to research freedom arising from e.g. budgetary or infrastructural reasons or intellectual property protection?
- 1.2. Do you agree that researchers must not commit plagiarism in any form?
- 1.3. Do you agree that researchers should adhere to the provisions of intellectual property protection laws?

2. *Professional attitude*

- 2.1. Are you familiar with the IFJ PAN statutory research programme?
- 2.2. Are you familiar with the funding rules for IFJ PAN?
- 2.3. Are you familiar with the opportunities to apply for research funding outside the statutory financing of IFJ PAN?
- 2.4. Are you familiar with the accounting and reporting rules for research funded with non-statutory financing sources?

3. *Contractual and legal obligations*

- 3.1. Are you familiar with the regulations governing research degrees (academic advancement) in Poland (rules for obtaining a doctorate or habilitation degree or the title of professor)?
- 3.2. Are you familiar with the internal IFJ PAN regulations governing the intellectual property protection?

4. *Dissemination, exploitation of results*

- 4.1. Do you make efforts to disseminate and communicate results of your research outside IFJ PAN?

5. *Public engagement*

- 5.1. Do you make efforts to disseminate and communicate results of your research to the general public in the form accessible to non-specialists?

6. *Relation with supervisors*

- 6.1. Do you agree that scientific advisers have an important role in development of young researchers?
- 6.2. Do you know that scientific guidance by a superior or a scientific advisor is provided for all young researchers?
- 6.3. Do you agree that scientific advisers for young researchers in IFJ PAN perform their duties well?

6.4. Do you agree that the duties of a scientific advisor for young researchers have a positive impact on your scientific development?

7. *Supervision and managerial duties*

7.1. Does IFJ PAN provide proper supervision over scientific development of young researchers?

8. *Continuing professional development*

8.1. Do working conditions in IFJ PAN make it possible for you to develop and advance professionally?

9. *Non-discrimination*

9.1. Do you agree that IFJ PAN does 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?

10. *Research environment*

10.1. Does IFJ PAN support efforts to obtain external funding for research activities?

10.2. Does IFJ PAN provide adequate administrative support for research activities?

10.3. Does IFJ PAN ensure that scientific research is conducted with full compliance to health and safety standards?

11. *Working conditions*

11.1. Does IFJ PAN provide its employees with working conditions which facilitate combining family life and work (e.g. flexible working hours, part-time working, tele-working, task-based work plan)

12. *Stability and permanence of employment*

12.1. Do you agree that employment instability has a negative impact on scientific performance of researchers?

12.2. Do you agree that fixed-term employees of IFJ PAN are informed of permanent employment opportunities and positions?

12.3. Do you agree that IFJ PAN should provide information (e.g. published on its web site) on permanent positions available to researchers in external institutions?

14. *Teaching*

14.1. Do you agree that the International PhD Studies programme is an important part of scientific activity of IFJ PAN?

14.2. Do you agree that involvement in educational activities (lectures, student internships etc.) is beneficial for the development of your scientific research?

15. *Evaluation/appraisal systems*

- 15.1. Are you familiar with the rules governing performance evaluation of scientists, pursuant to the Polish Academy of Sciences Act?
- 15.2. Do you agree that the procedures used for scientific performance evaluation in IFJ PAN are beneficial to the scientific development of researchers?

16. *Complaints/appeals*

- 16.1. Do you know to whom within IFJ PAN complaints and appeals concerning scientific work-related (research-related) conflicts should be referred?

17. *Participation in decision-making bodies*

- 17.1. Does IFJ PAN support and encourage participation of scientists in national and local information, consultation and decision-making bodies so as to protect and promote their individual and collective interests as scientists?

18. *Recruitment*

- 18.1. Is information on competitions for research positions in IFJ PAN is properly disseminated?
- 18.2. Should competitions for research positions be international?
- 18.3. Are you familiar with the IFJ PAN rules and regulations governing employment of new research staff?
- 18.4. Are the rules governing competitions for research positions in IFJ PAN are clear and understandable?
- 18.5. Do you agree that the student internship programme offered by IFJ PAN attracts promising young scientists to the Institute?

19. *Merit judgement*

- 19.1. Do you agree that the rules governing competitions for research positions in IFJ PAN ensure proper assessment of candidates' merits?

20. *Recognition of mobility experience*

- 20.1. Do you agree that the mobility experience (e.g. a stay in another country/region or in another research environment) should be considered a valuable contribution to the professional development of a researcher?
- 20.2. Do you agree that IFJ PAN policies support mobility of researchers?

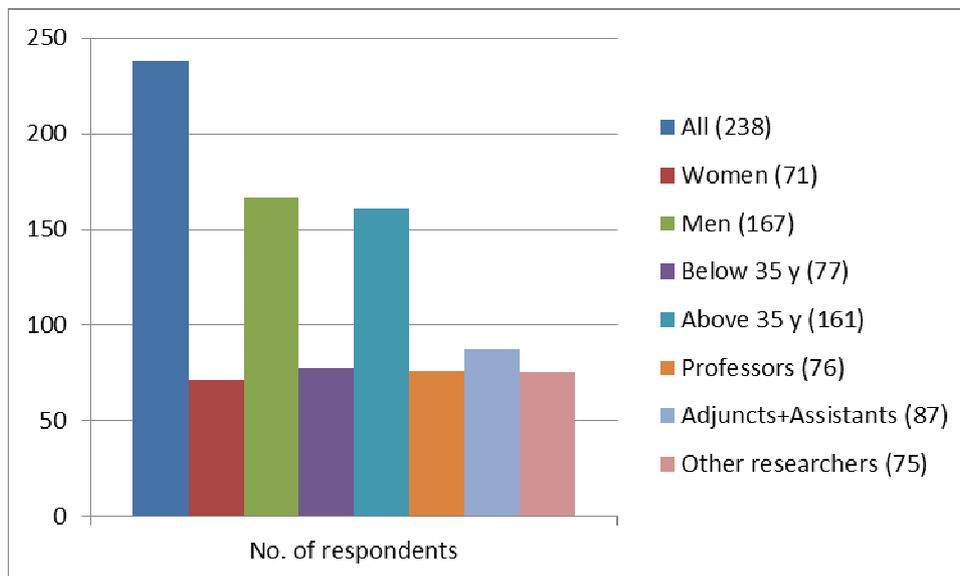
21. *Postdoctoral appointments*

- 21.1. Does the adjunct position in IFJ PAN provide proper conditions for scientific development preparing for obtaining a habilitation degree?

6.2 Detailed results of the survey

Number of respondents

Total	238
Gender	
• Women	71
• Men	167
Experience level	
• Age below or 35 years	77
• Age above 35 years	161
Position	
• Professors	76
• Adjuncts and Assistants	87
• Researchers	41
• Engineers	24
• Technicians	10



Responses expressed as a percentage number of the total number of respondents

Comment:

For each point of the survey two tables are presented.

The first one presents the responses of all respondents, divided into 5 optional answers provided in the survey.

The second Table presents responses of each group of respondents: All, Women, Men, Age: Below 35 y and Above 35 y, and three levels of positions: Professors, Adjuncts and Assistants, and together: Researchers + Engineers + Technicians as Other researchers. The last group (Other researchers) involved in research constitutes a uniform group of employees in respect to the nature of research at the IFJ PAN and similar responsibilities.

The responses "Definitely YES" and "YES" are summed up as well as "NO and "Definitely NO". The responses "Neither agree nor disagree/I do not know" are marked as "?".

