



**INSTITUTE OF FUNDAMENTAL TECHNOLOGICAL RESEARCH
POLISH ACADEMY OF SCIENCES**

HUMAN RESOURCES STRATEGY FOR RESEARCHERS

INTERNAL REVIEW

Warsaw, January 2019

Internal Review

Case number: 2018PL358471

Name Organisation under review: Institute of Fundamental Technological Research Polish Academy of Sciences

Organisation's contact details: A.Pawińskiego 5B, Warsaw, Mazovia, 02-106

Submission date to the European Commission: 31/01/2019

1. Organisational Information

*Please provide an update of the key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	138
Of whom are international (i.e. foreign nationality) *	15
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	17
Of whom are women *	36
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	54
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	37
Of whom are stage R1 = in most organisations corresponding with doctoral level *	4
Total number of students (if relevant) *	43
Total number of staff (including management, administrative, teaching and research staff) *	308

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	6711338,24
Annual organisational direct government funding (designated for research)	6961709,29
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	274744,75
Annual funding from private, non-government sources, designated for research	

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The Institute of Fundamental Technological Research of the Polish Academy of Sciences (in Polish: *Instytut Podstawowych Problemów Techniki Polskiej Akademii Nauk – IPPT PAN*) is the largest engineering sciences institute of the Polish Academy of Sciences (PAS). It is a public institution with a record dated back to January 1953 when the decision to establish such science problem-oriented institute within the structure of the newly then (1952) created Polish Academy of Sciences was taken.

The Institute has traditionally been active in operating its own post-graduate school (doctoral studies). Since its establishment in 1968 over 750 PhD degrees have been granted to young Polish and foreign researchers in the fields of materials sciences and engineering, electronics, mechanics, computer science.

IPPT PAN keeps holding the highest scientific category (A+) in Poland conferred by the Minister of Science and Higher Education following the regularly organised national process of evaluation of scientific institutions and organisations (so called parametrisation) .

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a

brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Note: Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

Ethical and professional aspects*



Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Ethical and professional aspects are properly reflected in the legal framework and rules binding IPPT PAN. The only change which has to be introduced to the internal regulations is the consequence of the national reform of science and higher education system and the entry into force of so called Constitution for Science. More in the Remark part below.

The information policy, including Ethical and professional aspects, has been improved and the staff has been regularly reminded of the existence and importance of C&C, the Code of Ethics for Researchers, approved by the General Assembly of the Polish Academy of Sciences (last edition approved in 2016) and internal regulations, including non-discrimination, accountability, contractual and legal obligations and IPR.

All principles covered by "Ethical and professional aspects" section have been implemented.

Some of them, e.g. evaluation system, research freedom, ethical principles, professional responsibility and attitude, accountability, non-discrimination and dissemination and exploitation of results have been well developed and well rooted in the overall system.

Despite that, there is a permanent need to continue the effort to increase the quality and make the existing solutions more and more staff-friendly. Thus further improvements are still possible and required.

In the first HRS4R implementation cycle actions addressing gaps in Good practices in research and Public engagement principles (see: the Actions section below) were conducted. The implementation challenges and further plans are described in the Section 3. Actions.

Although there was a substantial involvement of IPPT PAN in various 'science-for-society' events (which has been growing over the recent years - also as a result of HRS4R implementation) and the quality of information available on the webpages of IPPT PAN has been recently improved, further actions are foreseen. They include a complete rebuilding of the webpages of the Institute and its active

presence in social media such as Facebook and Youtube to reach wider society with not only attractive content but also a form suitable for relevant target groups (see: the Remark part below). Further attention will be paid to availability and quality of information in the English language.

Researchers, regardless of the stage of their career, participate in research projects and enjoy freedom of conducting research.

The institutional system of professional support provided by relevant administration units (such as Projects Management and Research Coordination Office, Public Procurement Office, Accounting Office and the Centre for Commercialization of Research Results and Technology Transfer) allows meeting contractual and legal obligations in a proper manner. The change of the organisational structure of IPPT PAN adopted in 2018 will contribute to better responsiveness to the needs of researchers and to improved performance of the Institute.

Due to a growing share of staff members and PhD students from abroad in recent years there is a clear need for availability of internal documents in English and ability to provide full support in English to foreign employees and PhD students. For this reason new actions have been planned which will result in increased internal availability of documents and services in English offered by larger than currently share of administration members, in particular those who have regular contacts with foreigners.

Remarks (max 500 words)

HRS4R implementation inspired with new ideas for actions. One of them, related to public engagement and dissemination policy, has stemmed from the actions planned in the first Action Plan. As a result of multi-step internal discussions with involvement of representatives of all IPPT PAN community groups, including directors and a significant group of PhD students, an overall concept of active presence of IPPT PAN on the internet, responding to contemporary demands, was developed. It covered a modern content and structure of web-services, the channels and type of media to be used as well some technical requirements. The implementation of the concept will result in a complete rebuilding of the webpages of the Institute (simplified structure, more attractive form and content, modern tools) and launching services in social media such as Facebook (a light, catchy content) and Youtube (seminar, lectures) suitable for various groups of recipients. Currently the concept which has been worked out is in a preliminary implementation phase.

Another quality change, which was not planned in the initial Action Plan but was triggered by HRS4R implementation, has stemmed from the change of the organisational structure of IPPT PAN adopted in 2018. As described above, it will contribute to improved responsiveness to the needs of researchers by the administration and to increased quality of performance of the Institute.

The entry into force of a new national law called Constitution for Science in 2018 affected the internal evaluation system of researchers (the works to adjust the internal system to the new national principles and requirements are ongoing) and it will have impact on the PhD studies, run by IPPT PAN. The changes in the internal rules and regulations to adjust the institutional system to the new rules and requirements have been prepared outside the framework of HRS4R.

In the last 2 years a substantial investment in research and IT equipment have been made. Due to it Action 3 planned in the Action Plan had to be extended beyond the period of the current investment in order to cover the complete set of facilities.

Recruitment and selection*



Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Recruitment and selection rules, procedures and processes were well developed already prior to the beginning of HRS4R implementation and the situation has not changed.


The rules and procedures have been properly set out in the national regulations (Labour Code, Act on the Polish Academy of Sciences) and internal regulations of IPPT PAN (primarily the Scientific Council Resolution 'Rules of employment of scientists' and the Scientific Council Resolution on the terms of reference of call for research positions procedure at IPPT PAN) and strictly followed.

