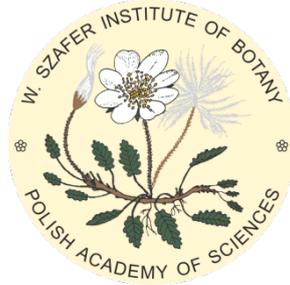


W. Szafer Institute of Botany
Polish Academy of Sciences in Kraków



The Human Resources Strategy for Researchers
at the W. Szafer Institute of Botany
Polish Academy of Sciences
(HRS4R)

Internal Analysis and Action Plan
for the period 2017-2020

Kraków, November 2016

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1. INTRODUCTION

1.1. Information about the Institute

Established in 1953, the Institute of Botany, Polish Academy of Sciences (IB PAS), is a modern scientific institution that carries out research in evolutionary biology, systematics, phytogeography, plant and fungal geobotany, diversity of contemporary and fossil floras, ecotoxicology and applied ecology (Fig. 1). The Institute is involved in multidisciplinary studies of the world's flora – in Antarctica, Africa, North and South America, Asia, Australia and Europe. Its research activities are carried out with the support of national grants (the Ministry of Science and Higher Education, the National Science Centre, the National Centre for Research and Development, the Foundation for Polish Science). The Institute is also involved in several international projects (including the EU Framework Programs, the Norwegian Financial Mechanism and the Polish-Swiss Research Program).

Research work is done by eight teams including more than 40 researchers and many world-renowned experts on taxonomy of vascular plants, algae, mosses, lichens, fungi and slime moulds as well as palaeobotany and ecology. For the last several years, the Institute has been successfully conducting research focused on genetic studies, with a particular emphasis on phylogenetic and phylogeographical analyses.

Research on systematics and evolution based on molecular data is a dynamically developing area of study at the Institute. Extensive work done in recent years on lichens and lichenicolous fungi of diverse tropical ecosystems in Bolivia represents just one example illustrating involvement of the Institute in adopting modern research methods. This line of study has brought descriptions of dozens of new taxa and has clearly shown that Bolivia harbours great biodiversity, especially in the tropical Andes (Fig. 2). To take another example, the Institute has recently undertaken taxonomical studies on black yeasts, which occur in a wide variety of environments and substrates, including rock, monuments, hydrocarbons, glaciers, mines, caves, the bodies of humans and animals, etc. (Fig. 3). They constitute a valuable source of new medicines and are still poorly investigated. We also expect to provide significant research results from studies on following topics: the outcome of the ecological interactions in a changing climate (the use of next-generation sequencing technologies to unravel adaptive and historical processes in a community of interrelated arctic-alpine organisms), evolution and past range dynamics of the terrestrial Antarctic biota (next-generation phylogeography of endemic mosses) and new projects on the adaptation of *Arabidopsis halleri* to metal-polluted soils (an interdisciplinary study based on analysing environmental, genomic and phenotypic data).

The Institute has modern laboratory facilities supporting eco-chemical and molecular analyses (e.g. DNA sequencing) as well as algae and fungal culturing. High quality optical equipment (microscopes and binoculars) is utilized for biological research. A research station in Szarów operates in conjunction with the Institute and offers laboratories equipped with tools suitable for atomic spectroscopy, gas and liquid chromatography as well as work stations for precise element analysis.

The country's largest scientific botanical collection is located at the Institute, containing approximately 1.5 million inventory units. It includes a herbarium of vascular plants, bryophytes, lichens, fungi and slime moulds, a rich paleobotanical collection and the world's third-largest algae iconotheca. The country's largest botany library, run jointly with the Institute of Botany of the Jagiellonian University, holds about 230,000 volumes.

The Institute's affiliated publishing house, which produces three important botanical journals (*Polish Botanical Journal*, *Acta Palaeobotanica* and *Fragmenta Floristica et Geobotanica Polonica*), prints publications in various fields of botany.

The Institute also functions as an educational centre in the field of botany, offering PhD student programs since 2000 and organizing courses and internships at various levels. The Institute is authorized to confer academic degrees of PhD at the Centre for Doctoral Studies and a habilitated doctor in biological sciences.

Employment structure of the W. Szafer Institute of Botany, Polish Academy of Sciences and its organisational chart are presented in Figs. 4 and 5.

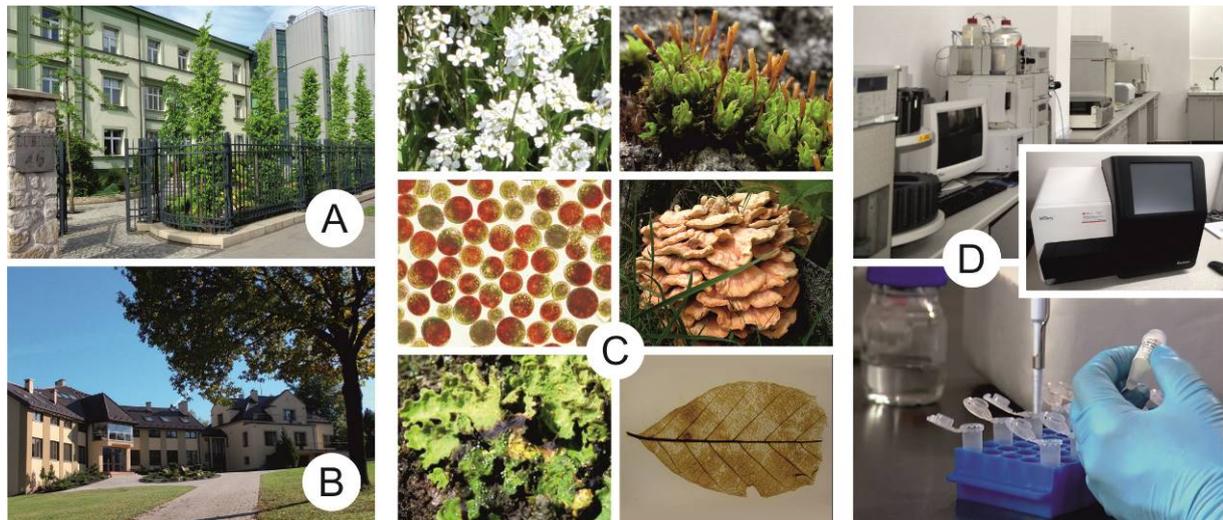


Fig. 1. **A.** Institute's main building; **B.** Research station in Szarów; **C.** Examples of research objects; **D.** Laboratories.

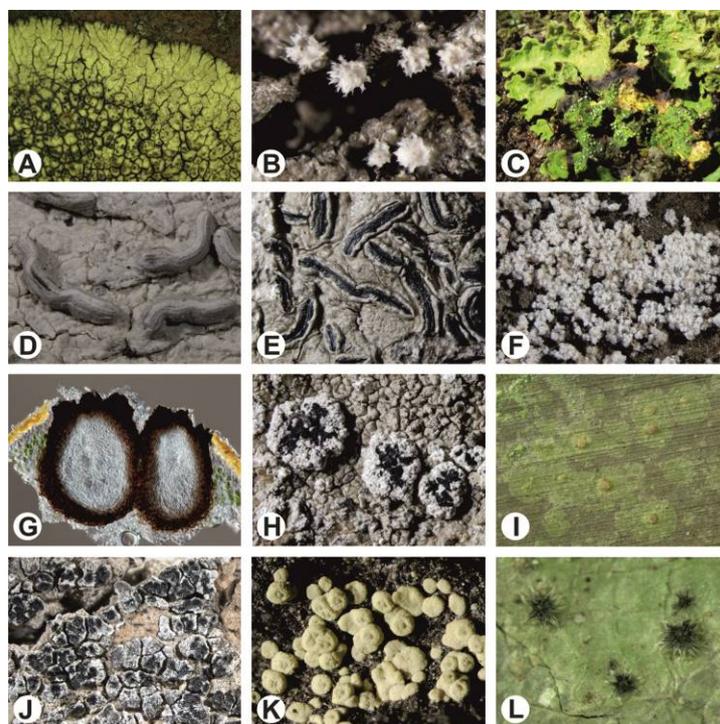


Fig. 2. Examples of lichens and lichenicolous fungi from Bolivia recently described by the Institute's researchers: **A.** *Acarospora ramosa*; **B.** *Aspidothelium lueckingii*; **C.** **Bulbilla applanata* (on *Pseudocyphellaria* sp.); **D.** *Carbacanthographis violaceospora*; **E.** *Graphis seawardii*; **F.** *Lepraria stephaniana*; **G.** **Lichenochora tertia* (on *Rusavskia elegans*); **H.** **Melaspilea tucumana* (on *Pertusaria* sp.); **I.** *Porina boliviana*; **J.** *Sarcogyne brunnea*; **K.** *Thelocarpon andicola*; **L.** *Trichothelium subargenteum*. Species marked with an asterisk represent lichenicolous fungi.

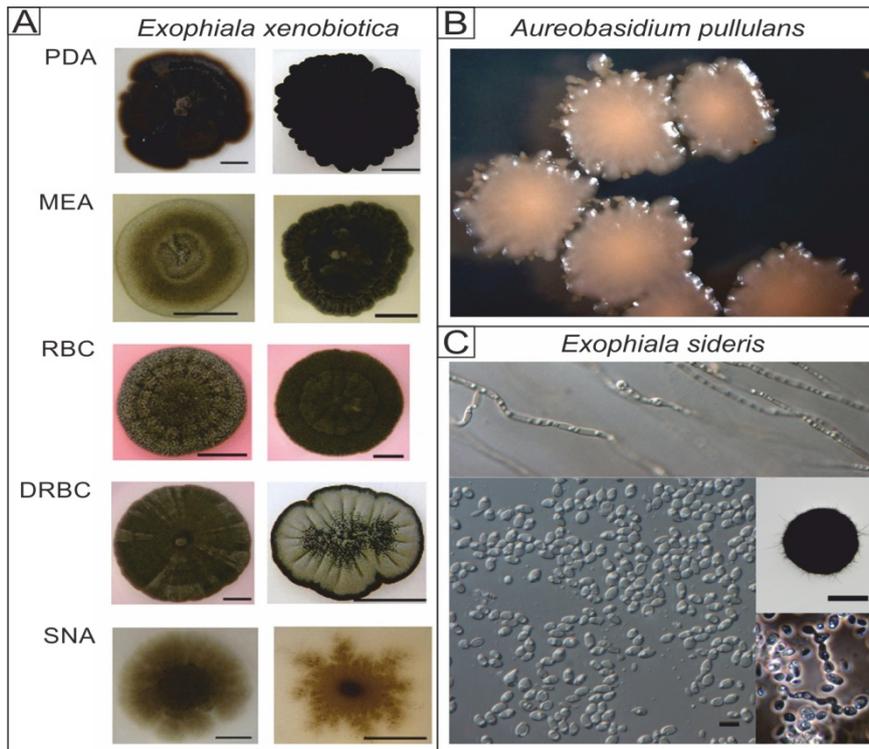


Fig. 3. Investigations on black yeast in Poland: **A.** Variability of colonies of *Exophiala xenobiotica* on various media (PDA, MEA, RBC, DRBC, SNA); **B.** *Aureobasidium pullulans* var. *pullulans* isolated from the roots of *Juncus trifidus*; **C.** *Exophiala sideris* isolated from the air in an arsenic mine in Złoty Stok.

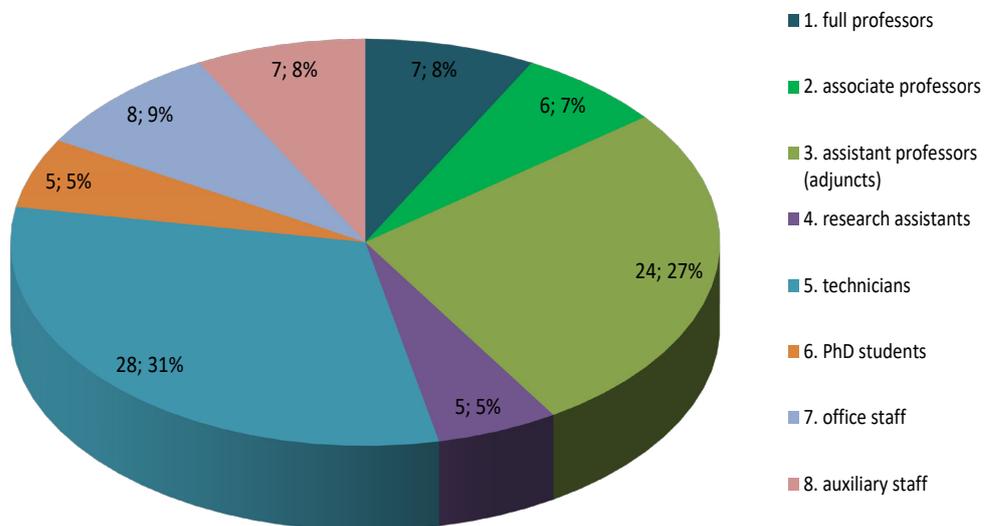


Fig. 4. Employment structure at the W. Szafer Institute of Botany, Polish Academy of Sciences. According to the national legislation in force, professors and academic staff holding a post-doctoral degree (DSc., i.e. habilitated doctors) constitute senior research staff. Junior research staff is represented by researchers holding a doctor's degree (PhD) or a master's degree (MSc.; including PhD students).