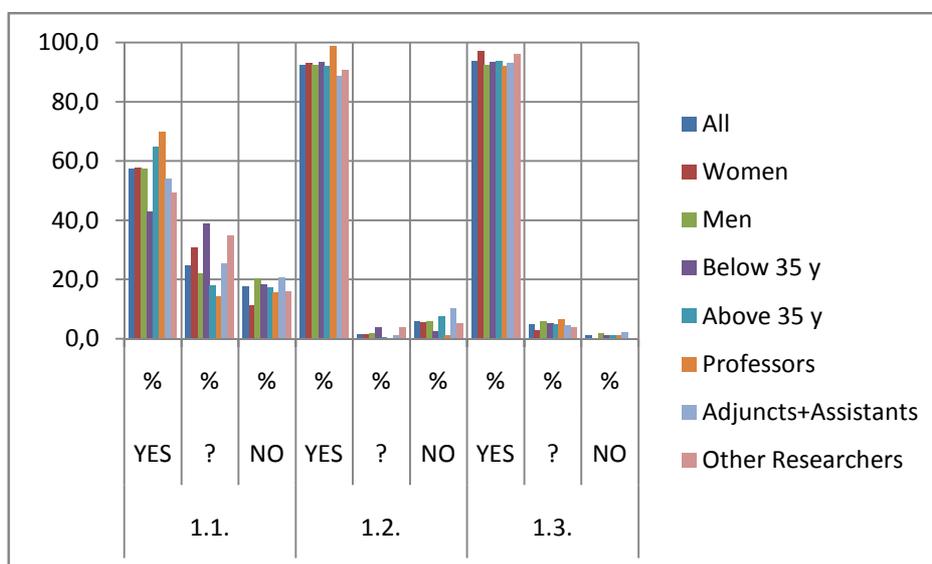
The results from the second Table are illustrated on the corresponding graphs.

Research Freedom

- 1.1. Do you agree that researchers should recognise the restrictions to research freedom arising from e.g. budgetary or infrastructural reasons or intellectual property protection?
- 1.2. Do you agree that researchers must not commit plagiarism in any form?
- 1.3. Do you agree that researchers should adhere to the provisions of intellectual property protection laws?

Question	Definitely YES	YES	Neither agree nor disagree/I do not know	NO	Definitely NO
	%	%	%	%	%
1.1.	13.0	44.5	24.8	13.0	4.6
1.2.	72.7	19.7	1.7	2.9	2.9
1.3.	62.6	31.1	5.0	1.3	0.0

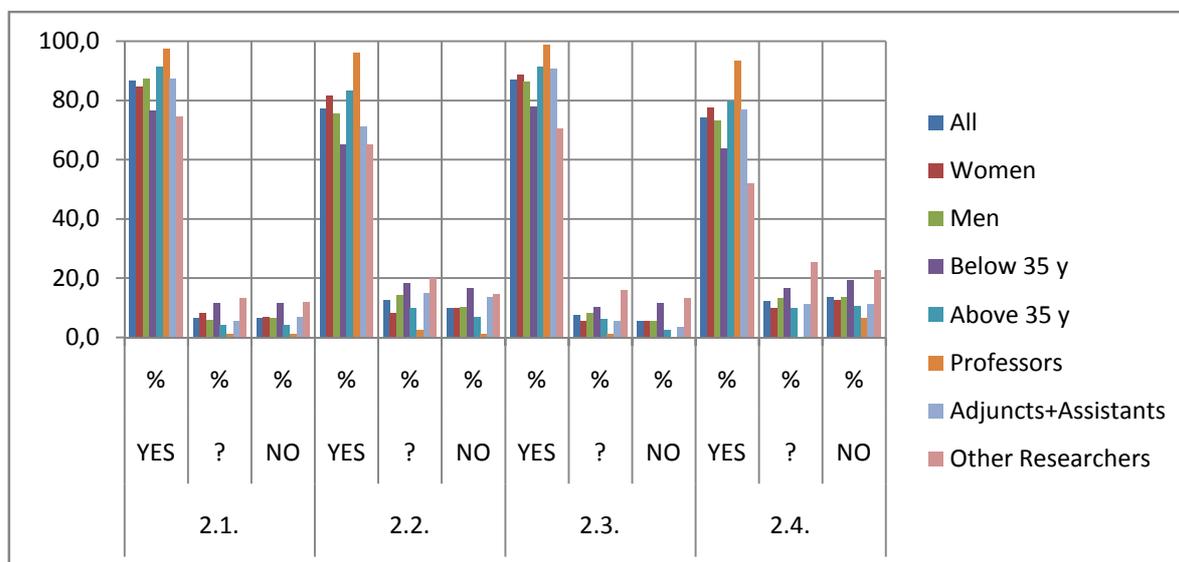
	1.1.			1.2.			1.3.		
	YES	?	NO	YES	?	NO	YES	?	NO
	%	%	%	%	%	%	%	%	%
All	57.6	24.8	17.6	92.4	1.7	5.9	93.7	5.0	1.3
Women	57.7	31.0	11.3	93.0	1.4	5.6	97.2	2.8	0.0
Men	57.5	22.2	20.4	92.2	1.8	6.0	92.2	6.0	1.8
Below 35 y	42.9	39.0	18.2	93.5	3.9	2.6	93.5	5.2	1.3
Above 35 y	64.6	18.0	17.4	91.9	0.6	7.5	93.8	5.0	1.2
Professors	69.7	14.5	15.8	98.7	0.0	1.3	92.1	6.6	1.3
Adjuncts+Assistants	54.0	25.3	20.7	88.5	1.1	10.3	93.1	4.6	2.3
Other Researchers	49.3	34.7	16.0	90.7	4.0	5.3	96.0	4.0	0.0



2. Professional attitude
 - 2.1. Are you familiar with the IFJ PAN statutory research programme?
 - 2.2. Are you familiar with the funding rules for IFJ PAN?
 - 2.3. Are you familiar with the opportunities to apply for research funding outside the statutory financing of IFJ PAN?
 - 2.4. Are you familiar with the accounting and reporting rules for research funded with non-statutory financing sources?

Question	Definitely YES	YES	Neither agree nor disagree/I do not know	NO	Definitely NO
	%	%	%	%	%
2.1.	26.9	59.7	6.7	5.9	0.8
2.2.	21.4	55.9	12.6	9.7	0.4
2.3.	32.4	54.6	7.6	5.0	0.4
2.4.	24.8	49.6	12.2	13.0	0.4

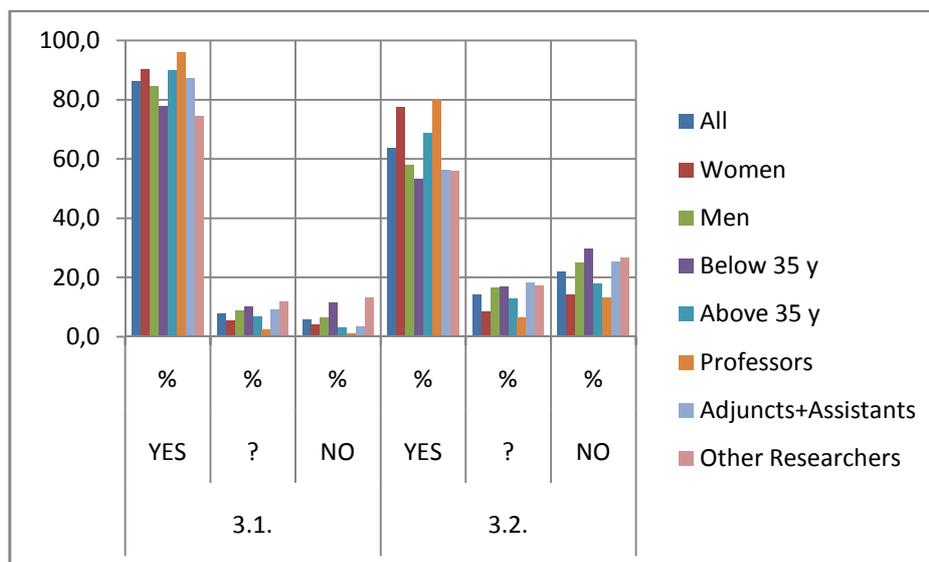
	2.1.			2.2.			2.3.			2.4.		
	YES	?	NO									
	%	%	%	%	%	%	%	%	%	%	%	%
All	86.6	6.7	6.7	77.3	12.6	10.1	87.0	7.6	5.5	74.4	12.2	13.4
Women	84.5	8.5	7.0	81.7	8.5	9.9	88.7	5.6	5.6	77.5	9.9	12.7
Men	87.4	6.0	6.6	75.4	14.4	10.2	86.2	8.4	5.4	73.1	13.2	13.8
Below 35 y	76.6	11.7	11.7	64.9	18.2	16.9	77.9	10.4	11.7	63.6	16.9	19.5
Above 35 y	91.3	4.3	4.3	83.2	9.9	6.8	91.3	6.2	2.5	79.5	9.9	10.6
Professors	97.4	1.3	1.3	96.1	2.6	1.3	98.7	1.3	0.0	93.4	0.0	6.6
Adjuncts+Assistants	87.4	5.7	6.9	71.3	14.9	13.8	90.8	5.7	3.4	77.0	11.5	11.5
Other Researchers	74.7	13.3	12.0	65.3	20.0	14.7	70.7	16.0	13.3	52.0	25.3	22.7



3. Contractual and legal obligations
- 3.1. Are you familiar with the regulations governing research degrees (academic advancement) in Poland (rules for obtaining a doctorate or habilitation degree or the title of professor)?
- 3.2. Are you familiar with the internal IFJ PAN regulations governing the intellectual property protection?