The recruitment and selection process is transparent and merit-based. In case of research positions a relevant Scientific Council committee (namely: the Committee for Organisation and Employment and/or the Committee for Employment on Full Professor Position) is involved. The process is supervised by and involves the Board of Directors and the Scientific Council. The whole process is fully supported by a professional, well-trained representative of HR Office. Further details are provided in OTM-R checklist.

In the Gap Analysis it was identified that two aspects of C&C needed to be strengthened and made more visible in the recruitment and selection process. These were Variations in the chronological order of CVs (Code) and Recognition of mobility experience (Code). Following the Action Plan the works to fully adjust the regulations to C&C requirements have been launched. The need for such modifications was announced to the Scientific Council in May 2018. The continuation of the works is planned in the Revised Action Plan and the modified resolution is foreseen to be adopted by the Scientific Council in 2019.

In the course of Internal Review and the preparation of OTM-R checklist for IPPT PAN it was identified that a clear indication regarding the complain procedure is missing in the feedback to applicants. A relevant action is planned in the Revised Action Plan.

Remarks (max 500 words)

Working conditions* 

Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Although the working conditions as such were generally positively assessed in the Gap Analysis, a number of gaps and some room for improvement compared to C&C principles was identified. Among them was a need for easy access to information presented in a clear and concise manner. In order to further improve the quality of working conditions a number of actions was planned (see: Section 3. Actions).

In the feedback regularly collected from the staff, also as part of Internal Review, there were no fundamental complains about research environment, working conditions, stability and permanence of employment, funding and salaries, IPR and co-authorship, recognition of the profession and gender issues.

The recent investments in research and IT equipment, including new servers, contributed to the overall level of satisfaction.

Despite the HRS4R actions implemented in 2017 and 2018 with the view of improving access to information and regular distribution of information (e.g. on research and mobility programmes, IPR, employment rules) there is a need for further actions. They are planned in the Revised Action Plan.

Among the staff and PhD students there is no feeling of gender imbalance in terms of equal treatment and fair conditions. One of the visible examples is the current composition of the Board of Directors with 2 women out of 5 Board members (in the previous term of office: all men). Despite the relatively small share of women in the overall research community of IPPT PAN (the main reason is a general limited availability of female researchers in traditionally "male" technical sciences, represented by IPPT PAN, in particular among the older generation) female researchers play important roles in key bodies of IPPT PAN, for example the Scientific Council's Committee for Education and Development of Research Staff is chaired by a female professor. The number of women in the younger generation of researchers at IPPT PAN is growing.

Despite the positive trend described above, actions to further increase the awareness of the gender balance principle and to promote more gender balanced representation in various internal bodies, whenever feasible, are planned in the Revised Action Plan.

At IPPT PAN rules and regulations regarding career development are in place and they are available to the staff. The Scientific Council is in charge of the research career development policy. Updated career development offers are regularly distributed to the staff. Researchers can participate in research seminars, organised regularly by every research department.

Individual career advice and job placement assistance are offered on the research department level. HR Office also provides necessary support on the case by case basis. There is still a gap in systemic approach to access to career advice in Poland, in particular at smaller research institutions like IPPT PAN. As the initiative addressed to the President of the Polish Academy of Sciences in 2017 has remained unanswered there are new actions planned in the Revised Action Plan to address the issue.

The actions already implemented (also those outside direct HRS4R framework, like for example the restructuring process, finalised in 2018) together with the ones planned in the Revised Action Plan should bring a visible quality change.

Remarks (max 500 words)

The process of selection of ombudsman is currently in its final phase - after extensive preparatory works and consultation with relevant bodies, including the trade union and other internal bodies in charge of ethical and disciplinary issues.

As the institution of ombudsman is not very common among the Polish scientific community institutions, the whole idea and election and selection procedures had to be designed from the scratch, starting from a thorough analysis of the legal framework and practice.

The process is planned be finalised in the I - II quarter of 2019.

Training and development*



Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

The organisational structure with a clear division into research departments and research groups (supported by clear internal legal framework, including Statutes of IPPT PAN and Organisational bylaws, updated in 2018) ensures sufficient level of formal and real supervision. The way IPPT PAN functions, with merit-based collaboration between researchers, guarantees sound support in a friendly atmosphere.

The fact that the majority of the Board of Directors members are active researchers themselves contribute to a good understanding of researchers' needs across the whole Institute.

Leaders of research departments and groups, who are selected in open competition, are natural (and formal) mentors and supervisors of their teams. They also play successfully their roles of leaders, project coordinators as well as case-by-case career advisors.

PhD students are guided and monitored in their research work by dedicated senior scientific supervisors.

A common practice spread across the Institute of regular organisation of scientific seminars serves well the purpose of exchanging knowledge and obtaining feedback on conducted research works, in particular in case of early-stage researchers.

Participation in research projects, in particular implemented in international environment, workshops and conferences helps researchers at IPPT PAN to develop new and update existing knowledge and acquire new skills.

Researchers are free to participate in trainings they need. However, in some cases financial aspects (a lack of grant) may limit their freedom.

Despite the generally positive feedback collected in the Gap Analysis, it was concluded that soft skills trainings could be beneficial for the staff, in particular for the ones holding managerial positions. In the process of implementation of the action it was decided to start from a pilot phase for directors, heads of

research departments and other organisational units. After the pilot phase impact will be monitored and then a possible widening of the trainings will be considered (in terms of scope of next trainings and groups of participants).

Remarks (max 500 words)

Have any of the priorities for the short- and medium term changed? (max 500 words)

Generally, the priorities of IPPT PAN remain unchanged. They are fully in line with the ambition of the Institute to strive for excellence, to strongly move forward and to increase the international recognition of its potential and activities. One of the factors which contribute to achieving the goals is to work towards further improvements in working environment.