Organisational scheme of the W. Szafer Institute of Botany Polish Academy of Sciences

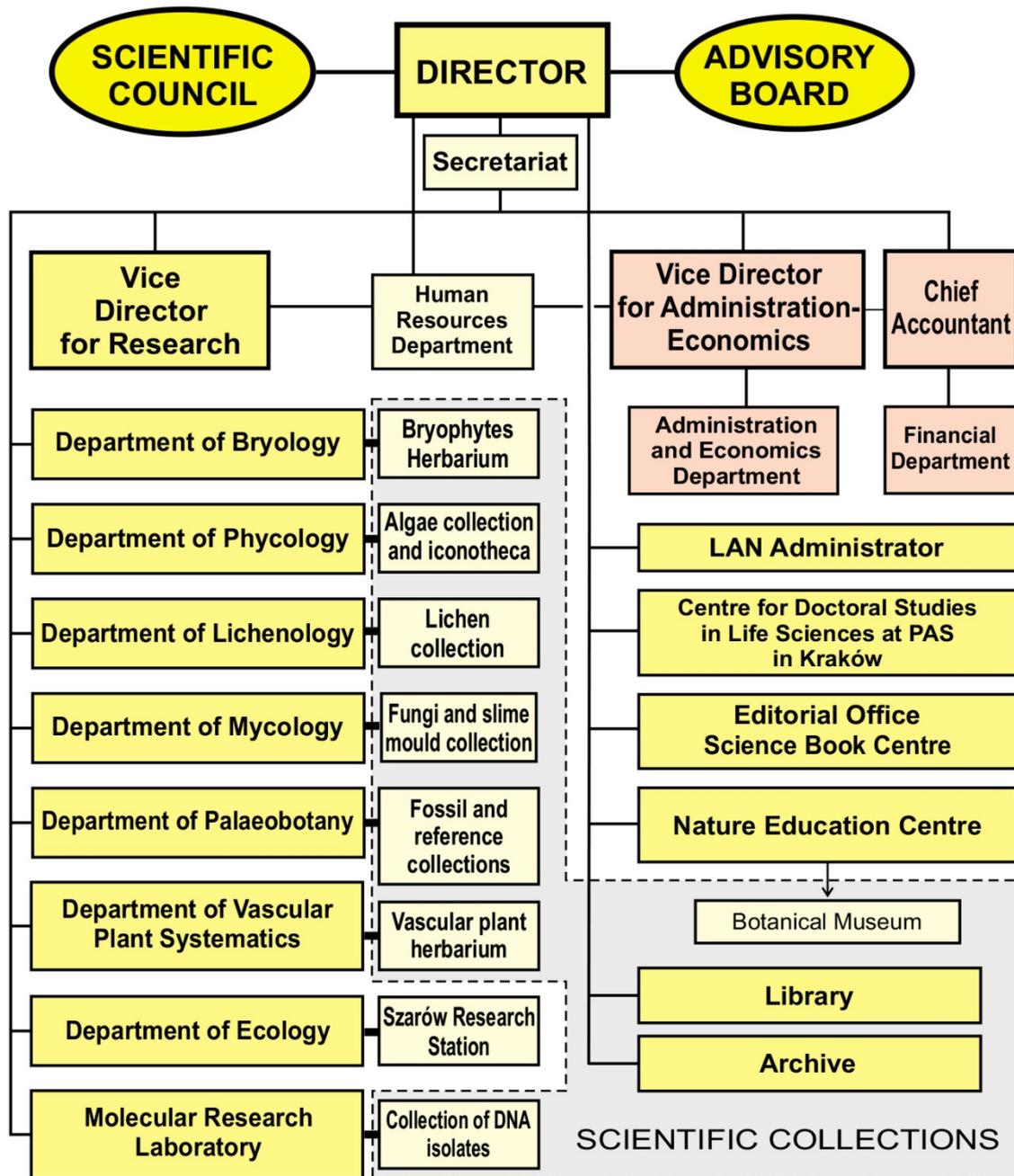


Fig. 5. Organisational chart of the W. Szafer Institute of Botany, Polish Academy of Sciences.

2. METHODOLOGY

On 26th August 2015, professor Konrad Wołowski, the Director of the W. Szafer Institute of Botany, Polish Academy of Sciences in Kraków, signed the declaration of support for the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers and thus expressed explicit approval for the principles of the Charter and the Code.

After endorsing the Charter and the Code, the process of implementing principles incorporated in these documents has been initiated. Based on Resolution No. 29/2015 issued by the Director of the Institute, the Committee for Implementing the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers at IB PAS has been established. To ensure smooth and successful implementation of the Charter and the Code the Committee comprised mainly representatives of the research staff and administrative employees. The Committee was responsible for analysing the national legal framework, internal rules of procedure, regulations and good practices adopted by IB PAS, compiling document setting out HR strategy and action plan as well as circulating relevant documents among Institute's employees.

Members of the Committee appointed to implement the European Charter for Researchers and the Code of Conduct for Recruitment of Researchers at the W. Szafer Institute of Botany, Polish Academy of Sciences:

1. professor Lucyna Śliwa – representative of senior research fellows (the President of the Committee)
2. Paweł Kapusta, DSc. – representative of senior research fellows
3. Magdalena Moskal-del Hoyo, PhD – representative of junior research fellows
4. Magdalena Kapcia, MSc. – representative of PhD students
5. Bogumiła Kurzydło, MSc. – Administration and Economics Director
6. Agnieszka Urbaniak, MSc. – Administration Specialist

The Committee commenced its duties by conducting internal analysis of documents including comparison of the national legal framework, internal rules of procedure and practices with principles set out in the Charter and the Code. Internal analysis was performed using standard template downloaded from EURAXESS website.

Analysis has been carried out by administrative members of the Committee, who prepared in-depth comparison of the documents in question and handed it to other Committee members for review and providing constructive suggestions necessary to develop HR Strategy and draw up the action plan.

Another stage of implementing the Charter and the Code at IB PAS was concerned with conducting outreach campaign to familiarise research staff and PhD students with the principles laid down in the documents and most importantly to inspire confidence that the Charter and the Code establish rules and guidelines for researchers, employers and funders

which promote responsible and professional conduct in scientific community and encourage mutual recognition among researchers.

Outreach campaign was also aimed at encouraging research staff and PhD students to express their opinion about working conditions and career development by participating in the survey. What is more, the campaign was designed to clearly highlight that the survey results will provide invaluable input in establishing new trends in improving working environment at the W. Szafer Institute of Botany of the Polish Academy of Sciences and contribute greatly towards earning ‘Human Resources Excellence in Research’ award.

The survey on working conditions and career development which was prepared by the Committee was conducted between 13th and 18th April 2016. All participants, that is research staff (including PhD students) were ensured that the survey is anonymous.

The survey questionnaire has been divided into four modules and covered following general topics:

- I. Ethical and professional aspects
- II. Working conditions and social security
- III. Training
- IV. Recruitment

The survey participants were asked to express their opinion on 39 principles applicable to researchers according to guidelines included in the Charter and the Code. They were asked 71 questions in total (one, two or three questions with regard to a given principle). The survey included 2 open questions and 4 demographic questions. The survey did not cover issues related to access to career advice as there is no organisational unit at the Institute responsible for such tasks. Pursuant to the national legal regulations in force, the Institute has no duty to create department providing career advice.

In modules I-III respondents could choose from four possible answers:

- yes rather yes rather no no

In module IV possible answers were as follows:

- yes no I do not know

Survey participants were asked to select one answer for each question. The answers were formulated to reflect respondents’ opinion with regard to what extent does the Institute meet given criterion.

Following assessment criteria were adopted to verify compliance with the principles covered in the Charter and the Code:

Table 1. Assessment criteria for verifying compliance with the Charter and the Code.

Satisfactory level	Positive assessment of fulfilling tasks in compliance with principles of the Charter and the Code	≥ 80% of positive answers ('yes' and 'rather yes') marked pale blue in Tables 3–6
Not satisfactory level	Discrepancies have been revealed between existing rules at IB PAS and principles set out in the Charter and the Code. It is suggested to take corrective actions.	≥ 20% of negative answers ('no' and 'rather no') marked pale yellow or orange (in case negative answers exceed positive ones) in Tables 3–6

The survey forms were handed to fill in to IB PAS researches and PhD students. After the time assigned to complete the survey, all forms were collected to a ballot box. Survey forms were distributed and collected by the Committee members in person to ensure high returnability rate. The Committee was focused on involving in the survey as many respondents as possible. Information campaign aimed at persuading employees to take part in the survey included sending e-mails with suitable notifications and active encouragement of the Director of the Institute and the members of the Committee expressed during personal contact with the researchers.

3. INTERNAL ANALYSIS

3.1. Analysis of the legal framework, internal regulations and good practices adopted at IB PAS

I. Ethical and professional aspects

I. Ethical and professional aspects		
1. Research freedom		
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.		
Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Copyright and Related Rights</p> <p>The Personal Data Protection Act</p> <p>The Labour Code</p> <p>The Law on Higher Education</p> <p>The Act on the Principles of Financing Science</p> <p>The Public Finance Act</p> <p>The Act on Liability for the Breach of the Public Finance Discipline</p> <p>The Public Procurement Law</p> <p>The Code of the National Science Centre (NSC) on Research Integrity and Applying for Research Financing adopted by Resolution No. 20/2016 of the NSC Council</p> <p>The Code of Ethics for Scientific Researchers adopted by Resolution No. 10/2012 of the General Assembly of PAS</p> <p>Integrity in Scientific Research and Respect for Intellectual Property – recommendations published by the Ministry of Science and Higher Education (MSHE), 2012</p> <p>Recommendations of the NSC Council on research involving human subjects, 2016</p>	<p>The Statute of IB PAS approved by the President of PAS of 06.06.2011</p> <p>Work regulations at IB PAS of 04.12.2013</p> <p>Internal regulations on managing intellectual property adopted by the Resolution No. 17/19.06.2015 of the Academic Council of IB PAS</p> <p>Regulations on research staff appraisal at IB PAS approved by the President of PAS of 21.03.2012</p> <p>Rules of procedure of the Research Staff Development Committee of 24.03.2014</p>	<p>None</p>

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.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
<p>The Criminal Code</p> <p>The Labour Code</p> <p>The Civil Code</p> <p>The Act on the Polish Academy of Sciences</p> <p>The Law on Copyright and Related Rights</p> <p>The Law on Higher Education</p> <p>The Personal Data Protection Act</p> <p>The Act on the Protection of Databases</p> <p>The Act on Combating Unfair Competition</p> <p>The Code of the National Science Centre on Research Integrity and Applying for Research Financing adopted by Resolution No. 20/2016 of the NSC Council</p> <p>The Code of Ethics for Scientific Researchers adopted by Resolution No. 10/2012 of the General Assembly of PAS</p> <p>Good research practices – recommendations outlined by the Commission of Ethics in Science established by the Minister of Science, 2004</p> <p>Integrity in Scientific Research and Respect for Intellectual Property – recommendations published by the Ministry of Science and Higher Education, 2012</p>	<p>The Statute of IB PAS approved by the President of PAS of 06.06.2011</p> <p>Work regulations at IB PAS of 04.12.2013</p> <p>Internal regulations on managing intellectual property adopted by the Resolution of the Academic Council of IB PAS No. 17/19.06.2015</p> <p>Regulations on research staff appraisal at IB PAS approved by the President of PAS of 21.03.2012</p> <p>Rules of procedure of the Research Staff Development Committee of 24.03.2014</p>	<p>None</p>

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.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
<p>The Act on the Polish Academy of Sciences</p> <p>The Labour Code and relevant secondary legislation</p> <p>The Law on Academic Degrees and Title and Degrees and Title in the Arts</p> <p>The Law on Copyright and Related Rights</p> <p>The Personal Data Protection Act</p> <p>The Act on the Protection of Databases</p>	<p>Internal regulations on managing intellectual property adopted by Resolution of the Academic Council of IB PAS No. 17/19.06.2015</p> <p>Internal regulations on processing applications for financing scientific research, development initiatives and other related tasks aimed at fostering professional development of early-stage researchers and PhD students at IB PAS introduced by the Order of the Director of IB PAS No. 20/2015 of 24.09.2015</p>	<p>Implementation of the rules on reporting and disseminating research results delivered at IB PAS</p> <p>Organising training for employees on the law of copyright and related rights</p> <p>Vice Director for Research</p>

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.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Copyright and Related Rights</p> <p>The Act on the Principles of Financing Science</p> <p>The Public Finance Act</p>	<p>The Statute of IB PAS approved by the President of PAS of 06.06.201</p> <p>Work regulations at IB PAS of 04.12.2013</p> <p>Internal regulations on public procurement introduced by the Order of the Director of IB PAS No. 1/2008 of</p>	<p>Adopting procedure on developing, carrying out and accounting for research projects financed or co-financed from funds designated for financing scientific work or other domestic and foreign sources</p>

<p>The Act on Liability for the Breach of the Public Finance Discipline</p> <p>The Public Procurement Law</p>	<p>10.01.2008</p> <p>Internal regulations on processing applications for financing scientific research, development initiatives and other related tasks aimed at fostering professional development of early-stage researchers and PhD students at IB PAS introduced by the Order of the Director of IB PAS No. 20/2015 of 24.09.2015</p> <p>Internal regulations on business travel (Annex A to the Order of the Director of IB PAS No. 9/2016 of 30.05.2016)</p> <p>Internal regulations on delegating staff abroad for scientific, teaching and training purposes (Annex B to the Order of the Director of IB PAS No. 9/2016 of 30.05.2016)</p> <p>The Order of the Director of IB PAS No. 15/32.12/2016 on introducing accounting policy at IB PAS</p> <p>The Order of the Director of IB PAS No. 1/04.02.2004 on procedures governing the flow, auditing and archiving accounting documents, cash management and inventory management</p> <p>The Order of the Director of IB PAS No. 8/02.06.2014 on introducing procedures governing secretarial and document archiving tasks (Office instructions and uniform material list of files – annexes to the Order)</p> <p>Detailed scopes of duties and responsibilities are set forth in the employment contracts</p>	<p>Vice Director for Administration-Economic</p>
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Good practices adopted at IB PAS:
 Research employees are obliged to document conducted research including protection of databases, storing samples intended for comparative testing and collecting specimens which will be included in a herbarium at IB PAS.