Question	Definitely YES	YES	Neither agree nor disagree/I do not know	NO	Definitely NO
	%	%	%	%	%
3.1.	30.3	55.9	8.0	5.5	0.4
3.2.	18.9	45.0	14.3	21.4	0.4

	3.1.			3.2.		
	YES	?	NO	YES	?	NO
	%	%	%	%	%	%
All	86.1	8.0	5.9	63.9	14.3	21.8
Women	90.1	5.6	4.2	77.5	8.5	14.1
Men	84.4	9.0	6.6	58.1	16.8	25.1
Below 35 y	77.9	10.4	11.7	53.2	16.9	29.9
Above 35 y	90.1	6.8	3.1	68.9	13.0	18.0
Professors	96.1	2.6	1.3	80.3	6.6	13.2
Adjuncts+Assistants	87.4	9.2	3.4	56.3	18.4	25.3
Other Researchers	74.7	12.0	13.3	56.0	17.3	26.7

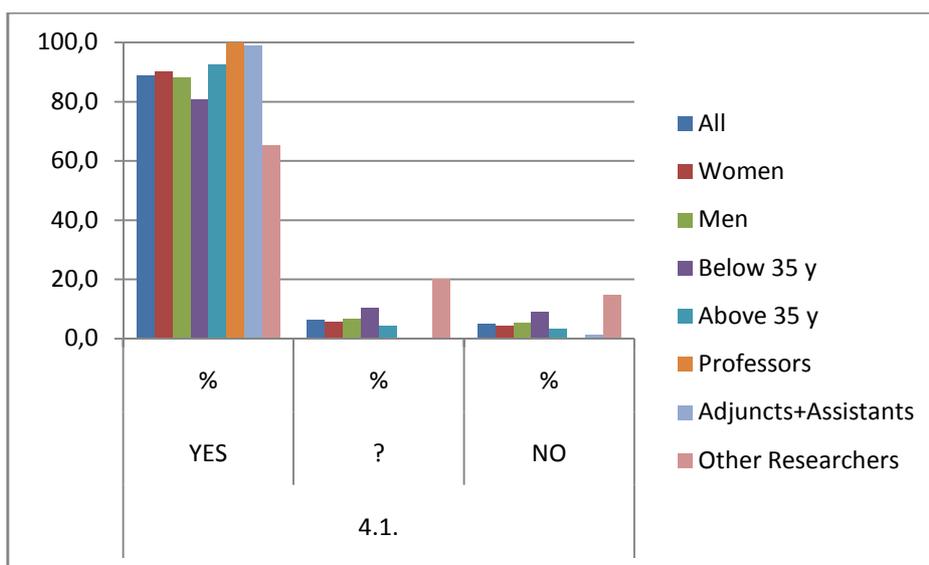


4. Dissemination, exploitation of results

4.1. Do you make efforts to disseminate and communicate results of your research outside IFJ PAN?

Question	Definitely YES	YES	Neither agree nor disagree/I do not know	NO	Definitely NO
	%	%	%	%	%
4.1.	47.1	41.6	6.3	4.6	0.4

	4.1.		
	YES	?	NO
	%	%	%
All	88.7	6.3	5.0
Women	90.1	5.6	4.2
Men	88.0	6.6	5.4
Below 35 y	80.5	10.4	9.1
Above 35 y	92.5	4.3	3.1
Professors	100.0	0.0	0.0
Adjuncts+Assistants	98.9	0.0	1.1
Other Researchers	65.3	20.0	14.7

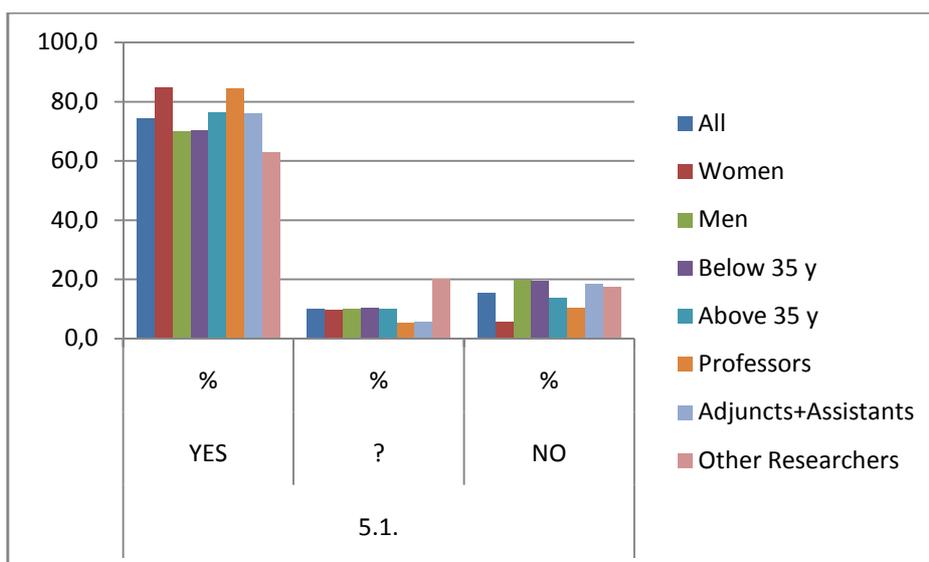


5. Public engagement

5.1. Do you make efforts to disseminate and communicate results of your research to the general public in the form accessible to non-specialists?

Question	Definitely YES	YES	Neither agree nor disagree/I do not know	NO	Definitely NO
	%	%	%	%	%
5.1.	22.3	52.1	10.1	14.7	0.8

	5.1.		
	YES	?	NO
	%	%	%
All	74.4	10.1	15.5
Women	84.5	9.9	5.6
Men	70.1	10.2	19.8
Below 35 y	70.1	10.4	19.5
Above 35 y	76.4	9.9	13.7
Professors	84.2	5.3	10.5
Adjuncts+Assistants	75.9	5.7	18.4
Other Researchers	62.7	20.0	17.3

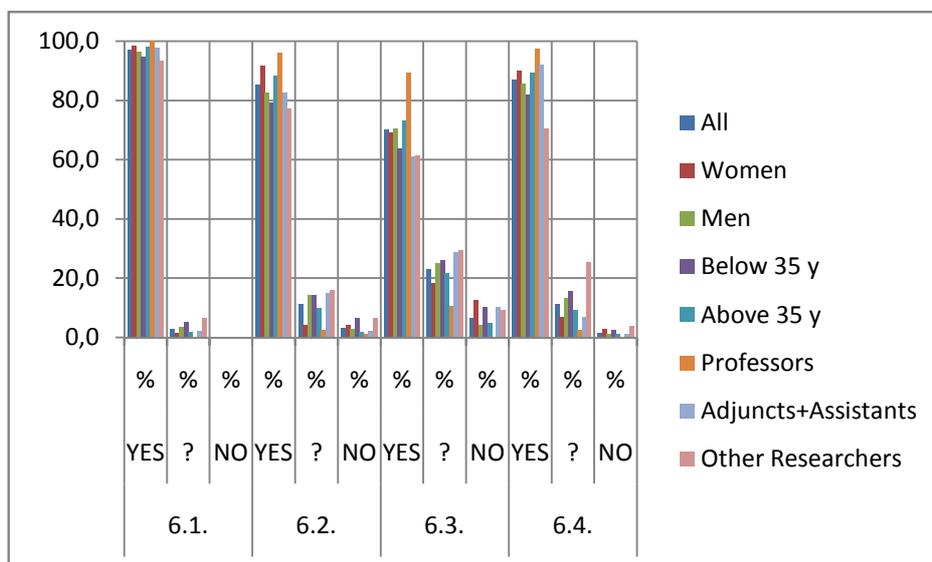


6. Relation with supervisors

- 6.1. Do you agree that scientific advisers have an important role in development of young researchers?
- 6.2. Do you know that scientific guidance by a superior or a scientific advisor is provided for all young researchers?
- 6.3. Do you agree that scientific advisers for young researchers in IFJ PAN perform their duties well?
- 6.4. Do you agree that the duties of a scientific advisor for young researchers have a positive impact on your scientific development?

