



Human Resources Strategy for Researchers

incorporating

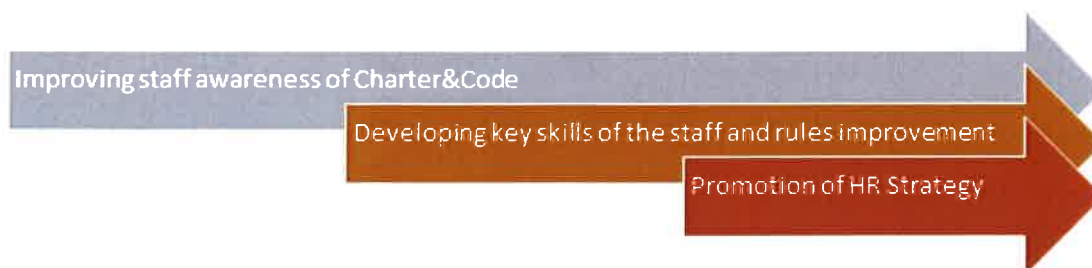
***the European Charter for Researchers
and
the Code of Conduct for the Recruitment of Researchers***

INTERNAL GAP ANALYSIS AND ACTION PLAN

- ATTACHMENT „TIMETABLE”

Warsaw, 13.07.2015

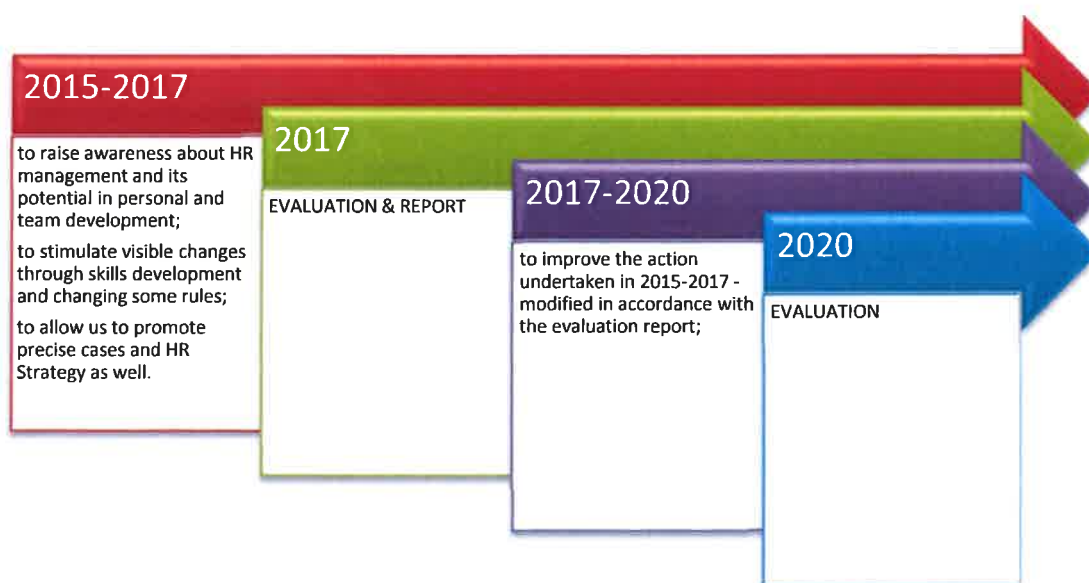
IP PAS will pay attention to the improvement of some of HR Management processes and procedures in order to be more consistent with Charter&Code principles according to the schedule presented below. It will be a process that will concentrate efforts on 3 general aspects (see the graph):



Consequently we can start from the fundamental problem of awareness about HR management and its potential in personal and team development.

Next, we have to focus on stimulating visible changes through skills development and changing some rules (with continuing involvement of research staff) what finally will allow us to promote precise cases and HR Strategy as well.