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 fulfil them at all times.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
<p>The Labour Code and secondary legislation on occupational health and safety and fire protection</p> <p>The Regulation of the Ministry of Labour and Social Policy on General Provisions for Health</p>	<p>The Statute of IB PAS approved by the President of PAS of 06.06.2011</p> <p>Work regulations at IB PAS of 04.12.2013</p> <p>The Order of the Director of IB PAS No.</p>	<p>Implementation of the rules on making backup copies, confidentiality and data storage at IB PAS</p> <p>Creating an internal database containing information on research projects carried out at IB PAS</p>

and Safety at Work The Personal Data Protection Act The Act on Fire Protection The Act on Chemical Substances and Mixtures Thereof The Act on Genetically Modified Organisms	8/2006 of 22.12.2006 on adopting personal protection measures and providing employees involved in conducting research with protective clothing and safety shoes The Order of the Director of IB PAS No. 6/2006 of 12.12.2006 on adopting personal protection measures and providing employees involved in conducting research with protective clothing and safety shoes The Order of the Director of IB PAS No. 2/2008 of 10.03.2008 on forming Permanent Post-accident Investigation Team	Vice Director for Research LAN Administrator
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8. Dissemination, 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.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
The Act on the Polish Academy of Sciences The Law on Copyright and Related Rights The Personal Data Protection Act The Act on Access to Public Information The Act on the Protection of Databases	Internal regulations on managing intellectual property adopted by the Resolution of the Academic Council of IB PAS No. 17/19.06.2015 Internal regulations on publishing activity adopted at IB PAS of 15.12.2011 Internal regulations on holding and providing access to the Collection of modern and fossil plants and fungi adopted on 22.12.2006 Internal regulations on awarding employee bonuses adopted by the Order of the Director of IB PAS No. 14/2016 of 06.07.2016 Agreements on mutual cooperation with other scientific organisations and schools	None

Good practices adopted at IB PAS:

The Institute is one of active co-organisers of a popular annual event – the International Book Fair in Kraków. Moreover, IB PAS has established the Centre of Nature Books which provides wide selection of science books for keen readers.

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.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
<p>The Act on the Polish Academy of Sciences</p> <p>The Personal Data Protection Act</p> <p>The Act on Access to Public Information</p> <p>The Act on the Protection of Databases</p>	<p>Internal regulations on managing intellectual property adopted by the Resolution of the Academic Council of IB PAS No. 17/19.06.2015</p> <p>Internal regulations on publishing activity adopted at IB PAS of 15.12.2011</p> <p>Internal regulations on holding and providing access to the Collection of modern and fossil plants and fungi adopted on 22.12.2006</p>	None

Good practices adopted at IB PAS:

The Institute is involved in organising the Science Festival. One of the Festival activities includes running hands-on workshops and conducting classes with teenagers. What is more, IB PAS is a co-organiser of the International Book Fair in Kraków. The Institute is also involved in a large-scale cooperation with primary, secondary and high schools as well as other academic institutions. The Institute runs the Museum of Natural History which holds permanent as well as touring exhibitions. Every year the Institute actively participates in the national cultural event of the Long Night of the Museums.

10. Non discrimination

Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
<p>The Labour Code and relevant secondary legislation</p> <p>The Act on the Polish Academy of Sciences</p>	Work regulations at IB PAS of 04.12.2013	None

Good practices adopted at IB PAS:

The Institute creates job opportunities for Polish nationals as well as foreigners. Currently IB PAS employs foreigners from Belarus, Germany, Bolivia and Egypt. Moreover, the Institute supports employees with various degrees of disability. IB PAS, as a part of initiative aimed at removing architectural barriers, has purchased a wheelchair lift.

11. Evaluation/ appraisal system

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.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
The Act on the Polish Academy of Sciences and relevant secondary legislation	The Statute of IB PAS approved by the President of PAS of 06.06.2011 Regulations on research staff appraisal at IB PAS approved by the President of PAS of 21.03.2012 Rules of procedure of the Research Staff Development Committee of 24.03.2014	Modification of the scope of performance appraisal by introducing new criteria for research staff evaluation and employee rating system that will allow for recognising mobility and teaching activity Training aimed at raising teaching qualifications of research employees Vice Director for Research Ranking Committee at IB PAS Committee on the Staff Appraisal operating within Scientific Council

Good practices adopted at IB PAS:

Besides statutory appraisal of research employees, IB PAS has developed employee rating system taking into account the most important aspects of research activities undertaken by employees such as outstanding achievements in publishing research papers. The system was established to award annual bonuses. Employees who want to be promoted to the position of an associate professor must be formally involved in supervision of researchers. Undertaking administrative duties is rewarded by granting special allowance.

II. Recruitment

12. 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.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
The Labour Code The Act on the Polish Academy of Sciences and relevant secondary legislation	The Statute of IB PAS approved by the President of PAS of 06.06.2011 Procedures on recruitment of researchers by means of competition for appointments at IB PAS adopted by the Resolution of the Academic Council of IB PAS No. 7/07.03.2014 The Order of the Director of IB PAS on opening recruitment of researchers by means of competition for appointments	None

13. Recruitment (Code)		
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.		
Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
The Labour Code The Act on the Polish Academy of Sciences and relevant secondary legislation	The Statute of IB PAS approved by the President of PAS of 06.06.2011 Procedures on recruitment of researchers by means of competition for appointments at IB PAS adopted by the Resolution of the Academic Council of IB PAS No. 7/07.03.2014 The Order of the Director of IB PAS on opening recruitment of researchers by means of competition for appointments	Dissemination of information on recruitment process adopted by the IB PAS Introduction of an obligation for applicants for research positions with respect to familiarising with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers Modification of the content of the job advertisement on available research positions with the aim of incorporating principles included in the Code of Conduct for the Recruitment of Researchers
		Human Resources Department

14. Selection (Code)		
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.		
Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
The Labour Code The Act on the Polish Academy of Sciences and relevant secondary legislation	The Statute of IB PAS approved by the President of PAS of 06.06.2011 Work regulations at IB PAS of 04.12.2013 Procedures on recruitment of researchers by means of competition for appointments at IB PAS adopted by the Resolution of the Academic Council of IB PAS No. 7/07.03.2014 The Order of the Director of IB PAS on opening recruitment of researchers by means of competition for appointments	None

15. Transparency (Code)

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.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
The Labour Code The Act on the Polish Academy of Sciences and relevant secondary legislation	The Statute of IB PAS approved by the President of PAS of 06.06.2011 Procedures on recruitment of researchers by means of competition for appointments at IB PAS adopted by the Resolution of the Academic Council of IB PAS No. 7/07.03.2014	None

Good practices adopted at IB PAS:

Procedures on recruitment of researchers by means of competition for appointments adopted at IB PAS include compiling report justifying selection of a given candidate. The Institute also prepares extracts from reports including justification for each candidate.

16. Judging merit (Code)

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. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
The Labour Code The Act on the Polish Academy of Sciences and relevant secondary legislation	The Statute of IB PAS approved by the President of PAS of 06.06.2011 Procedures on recruitment of researchers by means of competition for appointments at IB PAS adopted by the Resolution of the Academic Council of IB PAS No. 7/07.03.2014	None

Good practices adopted at IB PAS:

The selection by means of competition at IB PAS is based on evaluating candidates' research activities and achievements with regard to publications as well as professional experience including international cooperation (supported by suitable documents), ability to raise finance to conduct research and work in a team.

17. Variations in the chronological order of CVs (Code)

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.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
The Labour Code The Act on the Polish Academy of Sciences and relevant secondary legislation The Law on Higher Education	The Statute of IB PAS approved by the President of PAS of 06.06.2011 Procedures on recruitment of researchers by means of competition for appointments at IB PAS adopted by the Resolution of the Academic Council of IB PAS No. 7/07.03.2014	None

18. Recognition of mobility experience (Code)

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.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
The Labour Code The Act on the Polish Academy of Sciences and relevant secondary legislation	The Statute of IB PAS approved by the President of PAS of 06.06.2011 Procedures on recruitment of researchers by means of competition for appointments at IB PAS adopted by the Resolution of the Academic Council of IB PAS No. 7/07.03.2014 Agreements on mutual cooperation with other scientific organisations and schools Annual reports on IB PAS operations approved by the Academic Council	None

19. Recognition of qualifications (Code)

Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-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.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
The Act on the Polish Academy of Sciences The Law on Academic Degrees and Title and Degrees and Title in the Arts The Regulation of the Minister of Science and Higher Education on the Criteria of Assessing the Accomplishments of a Person Applying for the Conferment of the Degree of a Habilitated Doctor The Regulation of the Minister of Science and Higher Education on the Detailed Mode and Conditions of Procedures Leading to the Conferment of the Academic Degree of a Doctor, a Habilitated Doctor, and the Academic Title of a Professor	The Statute of IB PAS approved by the President of PAS of 06.06.2011 Procedures on recruitment of researchers by means of competition for appointments at IB PAS adopted by the Resolution of the Academic Council of IB PAS No. 7/07.03.2014 Rules of procedure of the Academic Council Committee at IB PAS for approving applications for conferment of the degree of a habilitated doctor and the academic title of a professor approved by the Resolution of the Academic Council No. 14/18.11.2014 Rules of procedure of the Academic Council Committee at IB PAS for examining applications for conferment of the degree of a habilitated doctor approved by the Resolution of the Academic Council No. 15/18.11.2014	None

Good practices adopted at IB PAS:

Information related to employment is published on IB PAS website and website maintained by the Ministry of Science and Higher Education. Information for mobile researchers is available in English version on the website hosted by the European Council (EURAXESS).

20. Seniority (Code)		
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 recognised.		
Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
The Act on the Polish Academy of Sciences	The Statute of IB PAS approved by the President of PAS of 06.06.2011	None
The Labour Code and relevant secondary legislation	Procedures on recruitment of researchers by means of competition for appointments at IB PAS adopted by the Resolution of the Academic Council of IB PAS No. 7/07.03.2014	

21. Postdoctoral appointments (Code)		
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.		
Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
The Act on the Polish Academy of Sciences	The Statute of IB PAS approved by the President of PAS of 06.06.2011	None
The Law on Academic Degrees and Title and Degrees and Title in the Arts	Procedures on recruitment of researchers by means of competition for appointments at IB PAS adopted by the Resolution of the Academic Council of IB PAS No. 7/07.03.2014	
The Regulation of the Minister of Science and Higher Education on the Criteria of Assessing the Accomplishments of a Person Applying for the Conferment of the Degree of a Habilitated Doctor	Rules of procedure of the Academic Council Committee at IB PAS for approving applications for conferment of the degree of a habilitated doctor and the academic title of a professor approved by the Resolution of the Academic Council No. 25/21.06.2016	

III. Working conditions and social security

22. Recognition of the profession		
All researchers engaged in a research career should be recognized as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).		
Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
The Act on the Polish Academy of Sciences and relevant secondary legislation	The Statute of IB PAS approved by the President of PAS of 06.06.2011	None
The Law on Academic Degrees and	Work regulations at IB PAS of	