Question	Definitely YES	YES	Neither agree nor disagree/I do not know	NO	Definitely NO
	%	%	%	%	%
6.1.	64.3	32.8	2.9	0.0	0.0
6.2.	35.7	49.6	11.3	3.4	0.0
6.3.	16.8	53.4	23.1	6.3	0.4
6.4.	39.1	47.9	11.3	1.7	0.0

	6.1.			6.2.			6.3.			6.4.		
	YES	?	NO	YES	?	NO	YES	?	NO	YES	?	NO
	%	%	%	%	%	%	%	%	%	%	%	%
All	97.1	2.9	0.0	85.3	11.3	3.4	70.2	23.1	6.7	87.0	11.3	1.7
Women	98.6	1.4	0.0	91.5	4.2	4.2	69.0	18.3	12.7	90.1	7.0	2.8
Men	96.4	3.6	0.0	82.6	14.4	3.0	70.7	25.1	4.2	85.6	13.2	1.2
Below 35 y	94.8	5.2	0.0	79.2	14.3	6.5	63.6	26.0	10.4	81.8	15.6	2.6
Above 35 y	98.1	1.9	0.0	88.2	9.9	1.9	73.3	21.7	5.0	89.4	9.3	1.2
Professors	100.0	0.0	0.0	96.1	2.6	1.3	89.5	10.5	0.0	97.4	2.6	0.0
Adjuncts+Assistants	97.7	2.3	0.0	82.8	14.9	2.3	60.9	28.7	10.3	92.0	6.9	1.1
Other Researchers	93.3	6.7	0.0	77.3	16.0	6.7	61.3	29.3	9.3	70.7	25.3	4.0

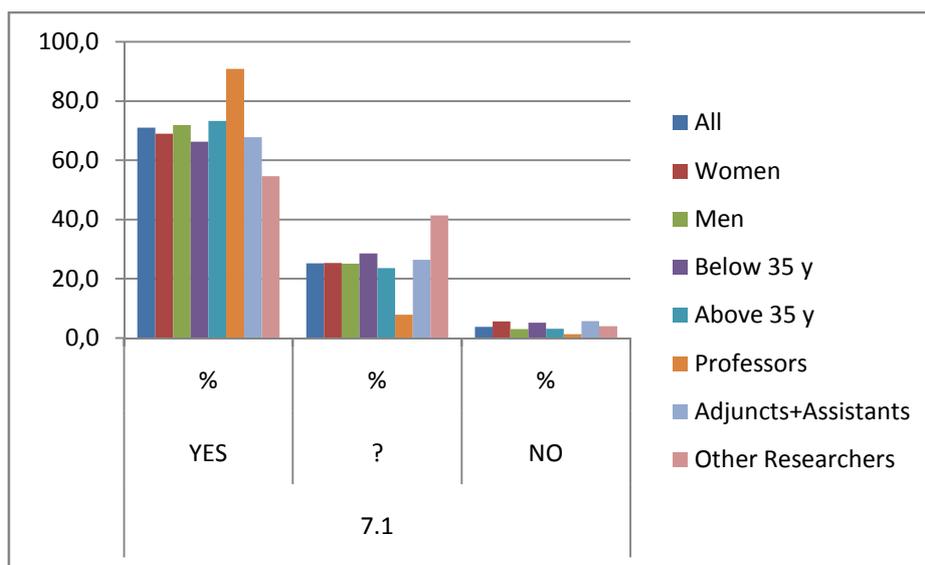


7. Supervision and managerial duties

7.1. Does IFJ PAN provide proper supervision over scientific development of young researchers?

Question	Definitely YES	YES	Neither agree nor disagree/I do not know	NO	Definitely NO
	%	%	%	%	%
7.1.	21.0	50.0	25.2	3.8	0.0

	7.1		
	YES	?	NO
	%	%	%
All	71.0	25.2	3.8
Women	69.0	25.4	5.6
Men	71.9	25.1	3.0
Below 35 y	66.2	28.6	5.2
Above 35 y	73.3	23.6	3.1
Professors	90.8	7.9	1.3
Adjuncts+Assistants	67.8	26.4	5.7
Other Researchers	54.7	41.3	4.0

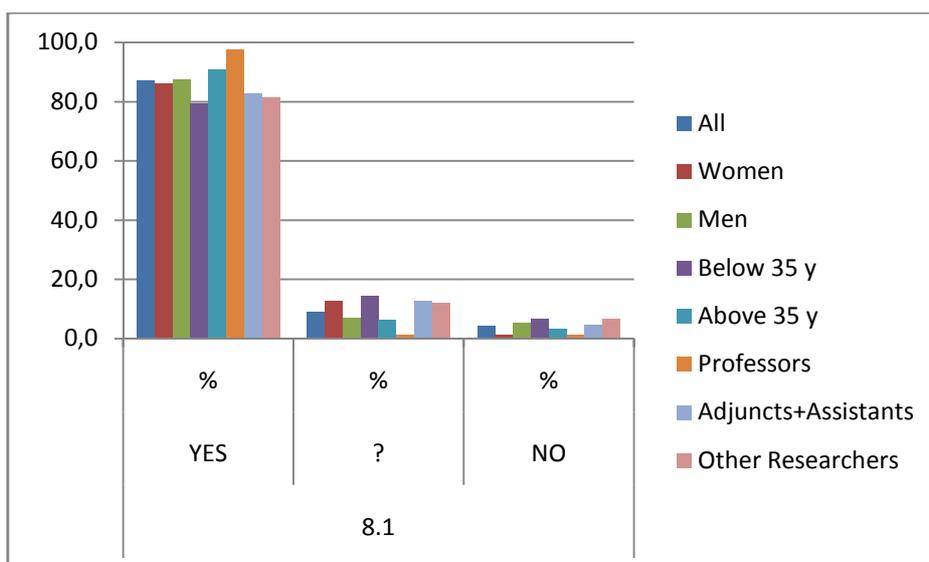


8. Continuing professional development

8.1. Do working conditions in IFJ PAN make it possible for you to develop and advance professionally?

Question	Definitely YES	YES	Neither agree nor disagree/I do not know	NO	Definitely NO
	%	%	%	%	%
8.1.	35.7	51.3	8.8	3.4	0.8

	8.1		
	YES	?	NO
	%	%	%
All	87.0	8.8	4.2
Women	85.9	12.7	1.4
Men	87.4	7.2	5.4
Below 35 y	79.2	14.3	6.5
Above 35 y	90.7	6.2	3.1
Professors	97.4	1.3	1.3
Adjuncts+Assistants	82.8	12.6	4.6
Other Researchers	81.3	12.0	6.7