Over the years IPPT PAN has undertaken regular systemic actions to continuously improve its performance and to continue to create more favourable conditions for all, with a special emphasis on scientists conducting research. Although the general directions of the development of IPPT PAN remain unchanged, some detailed changes will be needed due to the entry into force on 1.10.2018 of the new law for science and higher education called Constitution for Science. IPPT PAN is currently in the process of revision and adjustment of its internal legal framework and practice in order to make it fully compliant with the new national regulations. As the national reform introduced revolutionary changes to the overall science and higher education system and some of the national executive acts are still missing, the process of adjusting internal legal framework and practice of IPPT PAN to new requirements might be extended compared to the current schedule.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

Apart from the mentioned above Constitution for Science there are no other significant changes in the circumstances in which IPPT PAN operates which could have impact on HRS4R.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

No substantial changes in the development strategy of IPPT PAN are foreseen which could influence the Action Plan.

3. Actions

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also add new objectives.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS

Proposed ACTIONS

Action 1

To review and amend the existing institutional IT and data security policy

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research	June 2017	Computing Services Unit	Amended institutional IT and data security policy

Current Status

Remarks

COMPLETED

The existing in 2016 and 2017 institutional IT and data security policy was reviewed and a ready for adoption draft amended policy was prepared. However, due to the planned entry into force of GDPR in May 2018 the advanced works on the amended policy had to be stopped and a new policy regarding data protection, compliant with GDPR, was prepared and adopted. The staff of IPPT PAN and PhD students participated in a dedicated training and a data protection officer was appointed in 2018.

Proposed ACTIONS

Action 2

To increase the level of awareness of the existence and implementation of the policy as well as of importance of IT safety and data protection aspects, by posting and disseminating clear and concise information in the internal network

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research	October 2017	Computing Services Unit	Concise information package on IT safety and data protection disseminated and made available in the internal network
Current Status	Remarks		
COMPLETED	The information package is available internally to the staff and PhD students.		

Proposed ACTIONS

Action 3

To undertake measures based on amended IT and data security policy which will lead to coordinated management of IT equipment and IT network

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research	October 2017	Computing Services Unit	Regulation on management of IT equipment and IT network

Current Status

Remarks

EXTENDED

In the last 2 years a substantial investment in research and IT equipment have been made. Due to it the Action had to be extended beyond the period of the current investment in order to ensure that a new regulation covers the complete set of facilities. The Action is planned to be finalised in IV Q 2019.

Action 4

To create a dedicated society-friendly website on research conducted at the Institute

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
9. Public engagement	October 2017	Director's Assistant for promotion	A society-friendly website on research works and results available
Current Status	Remarks		
COMPLETED	<p>Substantial work has been done, including improvement of attractiveness of the content and form of published information. Apart from that a dedicated Concept Group for the Promotion of IPPT PAN was created in 2018. The Group comprised representatives of the management of the Institute, various staff groups' representatives and a large group of PhD students. During the implementation of HRS4R the decision was taken to completely rebuild the website of the Institute and to start social media activity. The implementation of this ambitious plan requires significant conceptual and design works (initiated by the Concept Group and partially done already) as well as hardware and software investments which are on-going. The plan to rebuild the web-services of IPPT PAN is presented as a separate, new Action due to its large scope and complex nature, going far beyond the Action planned in 2016 Action Plan.</p>		

Proposed ACTIONS

Action 5

To develop a framework plan of 'science-for-society' events, including Institute's open days

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
9. Public engagement	September 2017	Director's Assistant for promotion	Framework plan of 'science-for-society' events
Current Status	Remarks		
COMPLETED	The action was completed according to the Action Plan.		

Action 6

To undertake measures regarding the general awareness-raising of importance of gender balance principle by disseminating information on the issue and organising a seminar on gender aspects

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
14. Selection (Code) 27. Gender balance	June 2017	Director's plenipotentiary for research funds	1) Information package on the importance of gender aspects, distributed to the staff and 2) Seminar agenda, attendance list, seminar presentations
Current Status	Remarks		
COMPLETED	The action was completed according to the Action Plan. The information package was distributed to the staff and PhD students. During the seminar held in 2017 gender aspects and their importance were discussed in detail.		

Proposed ACTIONS

Action 7

To review the existing rules and practices at IPPT PAN in the context of the principle and adjust them accordingly

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
17. Variations in the chronological order of CVs (Code)	March 2018	HR Office	Modified 'Rules on employment of scientists'

Current Status

Remarks

EXTENDED

The rules and practices have been reviewed and no deviation from the principle in the institutional practice were noted or reported. Despite the positive findings it was decided to better reflect the principle in the internal legal framework. The HR Office and the Board of Directors has already initiated the discussion with involvement of the Scientific Council on the need for relevant modification. The first discussion was held in May 2018 at the Scientific Council meeting. The adoption of the modified 'Rules on employment of scientists' is planned in IV Q 2019.

Action 8

To modify the Scientific Council Resolution 'Rules of employment of scientists' by quantifying the mobility criterion in order to amplify its value

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
18. Recognition of mobility experience (Code)	March 2018	HR Office/Board of Directors	Modified S.C.R. 'Rules of employment of scientists'
29. Value of mobility			

Current Status	Remarks
EXTENDED	The current practice was revised. It proved a positive approach in recruitment process to mobility experience. Despite the positive findings it was decided to fully follow the action as planned in HRS4R and undertake steps to modify the mobility criterion in the existing internal framework. The HR Office and the Board of Directors has already initiated the discussion with involvement of the Scientific Council on the need for relevant modification. The first discussion was held in May 2018 at the Scientific Council meeting. The adoption of the modified 'Rules on employment of scientists' is planned in IV Q 2019.

Proposed ACTIONS

Action 9

To continue the practice of regular dissemination of information on mobility offers

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
18. Recognition of mobility experience (Code)	Regular (monthly) actions	Director's plenipotentiary for research funds	Information package with mobility offers
29. Value of mobility			distributed to the staff

Current Status	Remarks
COMPLETED	Although the action has been "completed" (which means implemented according to the Action Plan), it will be continued with the same frequency in order to keep the staff updated and provide them with information on interesting opportunities.

Proposed ACTIONS

Action 10

To continue the practice of organising information seminars on mobility programmes and their advantages

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
18. Recognition of mobility experience (Code)	Regular (quarterly) actions (correlated with call schedules)	NCP/Director's plenipotentiary for research funds	Seminar agenda, attendance list, seminar presentations
29. Value of mobility			

Current Status

Remarks

COMPLETED

Although the action has been "completed" (which means implemented according to the Action Plan), it will be continued in order to keep the staff updated and provide them with information on interesting mobility opportunities. The seminars will be organised with the frequency correlated with call schedules.