<p>Title and Degrees and Title in the Arts</p> <p>The Act on the Rules Governing Recognition of Professional Qualifications Acquired in EU Member States</p>	<p>04.12.2013</p> <p>Rules and regulations of PhD studies in the Centre for Doctoral Studies in Life Sciences at PAS in Kraków (Annex to the Regulations adopted by the Academic Councils: IB PAS No. 19/19.06.2015 and ISEA PAS No. 23/4/2015)</p> <p>The Order of the Director on establishing the Research Staff Development Committee No. 3/2014 of 10.03.2014</p>	
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<p>23. Research environment</p> <p>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.</p>		
<p>Relevant legislation (permitting or impeding the implementation of this principle)</p>	<p>Institutional rules and practices existing at IB PAS</p>	<p>Actions required/ Person responsible</p>
<p>The Labour Code</p> <p>The Act on the Polish Academy of Sciences</p> <p>The Act on the Principles of Financing Science</p> <p>The Act on Fire Protection</p> <p>The Occupational Medicine Service Act</p> <p>The Act on Prevention and Control of Infections and Contagious Diseases in Human Beings</p> <p>The Act on Chemical Substances and Mixtures Thereof</p> <p>The Act on Genetically Modified Organisms</p> <p>The Regulation of the Ministry of Labour and Social Policy on General Provisions for Health and Safety at Work</p> <p>The Regulation of the Minister of Infrastructure on the Technical Conditions to be Met by Buildings and Their Location</p>	<p>The Statute of IB PAS approved by the President of PAS of 06.06.2011</p> <p>Work regulations at IB PAS of 04.12.2013</p> <p>Rules and regulations of PhD studies in the Centre for Doctoral Studies in Life Sciences at PAS in Kraków (Annex to the Regulations adopted by the Academic Councils: IB PAS No. 19/19.06.2015 and ISEA PAS No. 23/4/2015)</p> <p>Internal regulations on processing applications for financing scientific research, development initiatives and other related tasks aimed at fostering professional development of early-stage researchers and PhD students at IB PAS introduced by the Order of the Director of IB PAS No. 20/2015 of 24.09.2015</p> <p>Internal regulations on business travel (Annex A to the Order of the Director of IB PAS No. 9/2016 of 30.05.2016)</p> <p>Internal regulations on delegating staff abroad for scientific, teaching and training purposes (Annex B to the Order of the Director of IB PAS No. 9/2016 of 30.05.2016)</p> <p>Internal regulations on managing intellectual property adopted by the Resolution of the Academic Council of IB PAS No. 17/19.06.2015</p> <p>Regulations on publishing activity adopted at IB PAS of 15.12.2011</p>	<p>Implementation of internal rules on access to laboratories and research equipment</p> <p>Training for research staff and PhD students in the operation of modern research equipment and software</p> <p>Conducting missing analysis of occupational hazards for particular positions</p> <p>Vice Director for Research</p> <p>Vice Director for Administration – Economic</p>

	<p>Internal regulations on holding and providing access to the Collection of modern and fossil plants and fungi adopted on 22.12.2006</p> <p>The Order of the Director of IB PAS No. 8/2006 of 22.12.2006 on adopting personal protection measures and providing employees involved in conducting research with protective clothing and safety shoes</p> <p>The Order of the Director of IB PAS No. 6/2006 of 12.12.2006 on adopting personal protection measures and providing employees involved in conducting research with protective clothing and safety shoes</p> <p>The Order of the Director of IB PAS No. 2/2008 of 10.03.2008 on forming Permanent Post-accident Investigation Team</p> <p>OHS instructions for a given position</p>	
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Good practices adopted at IB PAS:
 To provide researchers with stimulating working conditions, the Institute is involved in acquiring special funds for purchasing modern equipment and improving existing infrastructure. What is more, IB PAS applies for financial support for restructuring to upgrade existing research facilities.

24. 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.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
<p>The Labour Code</p> <p>The Act on the Polish Academy of Sciences</p> <p>The Act on Vocational and Social Rehabilitation and Employment of People with Disabilities</p> <p>The Act on the Principles of Financing Science</p>	<p>The Statute of IB PAS approved by the President of PAS of 06.06.2011</p> <p>Work regulations at IB PAS of 04.12.2013</p> <p>Rules and regulations of PhD studies in the Centre for Doctoral Studies in Life Sciences at PAS in Kraków (Annex to the Regulations adopted by the Academic Councils: IB PAS No. 19/19.06.2015 and ISEA PAS No. 23/4/2015)</p>	None

Good practices adopted at IB PAS:
 IB PAS provides access to tools and services which enable researchers to perform their duties at any time and place (for instance, mobile access, anti-virus software, etc.).
 The Institute, within initiative aimed at creating IT environment facilitating research, has prepared an independent workstation equipped with all necessary devices and software to conduct statistical analysis.
 To ensure research continuity and smooth work flow, the management of the Institute creates flexible working conditions for women and men researchers including sabbatical leave, flexible working hours, tele-working and part-time work.

25. 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*.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
<p>The Labour Code</p> <p>The Act on the Polish Academy of Sciences</p> <p>The Act on the Principles of Financing Science</p>	<p>The Statute of IB PAS approved by the President of PAS of 06.06.2011</p> <p>Work regulations at IB PAS of 04.12.2013</p> <p>Internal regulations on remuneration of IB PAS employees adopted by the Order of the Director of IB PAS No. 10/2016 of 23.06.2016</p> <p>Regulations on awarding employee bonuses at IB PAS adopted by the Order of the Director of IB PAS No. 14/2016 of 06.07.2016</p>	None

26. 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.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
<p>The Labour Code</p> <p>The Act on the Polish Academy of Sciences</p> <p>The Act on Social Insurance System</p> <p>The Act on the Principles of Financing Science</p> <p>The Act on Employment Promotion and Labour Market Institutions</p> <p>The Regulation of the Minister of Science and Higher Education on Detailed Conditions and Procedures of Granting and Disbursing to PhD Students the Scholarship of the Minister for Outstanding Achievements</p> <p>The Regulation of the Minister of Science and Higher Education on Doctoral Studies and Doctoral Scholarship</p> <p>The Regulation of the Minister of Science and Higher Education on Conditions of Granting Scholarship to Persons who Applied for Conferment of the Academic Degree of a Doctor</p>	<p>The Statute of IB PAS approved by the President of PAS of 06.06.2011</p> <p>Work regulations at IB PAS of 04.12.2013</p> <p>Internal regulations on remuneration of IB PAS employees adopted by the Order of the Director of IB PAS No. 10/2016 of 23.06.2016</p> <p>Regulations on awarding employee bonuses at IB PAS adopted by the Order of the Director of IB PAS No. 14/2016 of 06.07.2016</p> <p>Rules and regulations of PhD studies in the Centre for Doctoral Studies in Life Sciences at PAS in Kraków (Annex to the Regulations adopted by the Academic Councils: IB PAS No. 19/19.06.2015 and ISEA PAS No. 23/4/2015)</p> <p>Internal regulations on processing applications for financing scientific research, development initiatives and other related tasks aimed at fostering professional development of early-stage researchers and PhD students at IB PAS introduced by the Order of the Director of IB PAS No. 20/2015 of 24.09.2015</p>	None

	Internal regulations on establishing amounts, granting and disbursing social assistance benefits to PhD students from the Centre for Doctoral Studies in Life Sciences at PAS in Kraków adopted by the Order of the Director No. 25/2015 of 02.09.2015 Internal regulations on managing the Employee Benefit Fund at IB PAS of 19.09.2007	None
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27. 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.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
The Labour Code The Act on the Polish Academy of Sciences	Work regulations at IB PAS of 04.12.2013	None

28. 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.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
The Labour Code The Act on the Polish Academy of Sciences The Law on Higher Education The Law on Academic Degrees and Title and Degrees and Title in the Arts The Act on the Rules Governing Recognition of Professional Qualifications Acquired in EU Member States	The Statute of IB PAS approved by the President of PAS of 06.06.2011 Work regulations at IB PAS of 04.12.2013 Procedures on recruitment of researchers by means of competition for appointments at IB PAS adopted by the Resolution of the Academic Council of IB PAS No. 7/07.03.2014 Regulations on research staff appraisal at IB PAS approved by the President of PAS of 21.03.2012 Rules of procedure of the Research Staff Development Committee approved on 24.03.2014 Rules of procedure of the Academic Council Committee at IB PAS for approving applications for conferment of the degree of a habilitated doctor and academic title of a professor approved by the Resolution of the Academic Council No. 14/18.11.2014	None

	<p>Rules of procedure of the Academic Council Committee at IB PAS for examining applications for conferment of the degree of a habilitated doctor approved by the Resolution of the Academic Council No. 15/18.11.2014</p> <p>Rules and regulations of PhD studies in the Centre for Doctoral Studies in Life Sciences at PAS in Kraków (Annex to the Regulations adopted by the Academic Councils: IB PAS No. 19/19.06.2015 and ISEA PAS No. 23/4/2015)</p>	
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Good practices adopted at IB PAS:

Experienced researchers at the Institute (mentors) are open to provide early-stage researchers and PhD students with guidelines and advice regarding personal and professional development. Early stage researchers and PhD students are encouraged by experienced research staff to participate in project planning and realization.

29. Value of mobility

Employers and/or funders must recognize the value of geographical, intersectorial, 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.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
<p>The Act on the Polish Academy of Sciences</p> <p>The Labour Code</p> <p>The Resolution of the Minister of Science and Higher Education on Delegating Employees Abroad for Scientific, Teaching and Training Purposes and Granting Them Special Rights</p>	<p>The Statute of IB PAS approved by the President of PAS of 06.06.2011</p> <p>Work regulations at IB PAS of 04.12.2013</p> <p>Regulations on research staff appraisal at IB PAS approved by the President of PAS of 21.03.2012</p> <p>Procedures on recruitment of researchers by means of competition for appointments at IB PAS adopted by the Resolution of the Academic Council of IB PAS No. 7/07.03.2014</p> <p>Rules and regulations of PhD studies in the Centre for Doctoral Studies in Life Sciences at PAS in Kraków (Annex to the Regulations adopted by the Academic Councils: IB PAS No. 19/19.06.2015 and ISEA PAS No. 23/4/2015)</p> <p>Internal regulations on business travel (Annex A to the Order of the Director of IB PAS No. 9/2016 of 30.05.2016)</p> <p>Internal regulations on delegating staff abroad for scientific, teaching and training purposes (Annex B to the Order of the Director of IB PAS No. 9/2016 of 30.05.2016)</p>	<p>Amendment of the regulations on domestic and foreign travel taken by research employees and PhD students</p> <p>Vice Director for Research</p>

30. 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. The strategy should specify the task assigned to mentors providing advice and guidance with regard to the personal and professional development and thus motivate researchers and increase job security. All researchers should be familiar with such regulations and guidelines.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
		Ensuring access to career advice for young researchers by involving senior research staff
		Vice Director for Research

31. 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.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
The Labour Code The Act on the Polish Academy of Sciences The Law on Copyright and Related Rights The Act on the Protection of Databases Integrity in Scientific Research and Respect for Intellectual Property – recommendations published by the Ministry of Science and Higher Education, 2012	Internal regulations on managing intellectual property adopted by the Resolution of the Academic Council of IB PAS No. 17/19.06.2015 Regulations on publishing activity adopted at IB PAS of 15.12.2011 Detailed scope of duties included in the employees' personal files	None

32. 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 supervisor(s).

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
The Act on the Polish Academy of Sciences Law on Copyright and Related Rights The Law on Academic Degrees and Title and Degrees and Title in the Arts	Internal regulations on managing intellectual property adopted by the Resolution of the Academic Council of IB PAS No. 17/19.06.2015 Regulations on publishing activity adopted at IB PAS of 15.12.2011	None

The Resolution No. 20/2016 issued by the NSC Council on adopting principles of research integrity		
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33. 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. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
The Act on the Polish Academy of Sciences The Law on Academic Degrees and Title and Degrees and Title in the Arts	The Statute of IB PAS approved by the President of PAS of 06.06.2011 Work regulations at IB PAS of 04.12.2013 Regulations on research staff appraisal at IB PAS approved by the President of PAS of 21.03.2012 Rules of procedure of the Research Staff Development Committee approved on 24.03.2014 Rules and regulations of PhD studies in the Centre for Doctoral Studies in Life Sciences at PAS in Kraków (Annex to the Regulations adopted by the Academic Councils: IB PAS No. 19/19.06.2015 and ISEA PAS No. 23/4/2015)	None

Good practices adopted at IB PAS:

IB PAS promotes a long-established tradition of direct individual contact between mentors (senior researchers) and early-stage researchers or PhD students. Mentors assist early-stage researchers and PhD students in planning their professional development.

Assumption of formal supervision is taken into consideration in the process of awarding the title of an associate professor at IB PAS. IB PAS employees are involved in delivering lectures to PhD students at life science faculties of PAS and undertake other teaching activities within cooperation with other academic institutions such as the Cracow University of Technology, AGH University of Science and Technology and University of Rzeszów.

34. 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.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
The Act on the Polish Academy of Sciences	The Statute of IB PAS approved by the President of PAS of 06.06.2011	None

	<p>Work regulations at IB PAS of 04.12.2013</p> <p>Rules of procedure of the Academic Council at IB PAS – Annex 1 to the protocol of the Academic Council of 29.11.2011</p> <p>Rules of procedure of the Research Staff Development Committee approved on 24.03.2014</p> <p>Regulations on research staff appraisal at IB PAS approved by the President of PAS of 21.03.2012</p> <p>Rules and regulations of PhD studies in the Centre for Doctoral Studies in Life Sciences at PAS in Kraków (Annex to the Regulations adopted by the Academic Councils: IB PAS No. 19/19.06.2015 and ISEA PAS No. 23/4/2015)</p> <p>Rules of procedure of the PhD Student Council established by the Resolution of the Academic Council of IB PAS No. 17/15.03.2016</p>	
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Good practices adopted at IB PAS:
Disciplinary spokesman at IB PAS provides all employees with confidential and informal assistance in resolving all kinds of conflicts related to work. Moreover, disciplinary spokesman investigates complaints/appeals concerning conflicts between supervisors and early-stage researchers and forwards them for resolution to the Disciplinary Committee.