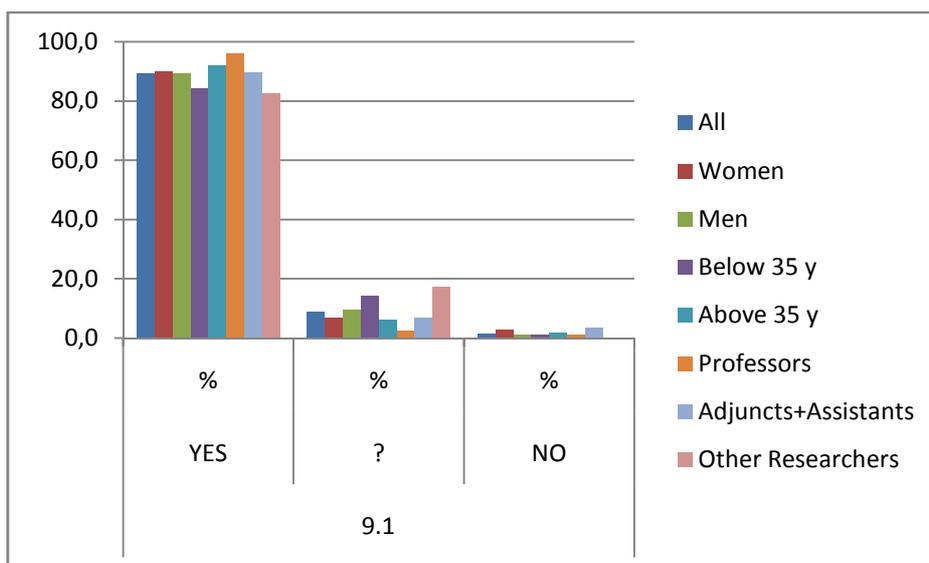


9. Non-discrimination

9.1. Do you agree that IFJ PAN does 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?

Question	Definitely YES	YES	Neither agree nor disagree/I do not know	NO	Definitely NO
	%	%	%	%	%
9.1.	53.4	36.1	8.8	0.8	0.8

	9.1		
	YES	?	NO
	%	%	%
All	89.5	8.8	1.7
Women	90.1	7.0	2.8
Men	89.2	9.6	1.2
Below 35 y	84.4	14.3	1.3
Above 35 y	91.9	6.2	1.9
Professors	96.1	2.6	1.3
Adjuncts+Assistants	89.7	6.9	3.4
Other Researchers	82.7	17.3	0.0



10. Research environment

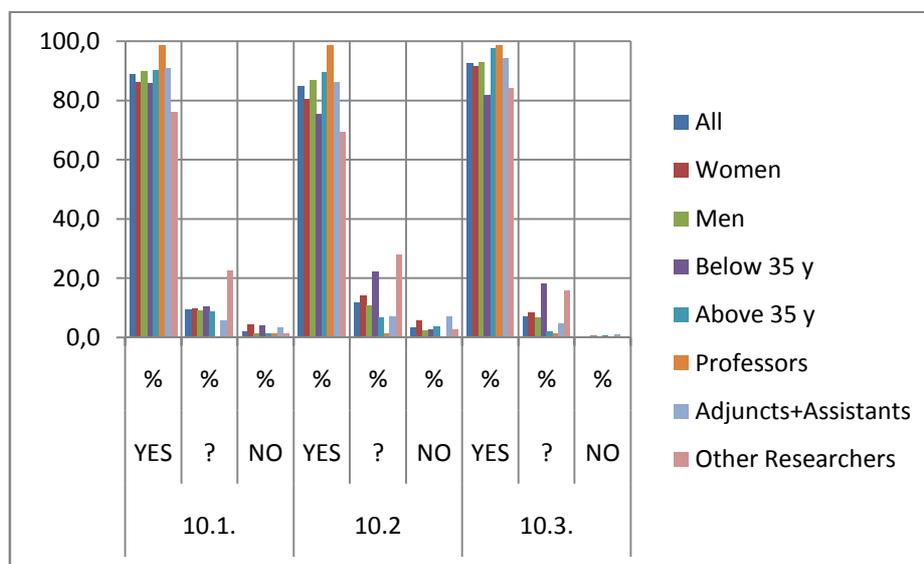
10.1. Does IFJ PAN support efforts to obtain external funding for research activities?

10.2. Does IFJ PAN provide adequate administrative support for research activities?

10.3. Does IFJ PAN ensure that scientific research is conducted with full compliance to health and safety standards?

Question	Definitely YES	YES	Neither agree nor disagree/I do not know	NO	Definitely NO
	%	%	%	%	%
10.1.	44.1	44.5	9.2	1.7	0.4
10.2.	34.0	50.8	11.8	3.4	0.0
10.3.	39.5	52.9	7.1	0.4	0.0

	10.1.			10.2			10.3.		
	YES	?	NO	YES	?	NO	YES	?	NO
	%	%	%	%	%	%	%	%	%
All	88.7	9.2	2.1	84.9	11.8	3.4	92.4	7.1	0.4
Women	85.9	9.9	4.2	80.3	14.1	5.6	91.5	8.5	0.0
Men	89.8	9.0	1.2	86.8	10.8	2.4	92.8	6.6	0.6
Below 35 y	85.7	10.4	3.9	75.3	22.1	2.6	81.8	18.2	0.0
Above 35 y	90.1	8.7	1.2	89.4	6.8	3.7	97.5	1.9	0.6
Professors	98.7	0.0	1.3	98.7	1.3	0.0	98.7	1.3	0.0
Adjuncts+Assistants	90.8	5.7	3.4	86.2	6.9	6.9	94.3	4.6	1.1
Other Researchers	76.0	22.7	1.3	69.3	28.0	2.7	84.0	16.0	0.0

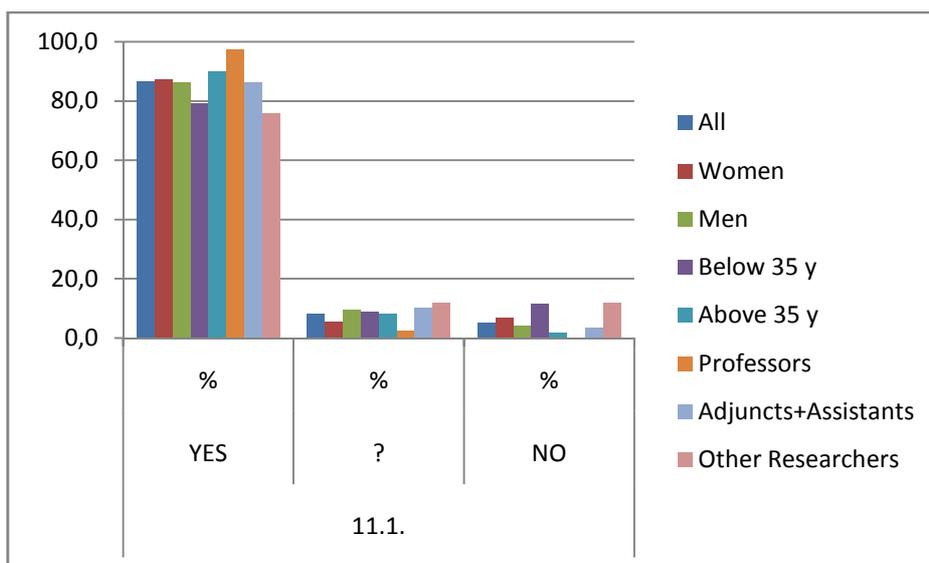


11. Working conditions

11.1. Does IFJ PAN provide its employees with working conditions which facilitate combining family life and work (e.g. flexible working hours, part-time working, tele-working, task-based work plan)

Question	Definitely YES	YES	Neither agree nor disagree/I do not know	NO	Definitely NO
	%	%	%	%	%
11.1.	47.1	39.5	8.4	3.4	1.7

	11.1.		
	YES	?	NO
	%	%	%
All	86.6	8.4	5.0
Women	87.3	5.6	7.0
Men	86.2	9.6	4.2
Below 35 y	79.2	9.1	11.7
Above 35 y	90.1	8.1	1.9
Professors	97.4	2.6	0.0
Adjuncts+Assistants	86.2	10.3	3.4
Other Researchers	76.0	12.0	12.0