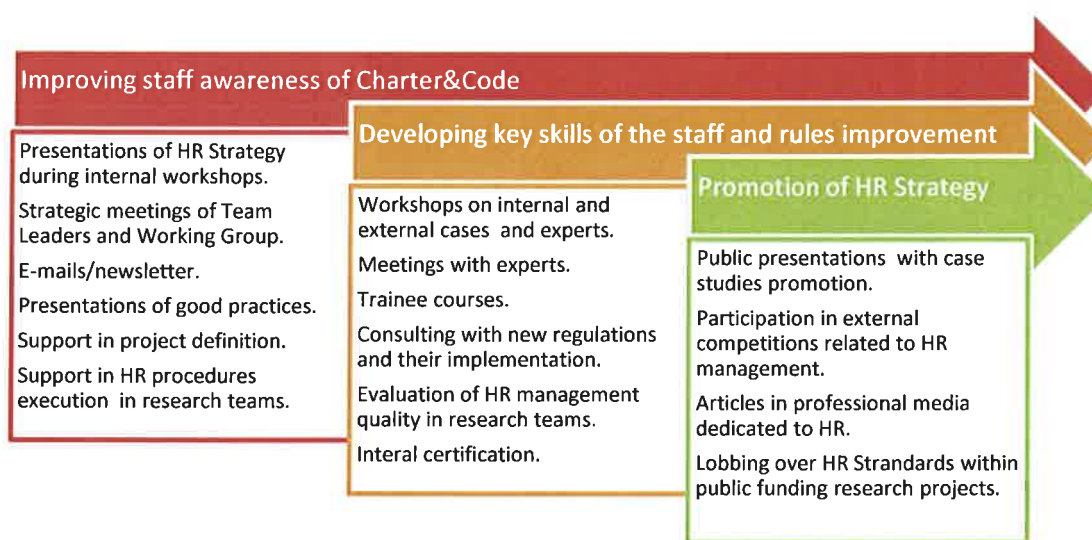
It will be a process that will **last up to 4-5 years** taking into account the fact that there will be some staff turnover resulting from promotion of young researchers and retirement of senior employees. We have to manage that change as well as there is strong pressure to keep research processes going.



From the technical point of view, each of the aforementioned aspects requires special tasks and tools that will be prepared thoroughly by **Working Group with team leaders** on the basis of different cases generated by internal and external processes and projects. **Our general role regarding implementation of Strategy is to incorporate existing processes, especially in awareness raising stage, in order to obtain quick and efficient results.** It will allow time for non-invasive generation of changes via small steps and than we will not compete for time with other processes, especially research ones.

Furthermore, there is a necessity to define and execute dedicated new processes with strong attention to changing The Institute's rules and promotion of Strategy.

Taking into account the general rule of taking advantage of existing processes we defined a set of general tools to be executed in the implementation of the Strategy (see the graph):



From the organizational point of view we defined Technology Transfer Office and Human Resources Office as jointly responsible for implementation of HR Strategy in IP PAS. The new web page will be prepared in Polish and English which will help to create common understanding of HR management and will support researchers in finding valuable sources of knowledge.

Selected action to be implemented within prioritized C&C principles:

Principle name	Actions to be implemented	Status/responsible body
Recruitment	Records on career development prospects	Ongoing/HR Office
Career development	Prepare a professional career	To be initiated by supervisors,

	development strategy for researchers at all stages of their careers.	HR Department
Contractual and legal obligations	Workshop on IPR, Additional records in the contract of employment	Task/Director`s decision, HR Office
Access to career advice	Workshop on time management, Meeting with experts, Internal meetings in teams.	Ongoing/supervisors, TTO, HR Office
Value of mobility	Formal rule in career development strategy, Incoming internal workshops	Tasks/ Director, supervisors
Good practice in research	Prepare instructions for securing and storing computer data Purchase and installation of computer external hard discs for data backups. Workshops on business models and commercialization.	Tasks, Ongoing/TTO, IT Unit
Teaching	Workshops, Meeting with experts, Participation in conferences and events	Tasks/Supervisors, TTO,

Attachment – timetable:

C&C	C&C principle	Actions required:	Who:	When:
General Principles and Requirements applicable to Researchers				
1	Research freedom:	Workshops and seminars about the IPR regime are planned.	HR dep and TTO	March 2016
2	Ethical principles	None.	-	-
3	Professional responsibility:	None.	-	-
4	Professional responsibility:	None.	-	-
5	Contractual and legal obligations	Workshops about working conditions (for all IP PAS researchers are going	HR Dep	March 2016