35. Participation in decision-making bodies
Employers and/or funders of researchers should recognize 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.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
<p>The Act on the Polish Academy of Sciences</p> <p>The Act on Trade Unions</p>	<p>The Statute of IB PAS approved by the President of PAS of 06.06.2011</p> <p>Work regulations at IB PAS of 04.12.2013</p> <p>Rules of procedure of the Academic Council at IB PAS – Annex 1 to the protocol of the Academic Council of 29.11.2011</p> <p>Rules and regulations of PhD studies in the Centre for Doctoral Studies in Life Sciences at PAS in Kraków (Annex to the Regulations adopted by the Academic Councils: IB PAS No. 19/19.06.2015 and ISEA PAS No. 23/4/2015)</p>	<p>None</p>

	Rules of procedure of the PhD Student Council established by the Resolution of the Academic Council of IB PAS No. 17/15.03.2016	
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Good practices adopted at IB PAS:
The Institute has established the Staff Board, a special advisory and consultative body, which includes representatives of research employees from all research units (departments, laboratories), other departments (publishing house, scientific library, finance and administration) and trade unions.

IV. Training

36. Relation 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.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
The Act on the Polish Academy of Sciences The Labour Code	The Statute of IB PAS approved by the President of PAS of 06.06.2011 Work regulations at IB PAS of 04.12.2013 Rules of procedure of the Research Staff Development Committee approved on 24.03.2014 Rules and regulations of PhD studies in the Centre for Doctoral Studies in Life Sciences at PAS in Kraków (Annex to the Regulations adopted by the Academic Councils: IB PAS No. 19/19.06.2015 and ISEA PAS No. 23/4/2015)	None

Good practices adopted at IB PAS:
Besides having regular contact with supervisors, early-stage researchers and PhD students participate in division seminars which are organised to monitor work progress and discuss research findings. Moreover, PhD students take part in periodic reporting sessions with supervisors (mentors) and the IB PAS Director.

37. 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.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
The Labour Code and relevant secondary legislation The Act on the Polish Academy of Sciences and relevant secondary legislation	The Statute of IB PAS approved by the President of PAS of 06.06.2011 Work regulations at IB PAS of 04.12.2013 Rules and regulations of PhD studies in the Centre for Doctoral Studies in Life Sciences at PAS in Kraków (Annex to	None

	the Regulations adopted by the Academic Councils: IB PAS No. 19/19.06.2015 and ISEA PAS No. 23/4/2015)	
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38. 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.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
<p>The Labour Code and relevant secondary legislation</p> <p>The Act on the Polish Academy of Sciences and relevant secondary legislation</p> <p>The Resolution of the Minister of Science and Higher Education on Delegating Employees Abroad for Scientific, Teaching and Training Purposes and Granting Them Special Rights</p>	<p>The Statute of IB PAS approved by the President of PAS of 06.06.2011</p> <p>Internal work regulations at IB PAS of 04.12.2013</p> <p>Rules and regulations of PhD studies in the Centre for Doctoral Studies in Life Sciences at PAS in Kraków (Annex to the Regulations adopted by the Academic Councils: IB PAS No. 19/19.06.2015 and ISEA PAS No. 23/4/2015)</p> <p>Internal regulations on business travel (Annex A to the Order of the Director of IB PAS No. 9/2016 of 30.05.2016)</p> <p>Internal regulations on delegating staff abroad for scientific, teaching and training purposes (Annex B to the Order of the Director of IB PAS No. 9/2016 of 30.05.2016)</p> <p>Regulations on research staff appraisal at IB PAS approved by the President of PAS of 21.03.2012</p> <p>Rules of procedure of the Research Staff Development Committee approved on 24.03.2014</p>	<p>Organizing open-access training for research employees and PhD students focused on research topics conducted by the Institute</p> <p>Providing additional funds for business travel within the scope of the statutory activities</p> <p>Vice Director for Research</p>

39. 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.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
<p>The Labour Code and relevant secondary legislation</p> <p>The Act on the Polish Academy of Sciences and relevant secondary legislation</p> <p>The Resolution of the Minister of Science and Higher Education on Delegating Employees Abroad for Scientific, Teaching and Training Purposes and Granting Them Special Rights</p>	<p>The Statute of IB PAS approved by the President of PAS of 06.06.2011</p> <p>Internal regulations on business travel (Annex A to the Order of the Director of IB PAS No. 9/2016 of 30.05.2016)</p> <p>Internal regulations on delegating staff abroad for scientific, teaching and training purposes (Annex B to the Order of the Director of IB PAS No. 9/2016 of 30.05.2016)</p>	<p>Organizing open-access training for research employees and PhD students focused on research topics conducted by the Institute</p> <p>Providing additional funds for business <i>travel</i> within the scope of the statutory activities</p>
		Vice Director for Research

40. 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.

Relevant legislation (permitting or impeding the implementation of this principle)	Institutional rules and practices existing at IB PAS	Actions required/ Person responsible
<p>The Act on the Polish Academy of Sciences and relevant secondary legislation</p> <p>The Regulation of the Minister of Science and Higher Education on Doctoral Studies and Doctoral Scholarship</p>	<p>The Statute of IB PAS approved by the President of PAS of 06.06.2011</p> <p>Work regulations at IB PAS of 04.12.2013</p> <p>Rules and regulations of PhD studies in the Centre for Doctoral Studies in Life Sciences at PAS in Kraków (Annex to the Regulations adopted by the Academic Councils: IB PAS No. 19/19.06.2015 and ISEA PAS No. 23/4/2015)</p> <p>Regulations on research staff appraisal at IB PAS approved by the President of PAS of 21.03.2012</p> <p>Rules of procedure of the Research Staff Development Committee approved on 24.03.2014</p>	None

Good practices adopted at IB PAS:

Research staff fulfil duties regarding supervision over students doing work placement, PhD students, individuals delegated by employment office and voluntaries who are willing to advance their scientific knowledge and improve professional qualifications.

3.2. Analysis of demographic data

The overall number of participants in the survey amounted to 44. The survey group consisted of both women (75%) and men (23%) (Fig. 6). Breakdown of survey participants by academic degree/title shows that 50% of respondents hold a scientific title of a professor or a degree of a habilitated doctor (DSc.) and 48% a degree of a doctor (PhD) or a title of a master in sciences (MSc.) (Fig. 7). One survey participant did not provide demographic data.

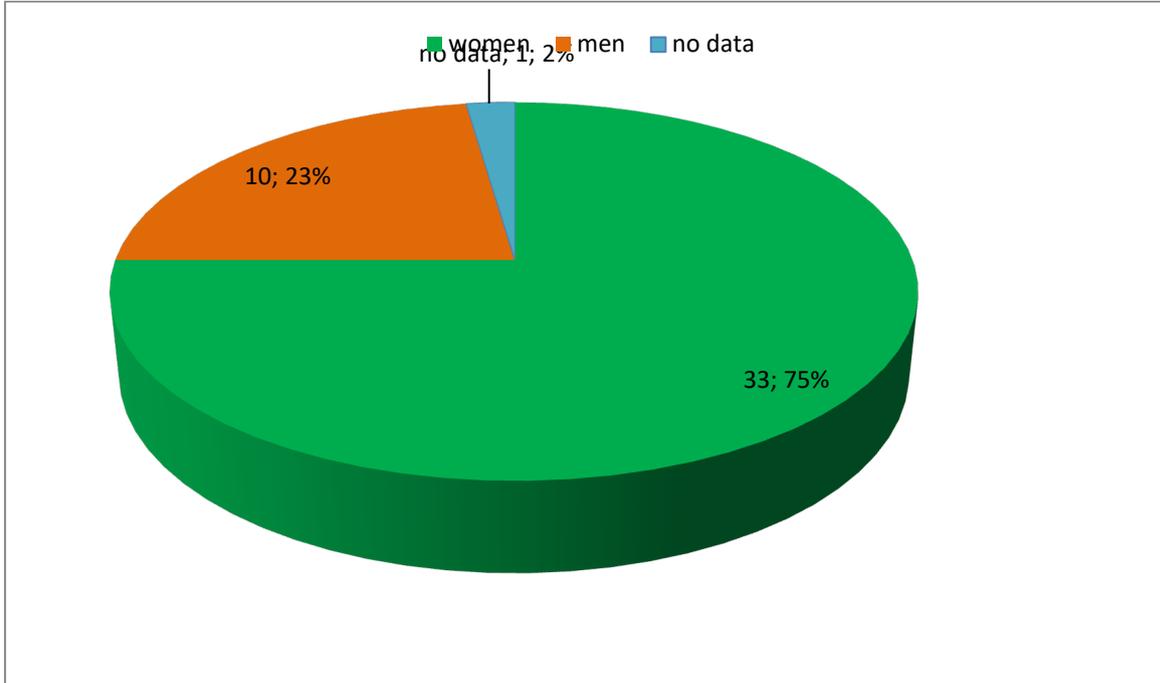


Fig 6. Breakdown of survey participants by gender.

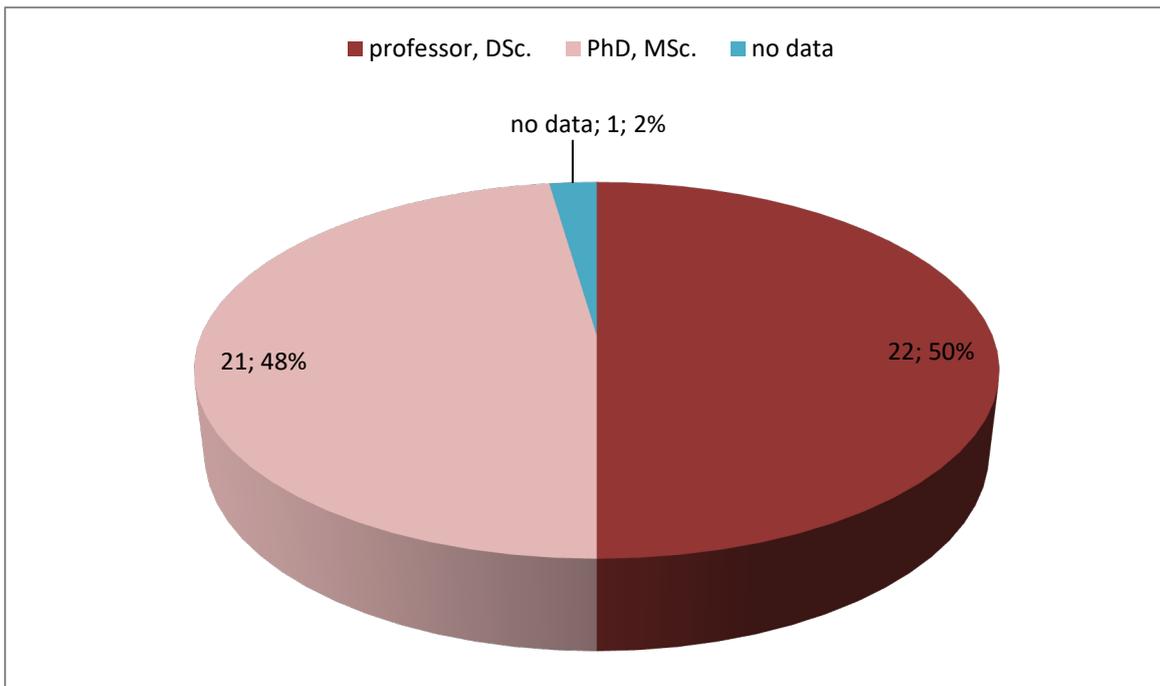


Fig 7. Breakdown of survey participants by academic degree/title.

A significant majority of respondents, that is 70%, performed the role of a grant manager. Detailed breakdown in terms of holding the position of a grant manager is shown on Fig. 8. Distribution of answers provided by survey participants with regard to performing organisational function exhibits that 45% of respondents carried out an organisational function at IB PAS, whereas 50% have never fulfilled such function. Figure 9 shows percentage values for a given respondent group.

- W-S – woman; senior research fellow (professor, DSc.)
- W-J – woman; junior research fellow (PhD, MSc.)
- M-S – men; senior research fellow (professor, DSc.)
- M-J – men; junior research fellow (PhD, MSc.)