12. Stability and permanence of employment

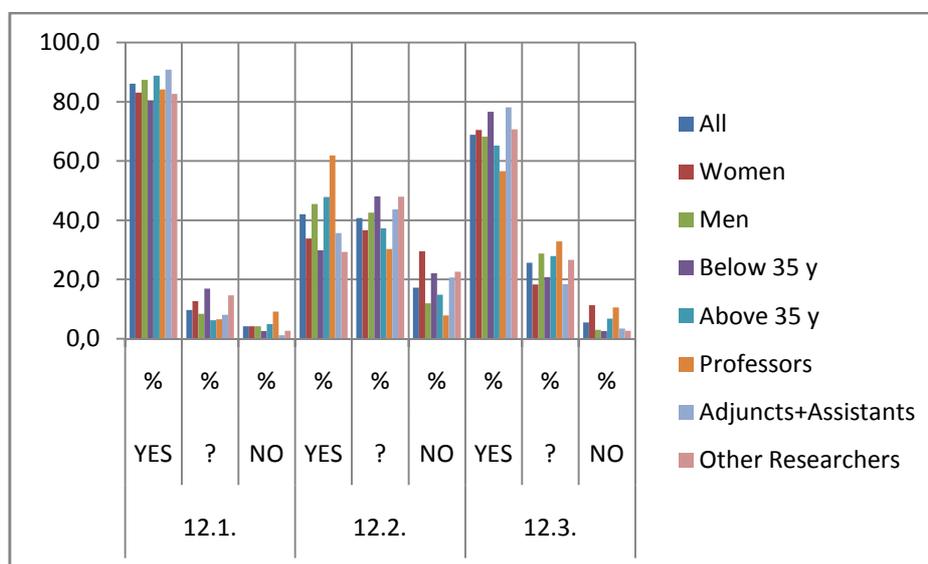
12.1. Do you agree that employment instability has a negative impact on scientific performance of researchers?

12.2. Do you agree that fixed-term employees of IFJ PAN are informed of permanent employment opportunities and positions?

12.3. Do you agree that IFJ PAN should provide information (e.g. published on its web site) on permanent positions available to researchers in external institutions?

Question	Definitely YES	YES	Neither agree nor disagree/I do not know	NO	Definitely NO
	%	%	%	%	%
12.1.	47.1	39.1	9.7	4.2	0.0
12.2.	8.8	33.2	40.8	12.6	4.6
12.3.	25.2	43.7	25.6	5.0	0.4

	12.1.			12.2.			12.3.		
	YES	?	NO	YES	?	NO	YES	?	NO
	%	%	%	%	%	%	%	%	%
All	86.1	9.7	4.2	42.0	40.8	17.2	68.9	25.6	5.5
Women	83.1	12.7	4.2	33.8	36.6	29.6	70.4	18.3	11.3
Men	87.4	8.4	4.2	45.5	42.5	12.0	68.3	28.7	3.0
Below 35 y	80.5	16.9	2.6	29.9	48.1	22.1	76.6	20.8	2.6
Above 35 y	88.8	6.2	5.0	47.8	37.3	14.9	65.2	28.0	6.8
Professors	84.2	6.6	9.2	61.8	30.3	7.9	56.6	32.9	10.5
Adjuncts+Assistants	90.8	8.0	1.1	35.6	43.7	20.7	78.2	18.4	3.4
Other Researchers	82.7	14.7	2.7	29.3	48.0	22.7	70.7	26.7	2.7



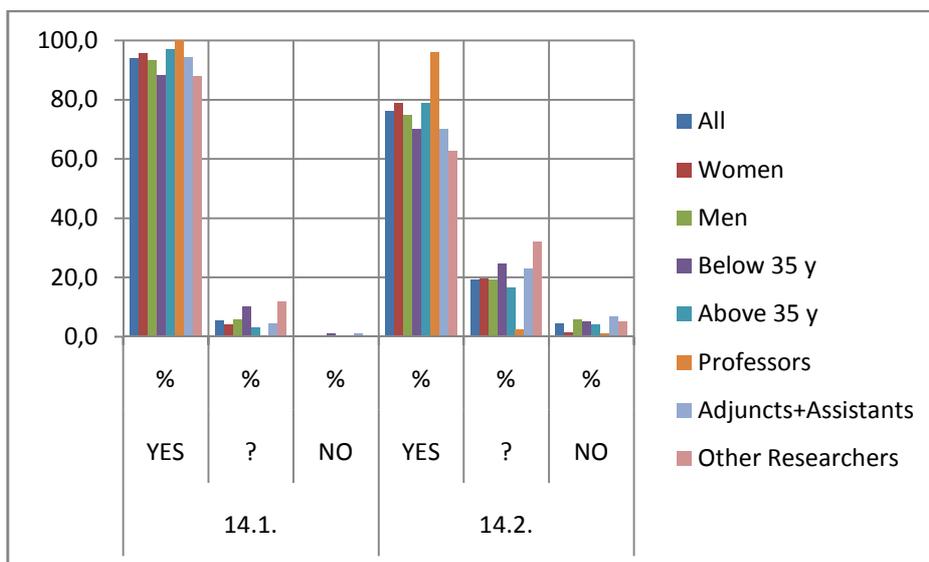
14. Teaching

14.1. Do you agree that the International PhD Studies programme is an important part of scientific activity of IFJ PAN?

14.2. Do you agree that involvement in educational activities (lectures, student internships etc.) is beneficial for the development of your scientific research?

Question	Definitely YES	YES	Neither agree nor disagree/I do not know	NO	Definitely NO
	%	%	%	%	%
14.1.	59.7	34.5	5.5	0.0	0.4
14.2.	29.0	47.1	19.3	4.2	0.4

	14.1.			14.2.		
	YES	?	NO	YES	?	NO
	%	%	%	%	%	%
All	94.1	5.5	0.4	76.1	19.3	4.6
Women	95.8	4.2	0.0	78.9	19.7	1.4
Men	93.4	6.0	0.6	74.9	19.2	6.0
Below 35 y	88.3	10.4	1.3	70.1	24.7	5.2
Above 35 y	96.9	3.1	0.0	78.9	16.8	4.3
Professors	100.0	0.0	0.0	96.1	2.6	1.3
Adjuncts+Assistants	94.3	4.6	1.1	70.1	23.0	6.9
Other Researchers	88.0	12.0	0.0	62.7	32.0	5.3



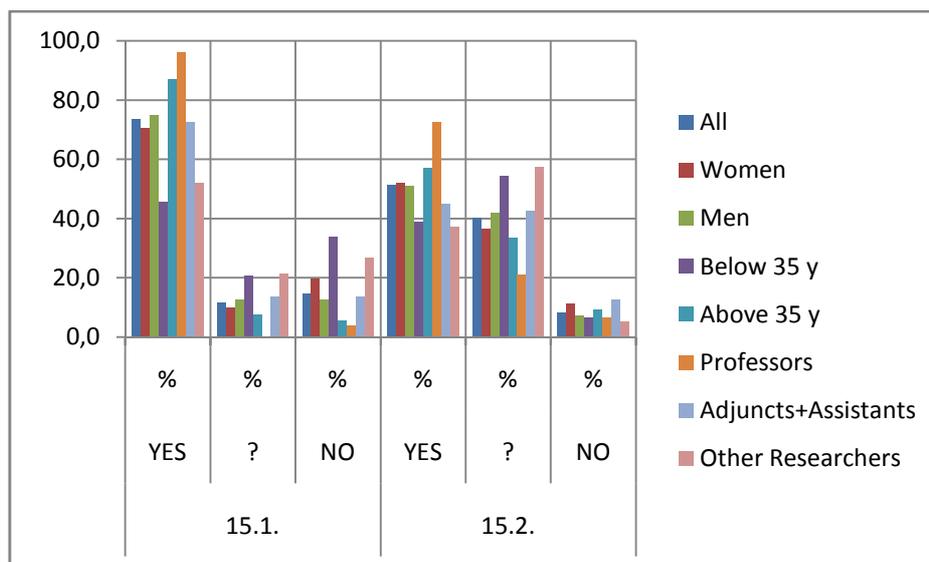
15. Evaluation/appraisal systems

15.1. Are you familiar with the rules governing performance evaluation of scientists, pursuant to the Polish Academy of Sciences Act?

15.2. Do you agree that the procedures used for scientific performance evaluation in IFJ PAN are beneficial to the scientific development of researchers?