Action 11

To carry out another information action with the view to further increase the awareness of the regulations ensuring stability and permanence of employment; the action will be repeated in the future whenever significant changes to the national regulations will be made

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
25. Stability and permanence of employment	February 2017	HR Office	Information package on employment rules, including stability and permanence aspects, distributed to the staff
Current Status	Remarks		
COMPLETED	Although the action has been "completed" (which means implemented according to the Action Plan), it will be continued whenever needed in order to keep the staff updated and provide them with the information they need.		

Proposed ACTIONS

Action 12

To regularly monitor the general implementation of the principle

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
25. Stability and permanence of employment	Regular (annual) actions	HR Office	Annual reports to the Board of Directors and the Scientific Council on the implementation of the C&C principle

Current Status

Remarks

COMPLETED

Although the action has been "completed" (which means implemented according to the Action Plan), it will be continued as it is a very useful management tool. The reports will be presented to the Board of Directors and the Scientific Council once a year.

Action 13

The Scientific Council alongside with the Board of Directors will discuss the survey outcome regarding the gender balance principle and consider potential improvements

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
27. Gender balance	June 2016	Board of Directors	Report to the Scientific Council, conclusions from the discussion recorded in the Scientific Council meeting protocol
Current Status	Remarks		
COMPLETED	The survey outcome was discussed by the Scientific Council and the Board of Directors. The positive trend of increased number of women in younger generation of researchers was welcomed.		

Proposed ACTIONS

Action 14

To regularly monitor the gender balance in employment, provided that the principle of the highest quality of employees is a priority

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
27. Gender balance	Regular (annual) actions	HR Office	Annual reports to the Board of Directors and the Scientific Council on gender statistics in employment

Current Status	Remarks
COMPLETED	Although the action has been "completed" (which means implemented according to the Action Plan), it will be continued as it is a very useful HR strategy management tool. The reports will be presented to the Board of Directors and the Scientific Council once a year.

Proposed ACTIONS

Action 15

To improve the visibility of information on favourable working conditions on the website of the Institute with the aim of increasing the attractiveness of IPPT PAN as a 'research-friendly' institution

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
27. Gender balance	March 2017	Director's Assistant for promotion	Information package on working conditions, available on the website

Current Status

Remarks

COMPLETED

Although the action has been "completed" (which means implemented according to the Action Plan), further modifications will be introduced. They will be correlated with rebuilding of the web-based information services of IPPT PAN. They will be finalised in II Q 2020.

Action 16

The Scientific Council alongside with the Board of Directors will discuss the survey outcome regarding the career development and access to career advice principles and consider potential improvements

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development 30. Access to career advice	June 2016	Board of Directors	Report to the Scientific Council, conclusions from the discussion recorded in the Scientific Council meeting protocol
Current Status	Remarks		
COMPLETED	The survey outcome was discussed by the Scientific Council and the Board of Directors. Action 16 was implemented together with Action 17.		

Proposed ACTIONS

Action 17

To undertake an initiative of creating a career advice centre within the structure of the Polish Academy of Sciences; the centre would serve researchers of all PAS institutes, whenever needed

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development 30. Access to career advice	March 2017	Board of Directors	Letter to the President of PAS initiating the establishment of the PAS career advice centre
Current Status	Remarks		
COMPLETED	The letter was sent to the President of PAS in July 2017.		

Proposed ACTIONS

Action 18

To modify the IPPT PAN's website in order to increase the visibility of information on career development

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development	June 2017	HR Office/Computer Services Unit	Information package on career development, available on the website
30. Access to career advice			

Current Status

Remarks

IN PROGRESS

The rules and regulations regarding career development are available in the internal network. Job offers are published on the web. Further works on increased visibility of information on career development are directly linked to the plan of rebuilding the web-based information services of IPPT PAN. They will be finalised in II Q 2020.

Action 19

To make the information on IPR, including internal rules, more user-friendly by improving the structure and information content available in the IPPT PAN's internal network

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
31. Intellectual Property Rights	April 2017	Centre for Commercialization of Research Results and Technology Transfer	User-friendly Information package on IPR, available in the IPPT PAN's internal network
Current Status	Remarks		
COMPLETED	Information, including internal regulations on IPR is available in the IPPT PAN's internal network. Further improvement to the information content will be done once a new IPPT PAN's portal is in place. In addition, 2 seminars for internal participants were organised by the Centre: one in June 2017 (on selected aspects of project implementation, with a special emphasis on ESIF funds) and the other in December 2018 (on commercialisation rules and principles). Also, in October 2018 a presentation on patent policy of IPPT PAN was given by the Deputy Director for Innovation, Development and Cooperation to the Scientific Council.		

Proposed ACTIONS

Action 20

To elect (bottom-up approach) and appoint an ombudsman

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
34. Complains/ appeals	December 2017	Board of Directors/HR Office	1) Documentation of the election process 2) Election of ombudsman

Current Status

Remarks

IN PROGRESS

The process of selection of ombudsman is currently in its final phase - after extensive preparatory works, including analysis of legal regulations and national and international practice as well as wide consultations (including the disciplinary official, the head of the disciplinary committee and the trade union). More details on the process and challenges are in Section 2. Strengths and weaknesses of the current practice above. The process is planned to be finalised in I-II Q 2019.

Action 21

To organise a pre-election campaign promoting the importance of active representation in decision-making bodies such as the Scientific Council

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
35. Participation in decision-making bodies	II-III Q 2018	Board of Directors/ Director's Assistant for promotion	Documentation of the campaign

Current Status	Remarks
COMPLETED	A pre-election campaign was organised in III and IV Q 2018. The importance of active participation in the works of the Scientific Council was promoted. Apart from the distribution of dedicated information to the staff and PhD students, two dedicated meetings - each for a different group of persons affiliated to IPPT PAN - were organised in order to increase a general awareness of importance of active participation in decision-making bodies, to promote the importance of representing relevant staff and PhD students' groups in the Scientific Council, and to have representatives of those groups elected.