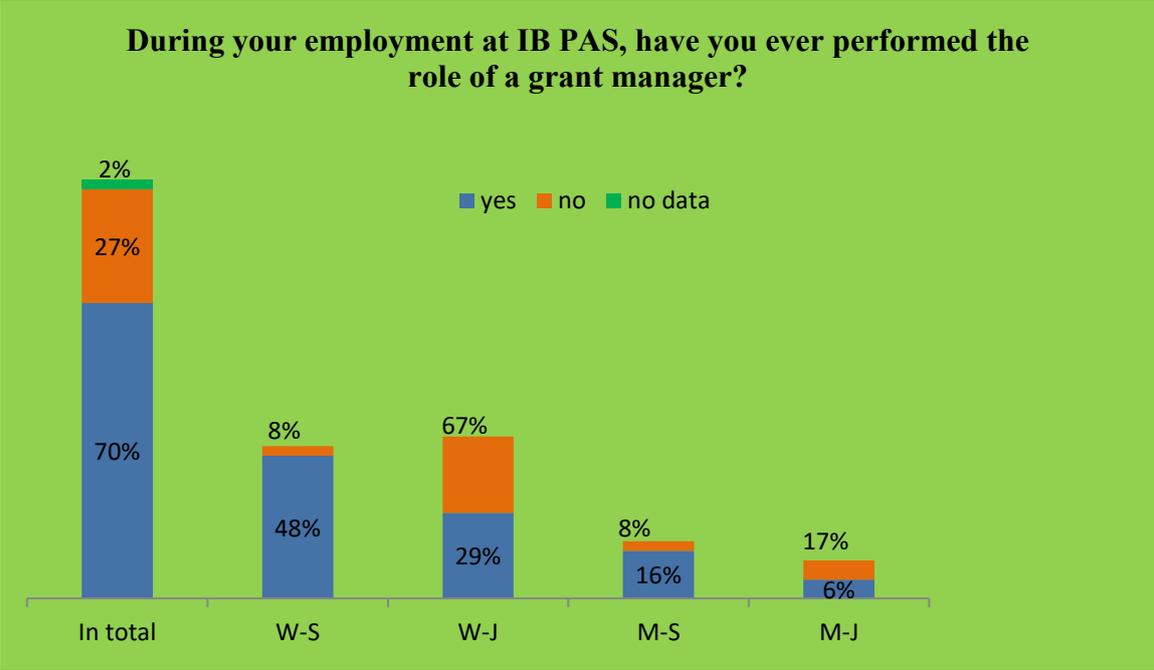


Fig. 8. Number of respondents who performed the role of a grant manager.

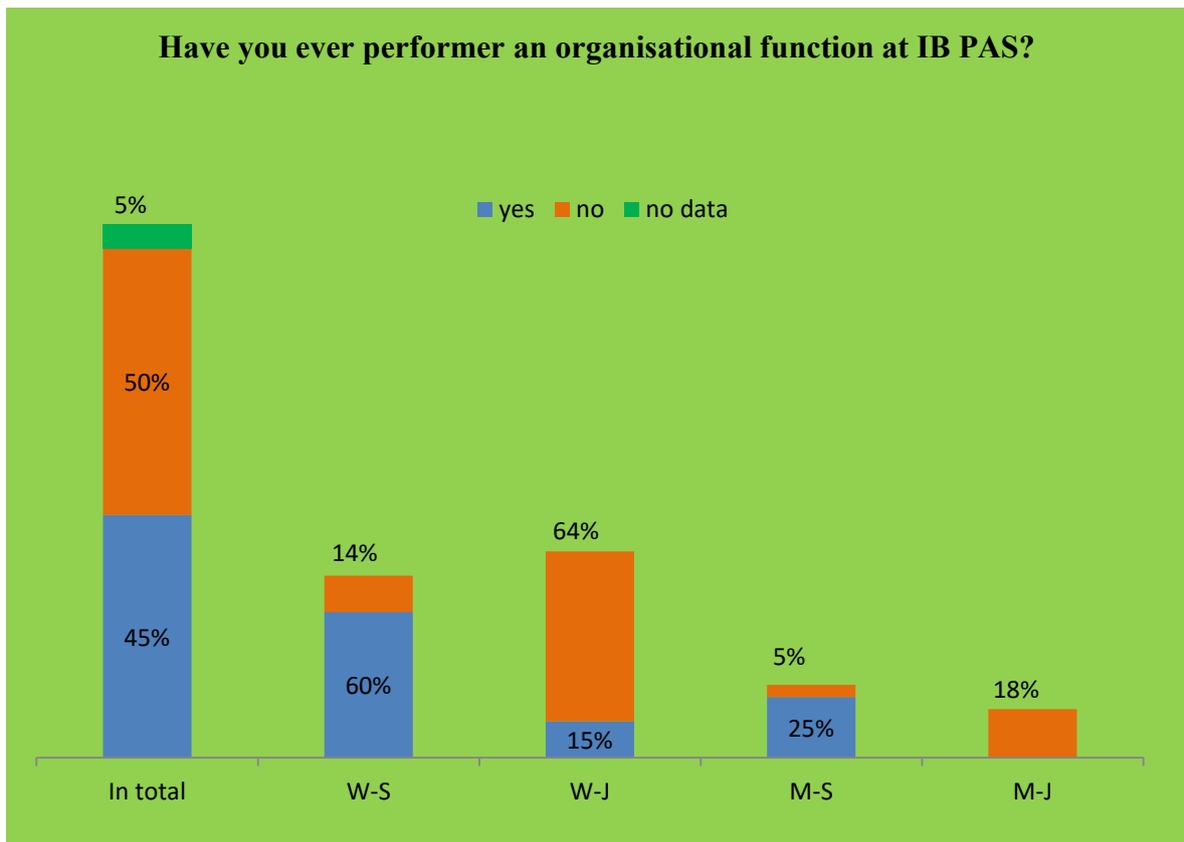


Fig. 9. Number of respondents who performed an organisational function at IB PAS.

Moreover, demographic data were compared to check whether there is any correlation between variables such as gender (W – woman, M – man), stage of the research career (J – junior research fellow, S – senior research fellow), managing research grants (yes, no) and performing an organisational function (yes, no). The comparison regarded 42 survey participants as 2 respondents failed to provide demographic data. Chi-squared test has revealed that there is significant relationship between three last variables. Senior research fellows (professors, DSc.) perform the role of a grant manager or are entrusted with organisational functions more often than junior research fellows (PhD, MSc.) (Tab. 2). Analysis of the influence of gender has shown that there is no gender effect on other studied variables such as stage of the career, managing grants or performing organisational functions (Tab. 2).

Table 2. Relationship between demographic variables.

		Grant management		Test result
		yes	no	
Career stage	S	20	2	$\chi^2 = 7,9$ $p < 0,01$
	J	11	10	
		Performing an organisational function		Test result
		yes	no	
Career stage	S	17	4	$\chi^2 = 18,7$ $p < 0,0001$
	J	3	18	
		Performing an organisational function		Test result
		yes	no	
Grant management	yes	19	12	$\chi^2 = 8,9$ $p < 0,01$
	no	1	10	
		Career stage		Test result
		S	J	
Gender	W	16	17	non-significant
	M	5	4	
		Grant management		Test result
		yes	no	
Gender	W	24	9	non-significant
	M	7	3	
		Performing an organisational function		Test result
		yes	no	
Gender	W	17	15	non-significant
	M	5	5	

Chi-squared test has revealed that it is enough to use two demographic variables (gender and career stage) as independent categorical variables.

3.3. General analysis of data

Due to quite large number of questions in the survey (71), all data acquired were presented as a matrix to provide clear overview of the survey results (Fig. 10).

The answers provided by a particular survey participant were presented in columns (with the number of the survey questionnaire and within demographic categories such as gender and the stage of research career; one survey – A44 – did not include demographic information).

Rows represent particular questions which were numbered (left side) and divided into 4 following modules: ETHICAL AND PROFESSIONAL ASPECTS, WORKING CONDITIONS AND SOCIAL SECURITY, TRAINING, RECRUITMENT.

The last column on the right presents percentage of negative answers ('no', 'rather no'). Red font in this column means that 20% or more answers were negative.

Colour system was applied to represent values assigned to a given answer. The answers, irrespective of the module, were marked as follows:

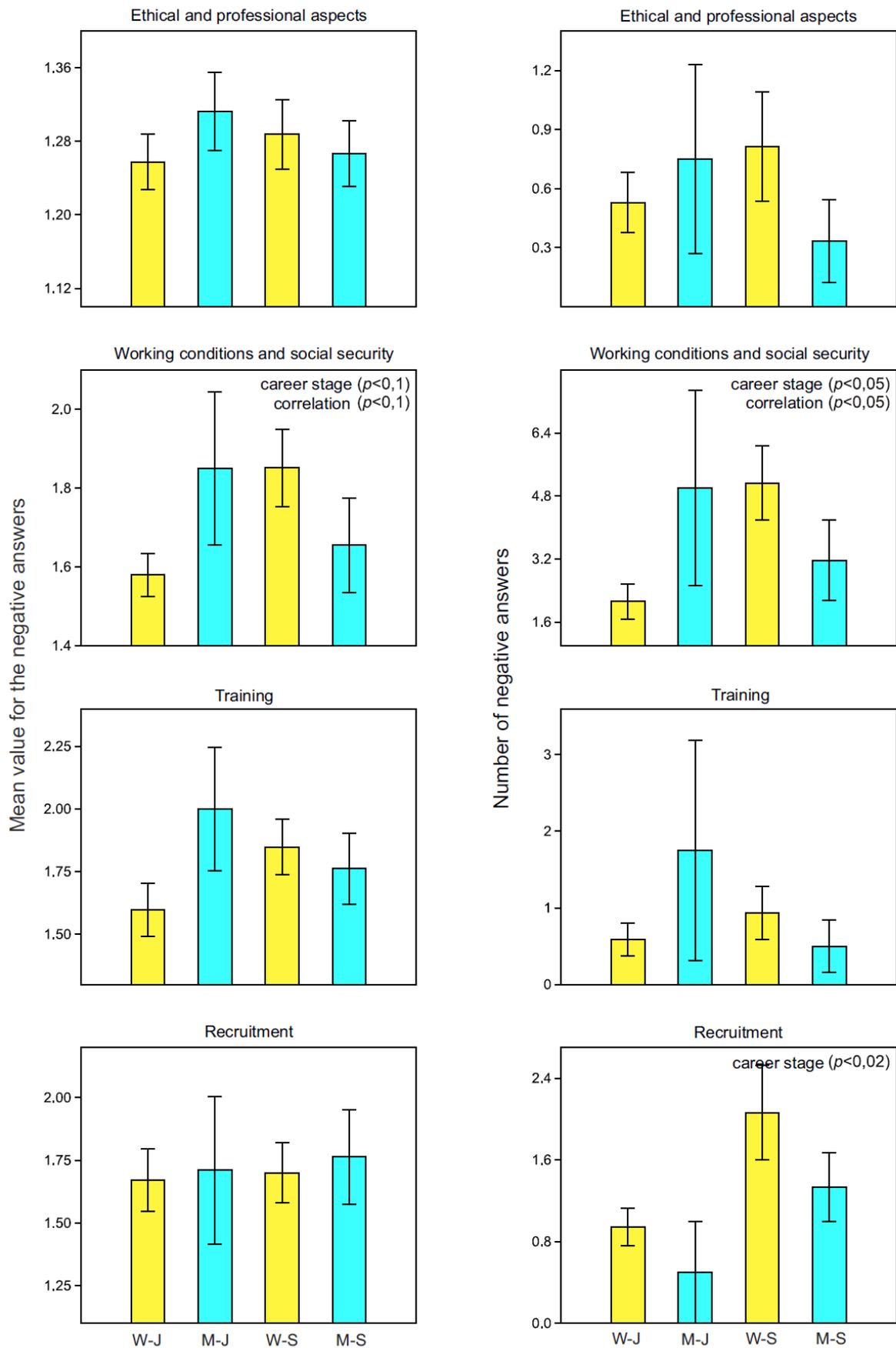
- 1 – yes (blue);
- 2 – rather yes (turquoise);
- 3 – I do not know (green);
- 4 – rather no (yellow);
- 5 – no (red).

The numeration has been reversed for questions where the positive answer was 'no' or 'rather no' and alternatively where the negative answer was 'yes' or 'rather yes'. As a result, all variables (questions) could be presented and analysed using the same graphic and statistical tools.

Detailed analysis was performed within each studied module (ethical and professional aspects, working conditions and social security, training, recruitment). Mean values including percentage of negative answers ('no', 'rather no') were calculated separately for each question. Correlation between studied modules was not tested as the number of questions per each studied aspect and the way they were formulated differed. Variations were analysed within given module for respondent groups characterised by gender and the stage of research career: W-S, W-J, M-S, M-J. A two-way ANOVA revealed that both factors, that is gender and the stage of career, do not influence the number of negative answers provided for questions regarding ethical and professional aspects as well as training (Fig. 11). A slight effect of the stage of research career was detected for modules concerned with working conditions and social security as well as recruitment. The number of negative responses increases after becoming senior research fellow (Fig. 11). Analysis within the module concerned with working conditions and social security shows that there is a slight interaction between the gender and the stage of career. The number of women providing negative evaluation of these aspects increases after becoming senior research fellow. In case of men the trend shows opposite pattern – the number of negative answers decreases after obtaining the position of a senior research fellow (Fig. 11).

As statistical correlation is very weak and the number of respondents in each group differed considerably (sizeable majority of participants constituted women), it's advised to interpret these result with certain reservation. Broad overview of the whole data obtained (Fig. 10) shows that distribution of positive, negative and neutral answers in 4 investigated groups of researchers was fairly similar. Therefore, the results can be evaluated without dividing respondents into different groups.

Fig. 11. Comparison of survey results obtained from different survey groups for 4 categories of questions.