Question	Definitely YES	YES	Neither agree nor disagree/I do not know	NO	Definitely NO
	%	%	%	%	%
15.1.	17.2	56.3	11.8	13.4	1.3
15.2.	11.3	39.9	40.3	8.0	0.4

	15.1.			15.2.		
	YES	?	NO	YES	?	NO
	%	%	%	%	%	%
All	73.5	11.8	14.7	51.3	40.3	8.4
Women	70.4	9.9	19.7	52.1	36.6	11.3
Men	74.9	12.6	12.6	50.9	41.9	7.2
Below 35 y	45.5	20.8	33.8	39.0	54.5	6.5
Above 35 y	87.0	7.5	5.6	57.1	33.5	9.3
Professors	96.1	0.0	3.9	72.4	21.1	6.6
Adjuncts+Assistants	72.4	13.8	13.8	44.8	42.5	12.6
Other Researchers	52.0	21.3	26.7	37.3	57.3	5.3

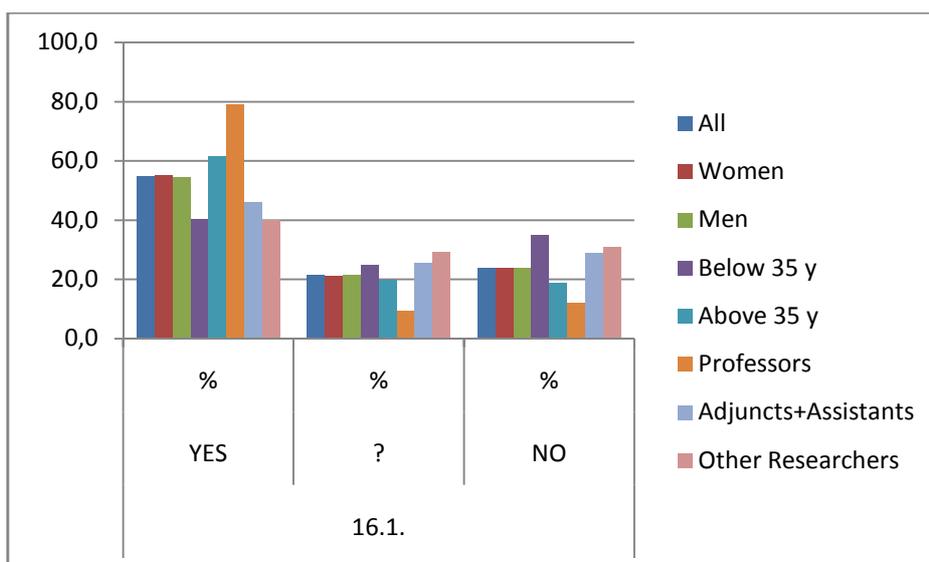


16. Complaints/appeals

16.1. Do you know to whom within IFJ PAN complaints and appeals concerning scientific work-related (or research-related) conflicts should be referred?

Question	Definitely YES	YES	Neither agree nor disagree/I do not know	NO	Definitely NO
	%	%	%	%	%
16.1.	11.3	43.3	21.4	22.7	1.3

	16.1.		
	YES	?	NO
	%	%	%
All	54.6	21.4	23.9
Women	54.9	21.1	23.9
Men	54.5	21.6	24.0
Below 35 y	40.3	24.7	35.1
Above 35 y	61.5	19.9	18.6
Professors	78.9	9.2	11.8
Adjuncts+Assistants	46.0	25.3	28.7
Other Researchers	40.0	29.3	30.7

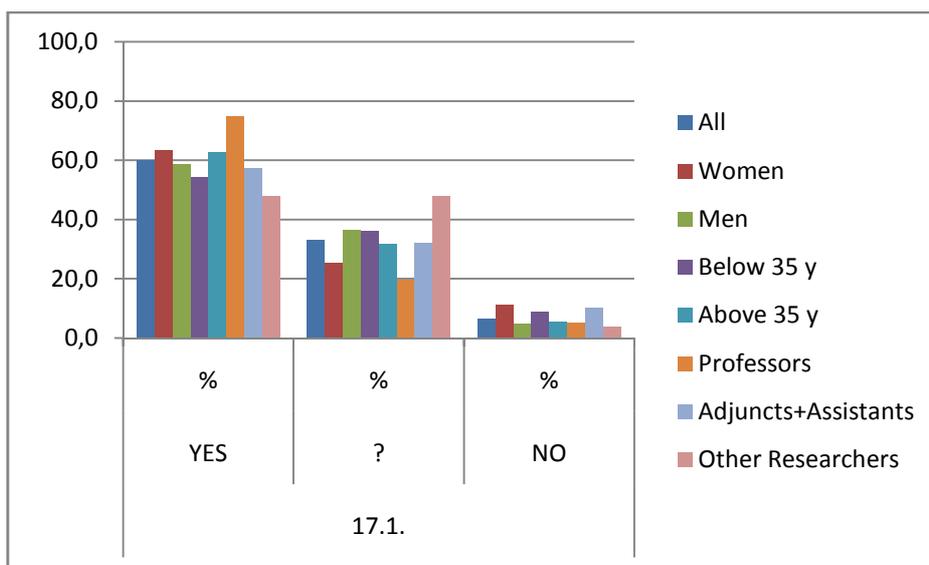


17. Participation in decision-making bodies

17.1. Does IFJ PAN support and encourage participation of scientists in national and local information, consultation and decision-making bodies so as to protect and promote their individual and collective interests as scientists?

Question	Definitely YES	YES	Neither agree nor disagree/I do not know	NO	Definitely NO
	%	%	%	%	%
17.1.	12.6	47.5	33.2	4.6	2.1

	17.1.		
	YES	?	NO
	%	%	%
All	60.1	33.2	6.7
Women	63.4	25.4	11.3
Men	58.7	36.5	4.8
Below 35 y	54.5	36.4	9.1
Above 35 y	62.7	31.7	5.6
Professors	75.0	19.7	5.3
Adjuncts+Assistants	57.5	32.2	10.3
Other Researchers	48.0	48.0	4.0

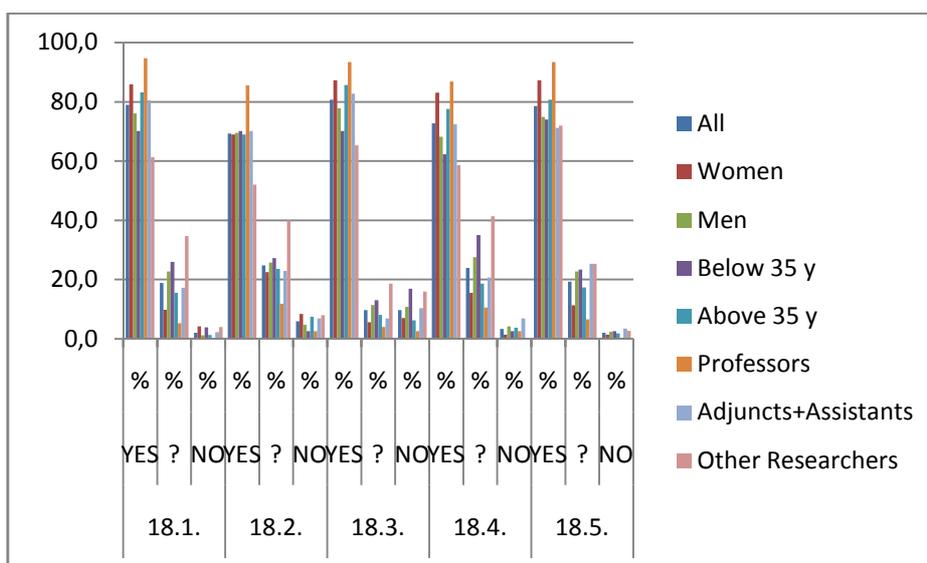


18. Recruitment

- 18.1. Is information on competitions for research positions in IFJ PAN is properly disseminated?
- 18.2. Should competitions for research positions be international?
- 18.3. Are you familiar with the IFJ PAN rules and regulations governing employment of new research staff?
- 18.4. Are the rules governing competitions for research positions in IFJ PAN are clear and understandable?
- 18.5. Do you agree that the student internship programme offered by IFJ PAN attracts promising young scientists to the Institute?