Action 22

To organise series of soft skills trainings, workshops in smaller groups (research departments)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
36. Relation with supervisors	October 2017 – February 2018	HR Office/Board of Directors	Training documentation: agenda, attendance list, training materials
37. Supervision and managerial duties			
Current Status	Remarks		
IN PROGRESS	A significant preparatory work regarding the organisation of soft skills trainings has been done, with involvement of HRS4R Working Group, the management of the Institute and HR Department. On the basis of it, following the competitiveness principle, 3 offers were collected. After their analysis it has been decided that in the first phase the soft skills training will be conducted as a pilot, then its impact will be measured and a further decision will be taken on future trainings. In the pilot phase 100% of management (directors and head of research departments and organisational units) will be trained. The pilot phase will be finalised in III Q 2019.		

Proposed ACTIONS

Action 23

To publish the C&C rules on IPPT PAN's website

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom	May 2016	HR Office/Computing Services Unit	C&C rules, available on the IPPT PAN's website
2. Ethical principles			
9. Public engagement			
40. Supervision			
Current Status	Remarks		
COMPLETED	The C&C rules were published according to the Action Plan.		

Proposed ACTIONS

Action 24

To prepare a 'HR-dedicated space' in IPPT PAN's internal network with staff-useful information package, including Labour law regulations and employees' rights and obligations

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom	September 2017	HR Office	HR-related information package, available in 'HR-dedicated space' in IPPT PAN's internal network
40. Supervision			

Current Status	Remarks
IN PROGRESS	The Action addressed all 40 principles. Advanced conceptual works have been conducted. Some elements of information package (in particular the legal regulations) are already available in the internal network. Further works will be correlated with rebuilding of web-services of IPPT PAN. Complementary actions dedicated to easy access to staff-useful information are planned below.

Action 25

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

Action 25

To undertake regular information actions, including: a) preparation and distribution of a newsletter on C&C, Labour law rights and obligations b) organising C&C information seminar

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom	C&C newsletter: biannually: March and October seminar: June 2018 and June 2020	HR Office/Director's plenipotentiary for research funds	Newsletter on C&C and Labour law rights and obligations, distributed to the staff Seminar agenda, attendance list, seminar presentations
40. Supervision			
Current Status	Remarks		
COMPLETED	The Action addressed all 40 principles. C&C newsletter was prepared and sent out following the Action Plan, starting from spring 2018. Due to the fact that in the last two years IPPT PAN's community and its various bodies were provided with significant amount of information regarding C&C and HRS4R, the organisation of a seminar on C&C in 2018 would be excessive and redundant in content. For this reason it was decided to resign from implementing this part of the action in the scheduled period. Thus the action was partially completed.		

Proposed ACTIONS

Action 26

To rebuild the web-based information services of IPPT PAN and to launch promotion activities in social media

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
8. Dissemination, exploitation of results 9. Public engagement	II Q 2020	Deputy Director for Innovation, Development and Cooperation	Improved visibility of information on IPPT PAN, its activity and achievements, dedicated to various groups of recipients; more effective outreach; page view statistics will be monitored to assess the popularity of improved services
Current Status	Remarks		
NEW	The Action stems from the activities carried out under the initial Action Plan, in particular those regarding public engagement, dissemination policy and promotion of IPPT PAN and its activity.		

Proposed ACTIONS

Action 27

To update the development strategy of IPPT PAN and to make it available in English on the Institute's website

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
8. Dissemination, exploitation of results	II Q 2020	Board of Directors/Scientific Council	improved visibility of the updated development strategy of IPPT PAN
9. Public engagement			
Current Status	Remarks		
NEW			

Action 28

To develop and publish on the IPPT PAN webpage the OTM-R policy in the form of a single document collecting the existing rules and regulations. The document will be available in English.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
13. Recruitment (Code)			
14. Selection (Code)			
15. Transparency (Code)			
16. Judging merit (Code)			
17. Variations in the chronological order of CVs (Code)	IV Q 2019	HR Office	Public availability of OTM-R policy in English
18. Recognition of mobility experience (Code)			
19. Recognition of qualifications (Code)			
20. Seniority (Code)			
21. Postdoctoral appointments (Code)			
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 29

To organise seminars dedicated to career development for the staff and PhD students

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development 30. Access to career advice	at least once a year	Deputy Director for Research	A wider overview on career development options and possible paths provided to researchers and PhD students; Enlarged access to career advice Indicator: at least 20 participants per seminar
Current Status	Remarks		
NEW			

Action 30

Proposed ACTIONS

Action 30

To make basic internal documents (contracts, rules, forms) available in English

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
10. Non discrimination 24. Working conditions	II Q 2020	Deputy Director for Innovation, Development and Cooperation	Increased accessibility of documents to all the staff members and PhD students; 100% of basic internal documents available in 2 language versions (Polish and English)
Current Status	Remarks		
NEW	The basic set of documents cover primarily civil contracts, public procurement forms, HR forms, basic legal regulations, including PhD studies rules and regulation.		

Action 31

Proposed ACTIONS

Action 31

To organise language courses for the administration, supporting researchers

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
5. Contractual and legal obligations 10. Non discrimination 24. Working conditions	regular actions, first courses organised in III Q 2019	HR Office	Increased scope and quality of support provided to all researchers and PhD students; Indicators: at least 70% of administration staff supporting researchers with communication skills in English; at least 30% of administration staff supporting researchers with a very good command of English

Proposed ACTIONS

Current Status	Remarks
NEW	

Action 32

To prepare a guide for newly enrolled PhD students in English

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
23. Research environment	III Q 2020	PhD Student Council and Head of PhD studies	Availability of the guide; Easy access of PhD students to necessary practical information on PhD studies, students' rights and obligations and professional environment
24. Working conditions			
36. Relation with supervisors			

Current Status	Remarks
NEW	

Proposed ACTIONS

Action 33

To prepare an information brochure for the staff, in particular newcomers, on IPPT PAN (basic rules and procedures, including document flow, who is in charge of what)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)			
5. Contractual and legal obligations						
12. Recruitment						
23. Research environment						
24. Working conditions						
25. Stability and permanence of employment			Availability of the brochure to the staff; Access to necessary information to properly perform professional duties			
26. Funding and salaries	III Q 2020	HR Office				
28. Career development						
31. Intellectual Property Rights						
34. Complains/ appeals						
36. Relation with supervisors						
39. Access to research training and continuous development						
Current Status				Remarks		

Proposed ACTIONS

Current Status	Remarks
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NEW	
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Proposed ACTIONS

Action 34

To conduct short satisfaction survey among the staff and PhD students

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
3. Professional responsibility	once a year	HR Office and Head of PhD studies respectively	Regular measurement of satisfaction level; Possibility to identify systemic problems; Questionnaires sent to all staff members and PhD students respectively; At least 60% of responses
4. Professional attitude			
5. Contractual and legal obligations			
10. Non discrimination			
11. Evaluation/ appraisal systems			
23. Research environment			
24. Working conditions			
28. Career development			
Current Status	Remarks		
NEW	The survey will address selected issues related to concrete C&C principles.		