3.4. Detailed analysis of the survey results

Comprehensive analysis of the answers provided in the survey indicates that respondents' opinion about the situation at IB PAS is positive. Researchers supplied definitely more positive answers than negative, especially in the module concerned with working conditions and professional development of researchers at IB PAS.

Module ETHICAL AND PROFESSIONAL ASPECTS was viewed by IB PAS employees as positive. The number of positive answers provided by researchers was the highest in this module (Table 3). It is worth highlighting that most survey participants provided almost the same answers. Very high number of positive responses regarding the principle of research freedom means that IB PAS successfully supports this idea and enables researchers to select particular research topics and methods – 98%¹ of positive answers. According to the respondents, the Institute adheres to the recognised ethical practices and fundamental ethical principles in research – 100% of positive answers. In case of research carried out in collaboration with supervisors, employees at IB PAS apply the principle of respect for intellectual property rights and joint data ownership and strictly avoid plagiarism – 98% of positive answers. Researchers at IB PAS abide by the rules on obtaining all necessary approvals before commencing any research – 98% of positive answers. As reported by researchers participating in the survey, all terms and conditions set out in employment agreements and agreements concluded with grant funders are observed – 98% of positive answers. As far as research funds are concerned, IB PAS adheres to the principles of sound, transparent and efficient financial management – 96% of positive answers. Moreover, employees at IB PAS are familiar with national legal requirements on occupational health and safety as well as data protection and act in line with these regulations – 94% of positive answers. Regarding dissemination of research results in the scientific community and informing the public about research results obtained at IB PAS in a manner understandable to non-specialists, 96% of respondents supplied positive answers. In relation to discrimination on the grounds of sex, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic background or scientific discipline, 96% of researchers at IB PAS claim that discrimination in their workplace does not exist.

Percentage of negative answers ('no' and 'rather no') exceeding 20% was reported for one question which regards appraisal system (11.2. *Do you think that appraisal system for researchers at IB PAS is adapted to senior as well as junior employees?*).

¹ Mean value for all positive answers within particular issue

Table 3. Percentage values in the module ethical and professional aspects.

Percentage values for positive/negative/neutral answers										
1 – YES, 2 – RATHER YES, 4 – RATHER NO, 5 – NO, 0 – NO ANSWER										
Module	Issues and questions	1	2	4	5	0	Positive	Result	Negative	Neutral
I. ETHICAL AND PROFESSIONAL ASPECTS	1. Research freedom									
	1.1.	75%	23%	0%	2%	0%	98%	>	2%	0%
	2. Ethical principles									
	2.1	100%	0%	0%	0%	0%	100%	>	0%	0%
	3. Professional responsibility									
	3.1.	100%	0%	0%	0%	0%	100%	>	0%	0%
	3.2.	0%	0%	5%	90%	5%	0%	<	95%	5%
	3.3.	0%	0%	9%	91%	0%	0%	<	100%	0%
	4. Professional attitude									
	4.1.	77%	23%	0%	0%	0%	100%	>	0%	0%
	4.2.	84%	11%	0%	0%	5%	95%	>	0%	5%
	5. Contractual and legal obligations									
	5.1.	91%	9%	0%	0%	0%	100%	>	0%	0%
	5.2.	95%	0%	0%	0%	5%	95%	>	0%	5%
	6. Accountability									
	6.1.	93%	2%	0%	0%	5%	95%	>	0%	5%
	6.2.	93%	2%	0%	0%	5%	95%	>	0%	5%
	7. Good practice in research									
	7.1.	52%	43%	5%	0%	0%	95%	>	5%	0%
	7.2.	73%	27%	0%	0%	0%	100%	>	0%	0%
	7.3.	36%	50%	12%	2%	0%	86%	>	14%	0%
	8. Dissemination, exploitation of research									
	8.1.	89%	11%	0%	0%	0%	100%	>	0%	0%
	8.2.	48%	48%	2%	0%	2%	96%	>	2%	2%
	9. Public engagement									
	9.1.	48%	48%	4%	0%	0%	96%	>	4%	0%
10. Non discrimination										
10.1.	11%	0%	0%	89%	0%	11%	<	89%	0%	
11. Evaluation/ appraisal system										
11.1.	66%	27%	2%	2%	2%	93%	>	5%	2%	
11.2.	30%	48%	15%	5%	2%	78%	>	20%	2%	

Answers 'yes' and 'rather yes' were interpreted as positive. Answers 'no' and 'rather no' were interpreted as negative. Neutral result means that there was no answer provided by the respondent. For questions 3.2, 3.3 and 10.1 the scale has been reversed ('no' and 'rather no' – positive answers; 'yes' and 'rather yes' – negative answers).

A large proportion of answers in module WORKING CONDITIONS AND SOCIAL SECURITY was positive (Tab. 4). Respondents claim that they are recognised and treated as professionals – 93% of positive answers. According to their opinion, working conditions created at IB PAS increase research efficiency and enable researchers to combine family and professional life – 98%. With regard to flexible working arrangements, survey participants value the most flexible working hours (75%). Other important elements included tele-working (41%), part-time work (11%) and sabbatical leave (2%). A significant majority of respondents, that is 87%, have a very positive opinion about creating stimulating research and research training environment. Moreover, survey participants confirm that IB PAS ensures stability of employment (82%) and gender balance (90%). 84% of surveyed employees express positive view about opportunities to develop professional career. The most encouraging results concerned Intellectual Property Rights and co-authorship (93% of positive answers).

Despite obtaining significant number of positive responses in this module, quite many answers were evaluated as negative. Percentage values amounting to or exceeding 20% of negative answers were obtained for six questions, that is 13.2, 16.2, 19.2, 22.1, 22.2 and 24.2 (see Tab. 4). In spite of being satisfied from working conditions, respondents do not think that the Institute provides researchers with appropriate infrastructure – 20%. What is more, surveyed employees are not satisfied with salaries and think that remuneration offered at IB PAS is less attractive in comparison with other employers on the national job market – 59% of survey participants. Next issue is concerned with value of mobility – 29% of respondents think that appraisal system at IB PAS does not cover matters related to mobility experience. Moreover, researchers think that appraisal system adopted at IB PAS does not address issues relating to undertaking teaching activities and training early-stage researchers (34% and 59% of negative answers, respectively). As far as representation is concerned, 21% of survey participants hold the opinion that researchers at IB PAN are not represented in all information, consultation and decision-making bodies.

Table 4. Percentage values in the module working conditions and social security.

Percentage values for positive/negative/neutral answers										
1 – YES, 2 – RATHER YES, 4 – RATHER NO, 5 – NO, 0 – NO ANSWER										
Module	Issues and questions	1	2	4	5	0	Positive	Result	Negative	Neutral
II. WORKING CONDITIONS AND SOCIAL SECURITY	12. Recognition of the profession									
	12.1.	41%	52%	7%	0%	0%	93%	>	7%	0%
	13. Research environment									
	13.1.	45%	48%	7%	0%	0%	93%	>	7%	0%
	13.2.	25%	55%	18%	2%	0%	80%	>	20%	0%
	14. Working conditions									
	14.1.	59%	36%	5%	0%	0%	95%	>	5%	0%
	14.2.	66%	34%	0%	0%	0%	100%	>	0%	0%
	15. Stability and permanence of employment									
	15.1.	52%	30%	11%	0%	7%	82%	>	11%	7%
	16. Funding and salaries									
	16.1.	25%	57%	11%	2%	5%	82%	>	14%	5%
	16.2.	7%	32%	45%	14%	2%	39%	<	59%	2%
	16.3.	68%	27%	0%	0%	5%	95%	>	0%	5%
	17. Gender balance									
	17.1.	41%	39%	16%	0%	5%	80%	>	16%	5%
	17.2.	0%	0%	18%	82%	0%	0%	<	100%	0%
	18. Career development									
	18.1.	32%	52%	11%	2%	2%	84%	>	14%	2%
	18.2.	39%	45%	16%	0%	0%	84%	>	16%	0%
	19. Value of mobility									
	19.1.	36%	50%	12%	0%	2%	86%	>	12%	2%
	19.2.	25%	41%	27%	2%	5%	66%	>	29%	5%
	20. Intellectual Property Rights									
	20.1.	77%	16%	2%	0%	5%	93%	>	2%	5%
	21. Co-authorship									
	21.1.	48%	41%	5%	2%	4%	89%	>	7%	4%
	21.2.	75%	20%	3%	0%	2%	95%	>	3%	2%
	21.3.	64%	32%	2%	0%	2%	95%	>	2%	2%
	22. Teaching									
	22.1.	39%	22%	20%	14%	5%	61%	>	34%	5%
	22.2.	9%	25%	41%	18%	7%	34%	<	59%	7%
23. Complaints/appeals										
23.1.	86%	0%	3%	0%	11%	86%	>	3%	11%	
23.2.	63%	0%	7%	0%	30%	63%	>	7%	30%	
24. Participation in decision-making bodies										
24.1.	34%	41%	16%	5%	4%	75%	>	21%	4%	
24.2.	27%	50%	14%	2%	7%	77%	>	16%	7%	

Answers 'yes' and 'rather yes' were interpreted as positive. Answers 'no' and 'rather no' were interpreted as negative. Neutral result means that there was no answer provided by the respondent. For question 17.2 the scale has been reversed ('no' and 'rather no' – positive answers; 'yes' and 'rather yes' – negative answers). In question 23.1 and 23.2 answer 'I do not know' was interpreted as neutral.

Results obtained in module TRAINING were mostly positive (Tab. 5). Survey respondents expressed their satisfaction with relationship with their supervisors – 91%. What is more, 88% of employees filling in the survey confirm that senior researchers at IB PAS perform tasks related to mentoring, leadership, project coordination and popularising scientific knowledge with the highest professional standards. Additionally, 93% of respondents are convinced that supervisors have the time, knowledge, experience, expertise and commitment necessary to provide research trainees with appropriate support. With regard to continuing professional development, overwhelming majority (95%) of surveyed employees maintain that they seek opportunity to continually develop themselves by regularly updating and expanding their skills and qualifications. However, 27% of answers concerning access to training were negative. Enquired researchers believe that access to training at IB PAS is limited due to financial reasons.

Table 5. Percentage values in the module training.

Percentage values for positive/negative/neutral answers										
1 – YES, 2 – RATHER YES, 4 – RATHER NO, 5 – NO, 0 – NO ANSWER										
Module	Issues and questions	1	2	4	5	0	Positive	Result	Negative	Neutral
III. TRAINING	25. Relations with supervisors									
	25.1.	45%	45%	7%	0%	2%	91%	>	7%	2%
	26. Supervision and managerial duties									
	26.1.	34%	57%	9%	0%	0%	91%	>	9%	0%
	26.2.	30%	52%	18%	0%	0%	82%	>	18%	0%
	26.3.	39%	52%	9%	0%	0%	91%	>	9%	0%
	27. Continuing Professional Development									
	27.1.	36%	59%	3%	0%	2%	95%	>	3%	2%
	28. Access to research training and continuous development									
	28.1.	34%	36%	18%	9%	3%	70%	>	27%	3%
29. Supervision										
29.1.	48%	45%	7%	0%	0%	93%	>	7%	0%	

Answers ‘yes’ and ‘rather yes’ were interpreted as positive. Answers ‘no’ and ‘rather no’ were interpreted as negative. Neutral result means that there was no answer provided by the respondent.

Analysis of the results for module RECRUITMENT revealed that despite majority of positive opinions there are also quite many answers stating that the respondent possess no knowledge of a given issue (Tab. 6). The results demonstrate that vast majority of surveyed employees are not familiar with procedures on recruitment for researchers followed at IB PAS. It might be explained by the fact that employees who are not involved in the recruitment process do not update information on recruitment policies. Surprisingly, half of the survey participants claim that, despite launching outreach campaign long before the survey, they are not familiar with the content of the Charter and the Code.

Table 6. Percentage values in the module recruitment.

Percentage values for positive/negative/neutral answers									
1 – YES, 3 – I DO NOT KNOW, 5 – NO, 0 – NO ANSWER									
Module	Issues and questions	1	5	3	0	Positive	Result	Negative	Neutral
IV. RECRUITMENT	30. Recruitment								
	30.1.	70%	5%	25%	0%	70%	>	5%	25%
	30.2.	50%	50%	0%	0%	50%	=	50%	0%
	30.3.	55%	0%	43%	2%	55%	>	0%	45%
	31. Recruitment (Code)								
	31.1.	68%	2%	30%	0%	68%	>	2%	30%
	31.2.	68%	2%	30%	0%	68%	>	2%	30%
	31.3.	66%	0%	34%	0%	66%	>	0%	34%
	32. Selection (Code)								
	32.1.	68%	0%	32%	0%	68%	>	0%	32%
	32.2.	14%	16%	68%	2%	15%	=	15%	70%
	33. Transparency (Code)								
	33.1.	52%	2%	43%	2%	52%	>	2%	45%
	33.2.	55%	0%	43%	2%	55%	>	0%	45%
	34. Judging merit (Code)								
	34.1.	72%	5%	23%	0%	72%	>	5%	23%
	34.2.	20%	45%	35%	0%	20%	<	45%	35%
	35. Variations in the chronological order of CVs (Code)								
	35.1.	20%	7%	73%	0%	20%	<	7%	73%
	36. Recognition of mobility experience (Code)								
	36.1.	75%	2%	23%	0%	75%	>	2%	23%
	37. Recognition of qualification (Code)								
	37.1.	66%	9%	23%	2%	66%	>	9%	25%
	38. Seniority (Code)								
	38.1.	82%	0%	18%	0%	82%	>	0%	18%
	38.2.	82%	9%	9%	0%	82%	>	9%	9%
	39. Postdoctoral appointments (Code)								
	39.1.	75%	0%	25%	0%	75%	>	0%	25%
39.2.	57%	7%	36%	0%	57%	>	7%	36%	

Answers 'yes' were interpreted as positive. Answers 'no' were interpreted as negative. Neutral result means that the answer was "I do not know" or there was no answer provided by the respondent. For question 34.2 the scale has been reversed ('no' – positive answer; 'yes' – negative answers).