Question	Definitely YES	YES	Neither agree nor disagree/I do not know	NO	Definitely NO
	%	%	%	%	%
18.1.	22.7	56.3	18.9	2.1	0.0
18.2.	23.5	45.8	24.8	5.9	0.0
18.3.	19.7	60.9	9.7	8.8	0.8
18.4.	21.4	51.3	23.9	2.9	0.4
18.5.	32.4	46.2	19.3	2.1	0.0

	18.1.			18.2.			18.3.			18.4.			18.5.		
	YES	?	NO	YES	?	NO	YES	?	NO	YES	?	NO	YES	?	NO
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
All	79.0	18.9	2.1	69.3	24.8	5.9	80.7	9.7	9.7	72.7	23.9	3.4	78.6	19.3	2.1
Women	85.9	9.9	4.2	69.0	22.5	8.5	87.3	5.6	7.0	83.1	15.5	1.4	87.3	11.3	1.4
Men	76.0	22.8	1.2	69.5	25.7	4.8	77.8	11.4	10.8	68.3	27.5	4.2	74.9	22.8	2.4
Below 35 y	70.1	26.0	3.9	70.1	27.3	2.6	70.1	13.0	16.9	62.3	35.1	2.6	74.0	23.4	2.6
Above 35 y	83.2	15.5	1.2	68.9	23.6	7.5	85.7	8.1	6.2	77.6	18.6	3.7	80.7	17.4	1.9
Professors	94.7	5.3	0.0	85.5	11.8	2.6	93.4	3.9	2.6	86.8	10.5	2.6	93.4	6.6	0.0
Adjuncts+Assistants	80.5	17.2	2.3	70.1	23.0	6.9	82.8	6.9	10.3	72.4	20.7	6.9	71.3	25.3	3.4
Other Researchers	61.3	34.7	4.0	52.0	40.0	8.0	65.3	18.7	16.0	58.7	41.3	0.0	72.0	25.3	2.7

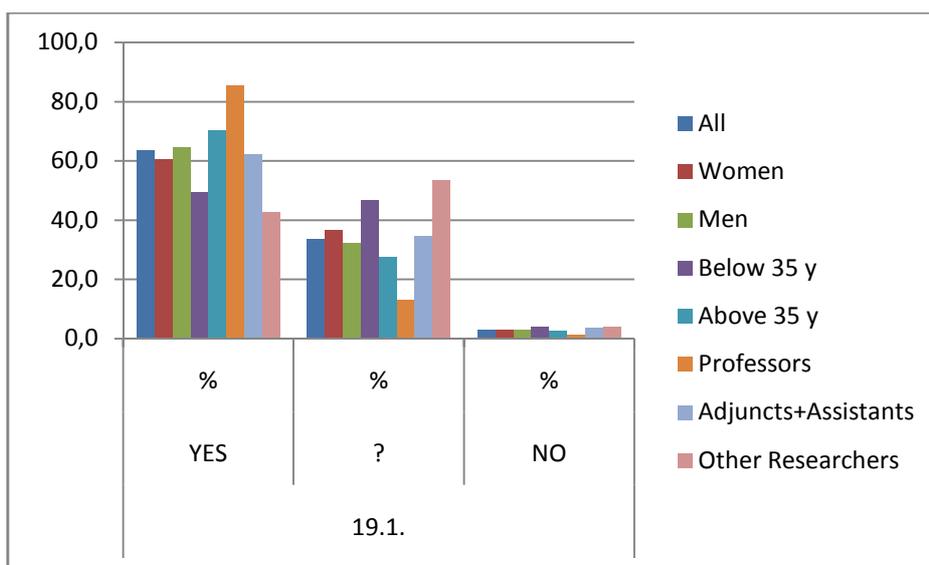


19. Merit judgement

19.1. Do you agree that the rules governing competitions for research positions in IFJ PAN ensure proper assessment of candidates' merits?

Question	Definitely YES	YES	Neither agree nor disagree/I do not know	NO	Definitely NO
	%	%	%	%	%
19.1.	18.1	45.4	33.6	2.5	0.4

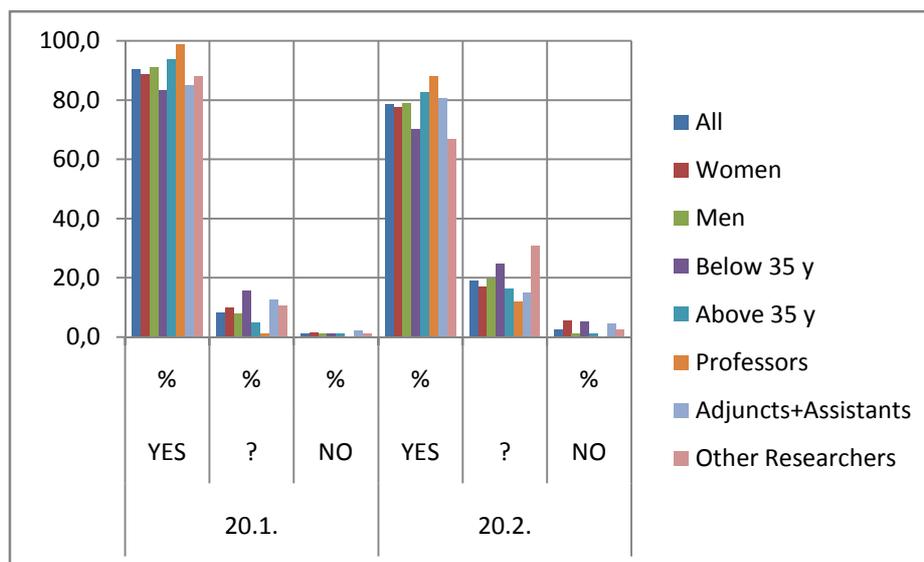
	19.1.		
	YES	?	NO
	%	%	%
All	63.4	33.6	2.9
Women	60.6	36.6	2.8
Men	64.7	32.3	3.0
Below 35 y	49.4	46.8	3.9
Above 35 y	70.2	27.3	2.5
Professors	85.5	13.2	1.3
Adjuncts+Assistants	62.1	34.5	3.4
Other Researchers	42.7	53.3	4.0



20. Recognition of mobility experience
- 20.1. Do you agree that the mobility experience (e.g. a stay in another country/region or in another research environment) should be considered a valuable contribution to the professional development of a researcher?
- 20.2. Do you agree that IFJ PAN policies support mobility of researchers?

Question	Definitely YES	YES	Neither agree nor disagree/I do not know	NO	Definitely NO
	%	%	%	%	%
20.1.	52.9	37.4	8.4	1.3	0.0
20.2.	30.3	48.3	18.9	2.1	0.4

	20.1.			20.2.		
	YES	?	NO	YES	?	NO
	%	%	%	%	%	%
All	90.3	8.4	1.3	78.6	18.9	2.5
Women	88.7	9.9	1.4	77.5	16.9	5.6
Men	91.0	7.8	1.2	79.0	19.8	1.2
Below 35 y	83.1	15.6	1.3	70.1	24.7	5.2
Above 35 y	93.8	5.0	1.2	82.6	16.1	1.2
Professors	98.7	1.3	0.0	88.2	11.8	0.0
Adjuncts+Assistants	85.1	12.6	2.3	80.5	14.9	4.6
Other Researchers	88.0	10.7	1.3	66.7	30.7	2.7



21. Postdoctoral appointments

21.1. Does the adjunct position in IFJ PAN provide proper conditions for scientific development preparing for obtaining a habilitation degree?

Question	Definitely YES	YES	Neither agree nor disagree/I do not know	NO	Definitely NO
	%	%	%	%	%
21.1.	29.8	44.5	23.5	1.7	0.4

	21.1.		
	YES	?	NO
	%	%	%
All	74.4	23.5	2.1
Women	71.8	23.9	4.2
Men	75.4	23.4	1.2
Below 35 y	59.7	36.4	3.9
Above 35 y	81.4	17.4	1.2
Professors	94.7	5.3	0.0
Adjuncts+Assistants	81.6	16.1	2.3
Other Researchers	45.3	50.7	4.0