Proposed ACTIONS**Action 35**

To increase the number of research seminars held in English

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research	regular actions (at least once a month)	Deputy Director for Research in cooperation with relevant research departments	Availability of seminars to all researchers Indicator: 50% of all research seminars held in English
8. Dissemination, exploitation of results			
10. Non discrimination			
28. Career development			
39. Access to research training and continuous development			

Current Status	Remarks
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NEW	
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Action 36

To conduct a central health and safety training for staff and PhD students

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research 23. Research environment	periodic action; next training scheduled: IV Q 2019	Technical Services Office	Safe functioning in the working environment; Increased awareness regarding health and safety; Indicator: at least 90% of employees and PhD students trained
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 37

To clearly indicate to applicants the complain procedure

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
13. Recruitment (Code)			Increased transparency of the process Indicator: no more than 2% of complains
14. Selection (Code)	IV Q 2019	HR Office	
15. Transparency (Code)			
34. Complains/ appeals			
Current Status	Remarks		
NEW			

Unselected principles:

6. Accountability 22. Recognition of the profession 32. Co-authorship 33. Teaching 38. Continuing Professional Development

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site *:

URL *: <http://www.ippt.pan.pl/en/hr-strategy.html>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles (Initial Phase)

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

The first HRS4R of IPPT PAN was prepared prior to the introduction of the Strengthened HRS4R process by the European Commission (the HR Excellence in Research award was granted to IPPT PAN in 2016). Thus the preparation of OTM-R checklist was not then required as part of the Initial Phase of HRS4R. Despite this fact the overall compliance of the institutional framework regarding the recruitment process (national and internal regulations and practice) was covered by the Gap Analysis and addressed in HRS4R. The general conclusion was that the regulations, procedures and practice of IPPT PAN are in line with C&C principles and requirements.

Under the Internal Review held in 2018 (finalised in January 2019) the OTM-R checklist was prepared. The internal review of the legal framework regarding recruitment and the recruitment process practice confirmed the overall system is fully in line with C&C principles and it meets most of the requirements from the OTM-R checklist. The only elements which currently require improvements are the availability of OTM-R policy document in English visible on the IPPT PAN's website and a clear indication to applicants regarding the complain procedure. Also, e-recruitment tools have not been implemented at IPPT PAN but - despite it - the system of organisational and technical aspects of recruitment process has worked well, it has been kept on file (either paper or electronic) and the overall process and all its merit-based aspects are fully in line with C&C and OTM-R principles, including the quality monitoring system. As explained in OTM-R checklist, due to the scale (the size of IPPT PAN in terms of the number of employed researchers and the frequency of the recruitment process - for example in 2018 the recruitment process was conducted 12 times) there is no reason (either economic or organisational) to introduce more advanced e-tools now or in the nearest future. When the situation changes, IPPT PAN will consider transition to the e-recruitment tool.

The actions to make OTM-R policy document in English visible on the IPPT PAN's website and to clearly indicate the possibility for complain to applicants for vacancies are planned in the Revised Action Plan 2019-2021.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

URL: <http://www.yoursite.com>

4. Implementation

General overview of the implementation process: (max. 1000 words)

Since its establishment over sixty years ago IPPT PAN has striven for excellence. The ambition and mission of the Institute has remained unchanged: to conduct the high quality research in the areas of the focus of the world's science and technology.

Over the years IPPT PAN has undertaken regular systemic actions to continuously improve its performance and to continue to create favourable conditions for scientists conducting research. The HRS4R path the Institute decided to officially enter in 2016 by signing the endorsement letter fitted perfectly well in the overall development strategy of IPPT PAN.

The Initial Phase with the Gap Analysis and the first Action Plan together with all the activities which have been undertaken within the implementation of HRS4R have contributed to making improvements in the working environment of IPPT PAN. They have increased the general awareness of C&C principles and triggered certain organisational and cultural changes in the manner the Institute has operated.

The Action Plan clearly assigned responsibility for individual actions to relevant organisational units. HRS4R coordinators have been in regular contacts with relevant units to support them and, if necessary, to provide additional information on the context and content of C&C and to remind about the timing.

The implementation of HRS4R and the Action Plan has been monitored by the Working Group for the monitoring of the implementation of the Human Resources Strategy for Researchers (HRS4R WG), established in December 2016. It was the successor of the Working Group established in February 2016 whose task was to prepare HRS4R. HRS4R WG has been in charge of the regular monitoring and assessment of progress in implementation of HRS4R and the Action Plan. It has identified potential bottlenecks and possible further improvements which could facilitate employees' work and increase their level of satisfaction. Details regarding the Group and its work are presented below.

The Board of Directors was not only in charge of implementation of 5 actions (alone or together with relevant units of IPPT PAN) but it has also naturally supervised the implementation process. The Board of Directors has been available for additional discussion, whenever needed, on issues regarding HRS4R implementation.

The Scientific Council of IPPT PAN was another important body, regularly involved in the implementation and monitoring of HRS4R execution. Its involvement started already prior to the public expression of the Institute's intention to follow C&C. Since then the Scientific Council has been regularly reported on the works related to HRS4R and findings regarding the compliance of IPPT PAN rules, procedures and practice with C&C (at least once a year) and it has contributed to the discussion on required improvements.

Feedback regarding working conditions and other issues related to C&C principles has been collected from IPPT PAN community at various occasions, including seminars and other meetings. As the community of IPPT PAN is not very big, PhD students and staff have easier access to relevant organisational units and bodies, including directors than in bigger organisations like for example big universities. Any staff member can make an appointment with a relevant director, if needed. The fact that all the staff of IPPT PAN is located in one building and the way the building was designed (centrally located common areas, staircases and lifts) creates favourable conditions for contacts between all employees and formal and informal discussion.