		to be organized) – once a year each year. The IPR workshop is planned in June/July 2015. TTO is going to draft a newsletter and support researchers on a daily basis.	TTO TTO / HR dep	March 2015 Oct 2015 Nov 2015
6	Accountability	None.	-	-
7	Good practice in research	IT section will organize the workshop on technical aspects of data protection and confidentiality protection; description of the procedure will be drafted.	IT Office	July 2016 Oct. 2016
8	Dissemination, exploitation of the results	To rebuild the web site, to translate the web site (English version).	IT Dep.	Dec. 2017
9	Public engagement	None	-	-
10	Non-discrimination	None.	-	-
11	Evaluation/ appraisal systems	None.	-	-
Recruitment				
12	Recruitment	to unify the regulation - simplification having in mind the Code of Conduct for the Recruitment of Researchers	TTO, Legal department, HR department	March 2016
13	Recruitment (Code)	to create the employment policy specifying applicants' selection criteria, mobility recognition and excluding reputation-based selection - adopt it; to adopt the above mentioned 3 documents; to raise awareness of new documents (publish them on the web site, send e-mail and newsletter)	Director, TTO, Legal department, HR department	Nov 2015 Jan 2016 March 2016 (ongoing process)
14	Selection (Code)	to adapt the good practices as the ordinance to put it on the web site	Director IT Office	Feb. 2016 Feb 2016

15	Transparency (Code)	to put the regulations on the web page / e-mails on request.	IT Office	Nov 2015
16	Judging merit (Code)	to adopt the documents related to the selection procedure and publish on IP PAS web site and disseminate it among IP PAS employees;	Director/ Administration/ Team and Departments Leaders)	Jan 2016
17	Variations in the chronological order of CVs (Code)	To establish employment policy creating the framework for acceptance of variations in chronological order of CVs; To publish the policy on IP PAS web site and disseminate it among IP PAS employees;	Director/ Administration/ Team and Departments, IT dep	March 2016 March 2016
18	Recognition of mobility experience (Code)	the Ordinance of IP PAS Director introducing Rules of the selection proceedings in case of employing to the academic positions at IP PAS is going to be adapted	Director	May 2016
19	Recognition of qualifications (Code)	None.	-	-
20	Seniority (Code)	None.	-	-
21	Postdoctoral appointments (Code)	None.	-	-
Working conditions and social security				
22	Recognition of the profession	None.	-	-
23	Research environment	None	-	-
24	Working conditions	To draft regulations related to training leave	HR department	April 2016
25	Stability and permanence of employment	None.	-	-
26	Funding and salaries	None.	-	-
27	Gender balance	women are going to be encouraged (e-mails before elections)		
28	Career development	series of open workshops for researchers were organized by the Technology Transfer Office and HR Department on work, teams, projects, time management, and patenting and commercializing research results; additionally,	CTT, HR	April 2015 (ongoing process)

		<p>training on the Euraxess portal was delivered to researchers by the Polish Euraxess NCP expert.</p> <p>Distribution within the Institute (via internet, on the hallway information board) of information about available posts/fellowships/training and workshops on career development</p>		
29	Value of mobility	None.	-	-
30	Access to career advice	counselling services: newsletters and e-mails about the meetings, twinnings and opportunities (from the web portals etc)	HR Dep, TTO, IT Dep	Nov 2015 (ongoing process)
31	Intellectual Property Rights	series of open workshops for researchers were organized by the Technology Transfer Office	TTO	July 2014 March 2015 Nov 2015 (ongoing process)
32	Co-authorship	None.	-	-
33	Teaching	None.	-	-
34	Complaints/ appeals	to raise awareness of the new procedure - e-mails, (training on demand)	HR Dep, Director	Nov 2015 (ongoing process)
35	Participation in decision-making bodies	<p>to improve web site devoted to better communication with employees, consisting of description of influence channels, list of Director's ordinances provided by search machine etc.</p> <p>regular e-mails informing about current affairs and possibility to join consulting and information groups</p>	<p>IT dep,</p> <p>Director, Administration,</p>	<p>Dec. 2015</p> <p>Nov 2015 (ongoing process)</p>
Training				
36	Relation with supervisors	None	-	-
37	Supervision and managerial duties	Professional trainee courses on HR management and mentoring, internal evaluations of multi-faceted role as supervisors, multi-personal supervisions programme for young researchers, local HR events connected with case studies.	HR Office	Nov 2016

38	Continuing Professional Development	None	-	-
39	Access to research training and continuous development	None.	-	-
40	Supervision	None.	-	-

Implementation and monitoring processes

In order to secure effective and sustainable implementation of the strategy there are few units that will be involved in it (see the graph).



Representatives of all units are included in Working Group and will be working as a managing body for the whole implementation process. Evaluation will be conducted on the basis of temporary interim reports and internal surveys. **After 2 years there will be external evaluation** due to the formal rules related to European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

Acceptance

The Director of the Institute of Physics Polish Academy of Sciences accepts the Human Resources Strategy for Researchers.

Warsaw, 15th July 2015
Place/Date

Signature

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