Careful consideration of various aspects of functioning of IPPT PAN under the implementation of HRS4R resulted among others in the decision (made outside the formal HRS4R framework) to change the organisational structure of IPPT PAN. After the necessary internal consultation and decision-making process the new structure was adopted in 2018. It allows the Institute to operate in a more flexibility manner and to be more responsive to internal and external needs.

Another action which has its origin in the implementation of HRS4R was the initiative to rebuild internet services of IPPT PAN (mainly, its webpages) and start activity in selected social media. The rationale behind was to make the internet services of IPPT PAN more useful and attractive to both external and internal users and to make them more responsive to contemporary demands. In order to develop a complete overall concept of new internet services, including their content, structure and technical aspects, the Concept Group for Promotion of IPPT PAN was created in 2018. The works of the Group resulted in designing a modern services concept which is currently in the early implementation phase. More details on the works are provided in part "Ethical and professional aspects" of Section 2, and in Action 4 description in Section 3 above.

During the implementation of HRS4R the legal framework has been monitored to ensure that any changes in the national framework are reflected in relevant adjustments in internal regulations. Internal regulations form as stable, predictable and flexible framework for the staff as possible in order to create and maintain favourable working environment.

The implementation of HRS4R triggered off more creativity of the staff and PhD students, resulting in new ideas how to make IPPT PAN still a better work place. One of the examples was a bottom-up initiative of young (R1 and R2) researchers to organise a quasi-social meeting in 2018 which resulted in formulation of a set of ideas to facilitate working conditions and environment.

Easier and regular access to mobility offers and user-friendly information on programmes has resulted in a growing number of Marie Skłodowska Curie grants under H2020 and an impressive interest in ERASMUS+ programme.

Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail:

Note: Click on each question of the checklist to open the editor.

How have you prepared the internal review?*



Detailed description and duly justification (max. 500 words)

On the basis of the Institute's experience with the 2016 survey and feedback collected from colleagues HRS4R Working Group was of the opinion that carrying out a similar survey under Internal Review was problematic and discouraging (many questions, difficult language, significant time needed to respond to all 40 or even 80 questions, if asking again about their importance, too many issues covered in a single C&C principle). Having in mind the regular works conducted by HRS4R WG during the whole implementation period, resulting in a good overview and careful monitoring of what was done, how it was done and whether it has had any impact on the quality of the working environment, it was decided to prepare the internal review on the basis of feedback collected via individual contacts with representatives of various staff groups, in particular researchers and PhD students and the analyses made by HRS4R WG. This methodology allowed to keep the administrative burden for the staff and PhD students to a minimum. The Internal Review was focused on the level of implementation of all C&C principles with a particular focus on those which had received the lowest overall satisfaction scores in the 2016 survey and on those where - despite the high level of satisfaction of the staff and PhD students - improvements and changes were required. These were: good practice in research, in particular IT-related issues, public engagement, selection, stability and permanence of employment, gender balance, value of mobility and recognition of mobility experience, variations in the chronological order of CVs, IPR, career development and access to career advice, complains/appeals, participation in decision making bodies, relations with supervisors and supervision a managerial duties and - in general - access to clear and concise information. The aim of the review was to assess what actions have been successful, which ones should be continued and what can and should be still a subject of particular attention in further HRS4R implementation.

The analysis conducted by the Working Group gave an overview on the general level of satisfaction with the implementation of HRS4R and the working environment at the Institute which was assessed as high and more satisfactory than the environment in a number of known institutions. The Group decided on the need to continue or extend some of the actions (for example, access to information and regular dissemination of information - updates, mobility offers, etc.). A set of actions for the next three years' period was planned. Some of them are new and some are continued or extended.

The results of the Internal Review and the Revised HRS4R and Action Plan were approved by the Board of Directors.

How have you involved the research community, your main stakeholders, in the implementation process? *



Detailed description and duly justification (max. 500 words)

The involvement of the research community and main stakeholders in the implementation process is described in the first part of Section 4. Implementation. It covered the Board of Directors, the Scientific Council, research and non-research community of IPPT PAN. They regularly received relevant information packages as foreseen in the Action Plan and they participated in various meetings and seminars organised within and outside the framework of the Action Plan. They were involved in discussions on various aspects regarding C&C implementation by IPPT PAN (management, R1-R4 staff and administration, in particular representatives of those groups which support researchers in their every-day duties).

The system designed this way contributed to increased awareness of C&C principles and their importance to the whole community of IPPT PAN. As it have worked well, it will be continued in a similar manner with a further focus on keeping the community of the Institute well informed and involved in the discussion on the quality change.

Do you have an implementation committee and/or steering group regularly overseeing progress? *



Detailed description and duly justification (max. 500 words)

The implementation of the overall strategy, in particular the Action Plan has been regularly monitored by the mentioned already Working Group for the monitoring of the implementation of the Human Resources Strategy for Researchers, representing various staff groups and PhD students. It is composed of:

1. Janusz Szczepański, Professor – Chair (an advanced researcher and the deputy director for research)
2. Katarzyna Kowalczyk-Gajewska, PhD. Dr Habil. (an advanced researcher)
3. Jakub Lengiewicz, PhD (Post-doc)
4. Maciej Wasilewski, M.Sc. (PhD student)
5. Grażyna Omarska, M.Sc. – Vice-Chair (administration)
6. Piotr Matejek, M.Sc. Eng. (administration – a project management unit), since 1.12.2017 replaced by Monika Milewska, M.Sc. (administration – a project management unit),
7. Agnieszka Milczarek, M.Sc. (administration – a human resources management unit, since 1.09.2018 also deputy director for administration)
8. Anna Wiśniewska, M.Sc. (administration – Horizon 2020 NCP).

Its activities comprised of:

- quarterly monitoring meetings (26.09.2017, 23.11.2017, 16.03.2018, 29.06.2018, 29.10.2018, 16.01.2019),
- ad hoc electronic consultations regarding HRS4R implementation.

The group has been regularly reported on the state-of-play of HRS4R implementation, informed about the progress and challenges regarding individual tasks. It discussed the overall implementation and individual task issues, proposed solutions to identified challenges and proposed to widen or introduce new actions to better address the issues identified.

Once a year the meeting was dedicated to a comprehensive analysis of the achievements and challenges of the implementation during the last 12 months' period. The analysis allowed to assess the efficiency and impact of the actions on the overall functioning of the Institute and to consider additional or corrective measures.

The conclusions of the annual analyses were reported to the Board of Directors and the Scientific Council of the Institute.

The findings and conclusions from the HRS4R WG meetings were recorded in the form of meeting minutes. Exchange of views via electronic means has been also documented.

As the HRS4R WG comprise dedicated and experienced representatives of all staff groups who have been working with a clear view of improving the quality of performance of IPPT PAN in many aspects, it will continue its work in the next HRS4R implementation cycle in a similar composition and manner.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R *
recognized in the organisation's research strategy, overarching HR policy



Detailed description and duly justification (max. 500 words)

HRS4R is well rooted in the overall strategy of IPPT PAN whose mission is to conduct high quality research in relevant areas which are the focus of the world's science and technology. The research activity of IPPT PAN covers a wide scope of technical sciences where the main important fields of the Institute's expertise include advanced problems in modern mechanics, materials science, electronics, information and computational science. Extensive research is conducted especially in nanoscience and nanotechnology, micro- and nano-materials, multicomponent and multifunctional materials, biomaterials, computational mechanics, computational materials science, computational intelligence, computational biology and bionformatics, multiscale engineering, ultrasonic medical diagnostics and bioengineering and smart technologies.

Advanced research is also conducted in several branches of fundamental science and technology, such as physics and thermodynamics of continua, fluid ad experimental mechanics, laser beam interaction with metal surfaces, nanophotonic and applied mathematics.

IPPT PAN actively participates in various national and international research and innovation programmes. It is also successful in bilateral collaboration with institutions located on many continents. Collaboration with partners from abroad, both academic and industrial, allowing exchange of research experience and best practices and bringing joint added value, is one of the natural pillars of the strategy of the Institute.

Over the years IPPT PAN has undertaken regular systemic actions to continuously improve its performance and to continue to create more favourable conditions for scientists conducting research. This includes available infrastructure: relatively new premises with modern and well-equipped research laboratories.

The Institute has not only invested in the infrastructure but primarily in the human capital.

Over the decades IPPT PAN has managed to attract and keep both promising and advanced researchers. Also, Its own doctoral studies have been an excellent source of the high quality, inspiring human research minds.

The research staff and PhD students appreciate a constructive and stimulating approach represented by the management of the Institute and a significant administrative support provided. The latter covers full support in managing projects and necessary advice in preparing a grant proposal.

Since the beginning of HRS4R implementation IPPT PAN has undergone some significant structural changes. The primary aim was to increase the degree of flexibility of the Institute's activity and management and to serve better its staff, with a special focus on researchers.

The ambition of the Institute is not only to maintain the current high quality of research and overall performance but to strongly move forward and to increase the international recognition of our potential and activities. This can be achieved by successful combination of the system of providing excellent working conditions with well-functioning system of the regular quality assessment and monitoring. IPPT PAN has been running a very efficient and well-rooted system of annual internal evaluation of research activities of individual researchers. The system contributes well to stimulating and maintaining the high standards and the high quality of research at IPPT PAN. Also regular implementation of HRS4R and its monitoring has a significant impact on the overall quality of IPPT PAN.

How has your organisation ensured that the proposed actions would be also implemented?*



Detailed description and duly justification (max. 500 words)

Due to the initial intensive works regarding preparation of HRS4R strategy, which involved all the staff members and PhD students community as well as all the management bodies of IPPT PAN (the Board of Directors and the Scientific Council) and then to a continuous process of implementation of the Strategy, the awareness of C&C principles and the importance of HRS4R for the Institute and its community has grown significantly. The involvement and monitoring conducted by the HRS4R WG, regular engagement of the Scientific Council and the Board of Directors as well as regular information actions addressed to the whole IPPT PAN's community have contributed to the current state of awareness and triggered additional top-down and bottom-up initiatives aiming at ensuring the most favourable working and studying conditions. This - together with clearly assigned responsibilities for individual actions - ensures proper implementation of the planned actions.

How are you monitoring progress (timeline)?*



Detailed description and duly justification (max. 500 words)

As described above, the HRS4R WG has been regularly monitoring the implementation process, the progress and its real or potential impact. It will continue its work in the next HRS4R implementation cycle. Its dedication, experience and efficient working methods will ensure proper monitoring and implementation of the Strategy. The Group will hold regular (quarterly) meetings analysing progress and, if necessary, proposing modifications or changes to the Revised Action Plan and its implementation in order to ensure maximum impact of the Actions. According to the needs, the Working Group will hold additional meetings and consult ideas and proposed solutions remotely (mainly, exchange of e-mails).

Similarly to the period of the past 2 years of HRS4R implementation the Board of Directors and the Scientific Council will be involved in implementation of certain tasks and will continue to keep an overview of the process and its impact.

The monitoring of the progress will be based on the reference to targets and indicators set out in the Revised Action Plan.

Short, well focused, surveys dedicated to monitor the level of satisfaction of both the staff and PhD students will be conducted on a regular basis (once a year). They will monitor the perception of introduction of concrete solutions as well as the overall quality of the working environment at IPPT PAN. They will help to identify further barriers and challenges and further actions needed to improve the situation.

How will you measure progress (indicators) in view of the next assessment?*



Detailed description and duly justification (max. 500 words)

As described above, the progress will be measured against the indicators set out in the revised Action Plan, taking into consideration targets defined for individual actions. The mentioned above short, well focused surveys dedicated to monitor the level of satisfaction of the staff and PhD students will form another, complementary, pillar of the progress measuring system.

Prior to the end of the 3-year cycle a well prepared questionnaire regarding all principles of C&C will be distributed to the staff and PhD students. The survey will be simplified in terms of complexity and time consumption in order to reduce the burden on respondents. In general it will follow the same rules as the one conducted under the initial Gap Analysis in 2016, in particular anonymity, in order to receive comparable results. The survey will be conducted on-line. The collected feedback will give a good overview on the level of satisfaction with HRS4R implementation. It will provide valuable answers whether the quality change HRS4R implementation is bringing is visible to all the staff members and PhD students.

How do you expect to prepare for the external review?*



Detailed description and duly justification (max. 500 words)

The overall process of HRS4R implementation has been conducted with a high level of dedication and consistency with a clear aim to reach the goals. The process will be continued with a similar level of engagement.

The regular works, including monitoring of the progress, will allow proper preparation for external review.

The documents, required under the Strengthened process, are available on the dedicated webpage.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)