4. SUMMARY AND CONCLUSIONS BASED ON INTERNAL ANALYSIS OF THE DOCUMENTS AND THE SURVEY

Analysis of internal documents, procedures and good practices adopted at IB PAS as well as survey results acknowledges that principles followed at IB PAS reflect those included in the the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Therefore, the Institute meets European standards for the recruitment of researchers and existing working conditions encourage professional development and motivate employees to conduct research. Resolving critical issues will require incorporating recommended principles into documents existing at IB PAS during implementing the Charter and the Code. These minor critical issues do not hamper any activities undertaken by the Institute.

Required actions identified during analysis of the legal framework and internal regulations are pointed out in the Chapter 3.1. Key aspects that need to be considered in the corrective action plan identified on the basis of internal analysis of documents include:

- ethical principles
- professional attitude
- contractual and legal obligations
- accountability
- good practice in research
- evaluation/ appraisal system
- recruitment (Code)
- research environment
- value of mobility
- access to career advice
- continuing Professional Development
- access to research training and continuous development.

Table 7 illustrates critical issues identified on the basis of survey results for each broad aspect included in the Charter and the Code as well as suggested corrective actions.

Analysis of the survey results in the module ETHICAL AND PROFESSIONAL ASPECTS and WORKING CONDITIONS AND SOCIAL SECURITY revealed that it is necessary to review appraisal policy adopted at IB PAS and introduce rating system with criteria such as mobility (geographical, intersectorial, inter- and trans-disciplinary) and undertaking educational activities including training early-stage researchers by senior staff. The same conclusions were drawn on the basis of internal analysis of the documents. Further data investigation uncovers that researchers think that IB PAS fails to provide adequate research infrastructure. Such result was definitely not expected, as IB PAS prides itself on possessing advanced research infrastructure including fully-equipped state-of-the-art laboratories (specializing in molecular analyses, mycology, phycology, palaeobotany, ecology and ecotoxicology) as well as individual workstations (see: www.botany.pl). The Institute is actively engaged in developing appropriate research infrastructure and allocates own funds as well as finances obtained from other sources for providing employees with up-to-date research facilities. Quite large proportion of negative answers results from not very good communication among researches concerning accessibility of particular equipment in various

departments/laboratories. Respondents also had negative opinion about conditions of funding and salaries at IB PAS. The level of salaries and other forms of financing researchers are limited by the amount of government subsidy. The Committee on Implementation of the Charter and the Code has asked the Director of IB PAS to review aspects concerned with conditions of funding and salaries for researchers at IB PAS. What is more, the Committee has undertaken initiatives to encourage researchers to be more involved in activities performed by decision-making bodies established at IB PAS and thus have more influence on working conditions and environment.

Investigation of the data from module TRAINING focused on responses provided for question 28.1 (*Do you think that researchers employed at IB PAN at all career stages, regardless of the employment contract signed, are given the opportunity for professional development through access to measures for continuing development of skills and qualifications?*) regarding access to research training and personal development opportunities created by IB PAS. 27% of survey participants claim that availability of research training is limited by the stage of their career, type of contract or lack of access to measures for continuing professional development. Obtaining such result seems even more significant if we compare it with score for question 27.1 [*Do you think that researchers employed at IB PAN at all career stages seek opportunity to continually develop themselves by regularly updating and expanding their skills and qualifications (e.g. by participating in various training courses, workshops, conferences and taking advantage of e-learning)?*]. Overwhelming majority of surveyed employees (95%) are willing to develop their skills and qualifications at each stage of their research career. Conclusions drawn on the basis survey results and analysis of documents are consistent. It is necessary to establishing policy on planning internships and research exchange in grant applications as well as include categories such as training, internships and research exchange in planning budget for regular Institute activities.

Examination within module RECRUITMENT uncovered that quite many respondents had no knowledge of a given aspect (answer 'I do not know'). However, analysis of internal regulations and practices adopted at IB PAS shows that the Institute follows clear and transparent recruitment procedures and ensures equal treatment of all candidates. These recruitment practices are fully in line with principles set out in the Charter and the Code. To remedy the situation it is necessary to improve information flow and familiarize researchers with existing regulations, rules and practices. Another aspect concerned with enhancing researchers knowledge regards their familiarity with the content of the Charter and the Code. Referring to question 30.2 (*Are you familiar with the principles set out in the Code of Conduct for the Recruitment of Researchers?*), 50% of respondents provided negative answers despite the fact that the Charter and the Code were e-mailed to them long before the survey.

Table 7. Critical issues identified on the basis of survey results and suggested corrective actions.

Surveyed aspect	Question no.	Question	Percentage values		Critical issue	Corrective actions
			positive	negative		
Working conditions and social security	13.2	Do you think that IB PAS as an employer provides researchers with appropriate equipment, infrastructure and other resources necessary to conduct research?	80%	20%	working conditions	Implementation of internal rules on access to laboratories and research equipment
Working conditions and social security	16.2	Do you think that conditions of funding and salaries offered to researchers at IB PAS are attractive in comparison with other employers on the national job market?	39%	59%	remuneration	Promotion of the policy on rewarding outstanding achievements (publications) Implementation of the internal regulations on fulfilling and accounting for external orders placed by other research institutes and business entities
Working conditions and social security	19.2	Do you think that mobility experience is acknowledged within appraisal system at IB PAS?	66%	29%	appraisal system for researchers at IB PAS	Amendment of the regulations on domestic and foreign travel taken by research employees and PhD students
Ethical and professional aspects	11.2	Do you think that appraisal system for researchers at IB PAS is adapted to senior as well as junior employees	78%	20%	appraisal system for researchers at IB PAS	Modification of the scope of performance appraisal by introducing new criteria for research staff evaluation and employee rating system that will allow for recognising mobility and teaching activity Training aimed at raising teaching qualifications of research employees
Working conditions and social security	22.1	Do you think that undertaking teaching activities (classes with students) is taken into account in the appraisal system adopted at IB PAS?	61%	34%		
Working conditions and social security	22.2	Do you think that time devoted by senior research staff to train early-stage researchers is taken into account in the appraisal system adopted at IB PAS?	34%	59%		
Working conditions and social	24.1	Do you think that all researchers at IB PAS are represented in the relevant	75%	21%	undertaking administrative	Implementation of a system of appointing research employees to information, consultation and

security		information, consultation and decision-making bodies of the institution they work for, which protect their individual and collective interests as professionals?			ve duties by researchers	decision-making bodies
Training	28.1	Do you think that researchers employed at IB PAN at all career stages, regardless of the employment contract signed, are given the opportunity for professional development through access to measures for continuing development of skills and qualifications?	70%	27%	training policy	Organizing open-access training for research employees and PhD students focused on research topics conducted by the Institute
Recruitment	30.2	Are you familiar with the principles set out in the <i>Code of Conduct for the Recruitment of Researchers</i> ?	50%	50%	recruitment process	Dissemination of information on recruitment process adopted by the IB PAS Introduction of an obligation for applicants for research positions with respect to familiarising with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers

Critical elements identified on the basis of the internal analysis of documents and the actual situation at IB PAS will be removed by undertaking corrective actions set out in the Chapter 5. These actions will eliminate discrepancies between internal regulations followed at IB PAS and the principles set out in the Charter and the Code.

5. ACTION PLAN

After analysing internal documents and survey results, necessary milestones have been identified, which will mark a significant change in a development of HR objectives and will improve working conditions at IB PAS (Table 8). The survey has evidenced that the most important milestones including several activities to be taken are:

- improvement of the research environment at IB PAS (Actions I-III),
- enhancement of the remuneration system for researchers at IB PAS (Actions IV-V),
- improvement of the evaluation and appraisal system (Actions XVI-XVII),
- amendment and dissemination of recruitment strategies adopted by IB PAS (Actions VII-IX).

Other important actions are related to professional career development of young and senior staff researchers, which highlight the value of mobility (Action XVIII) and will promote the access to research training and continuous development (Actions XIX-XXI). Several activities concerning promotion of the importance of ethical and professional aspects will be undertaken (Actions X-XV). In addition, arrangements aiming at encouraging scientific staff to take part in decision-making bodies will be made (Action VI).

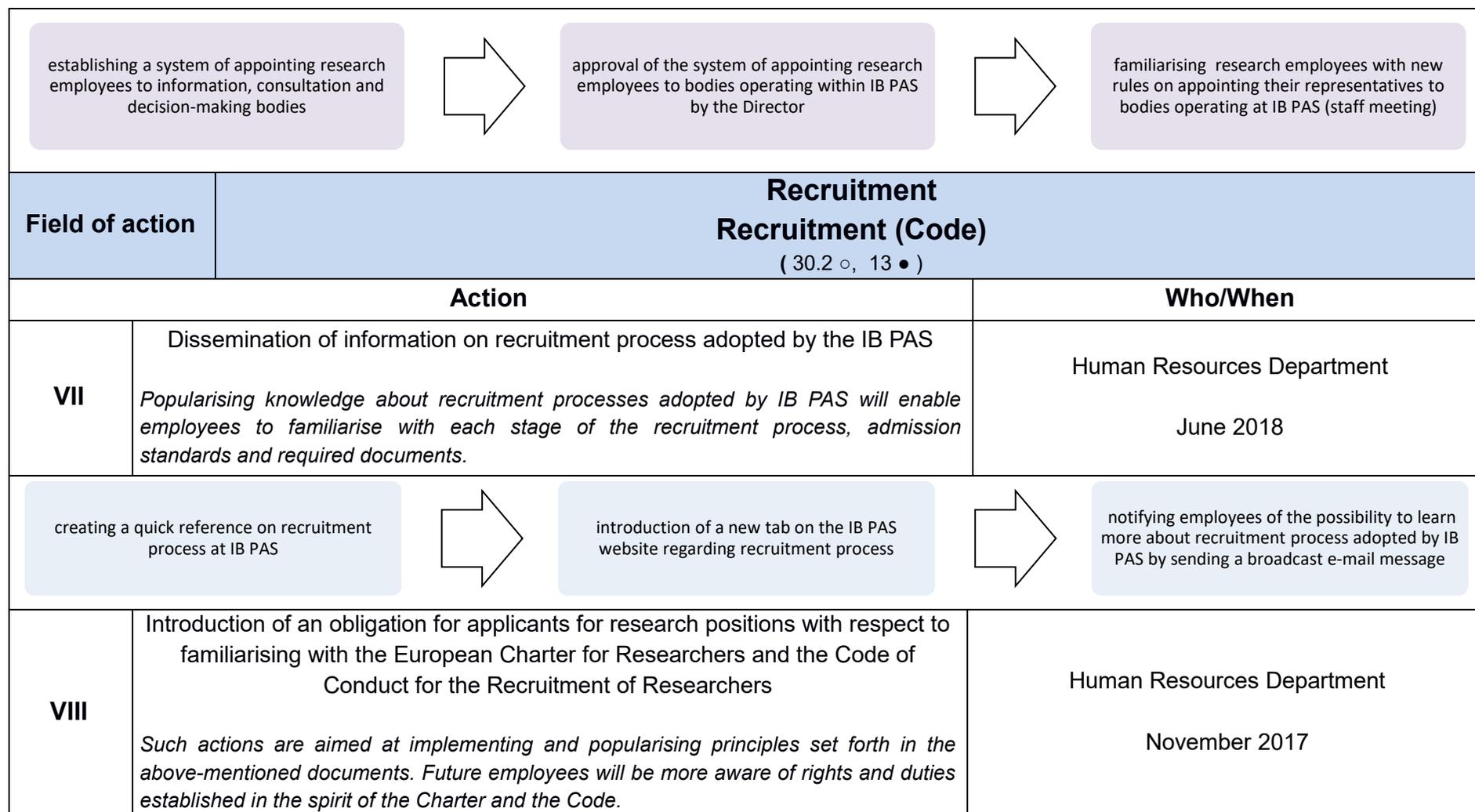
Implementation procedure is provided in Table 8, while a detailed schedule is given in Table 9. Performance of each corrective action will be supervised by a coordinator, as indicated in the Table 8. Corrective actions have been divided into long-term or short-term activities. Long-term activities will be implemented during the period of 4 years, short-term – 2 years. The Committee for implementing the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers at IB PAS will be responsible for keeping deadlines, implementation of planned actions and forwarding reports to the European Commission.

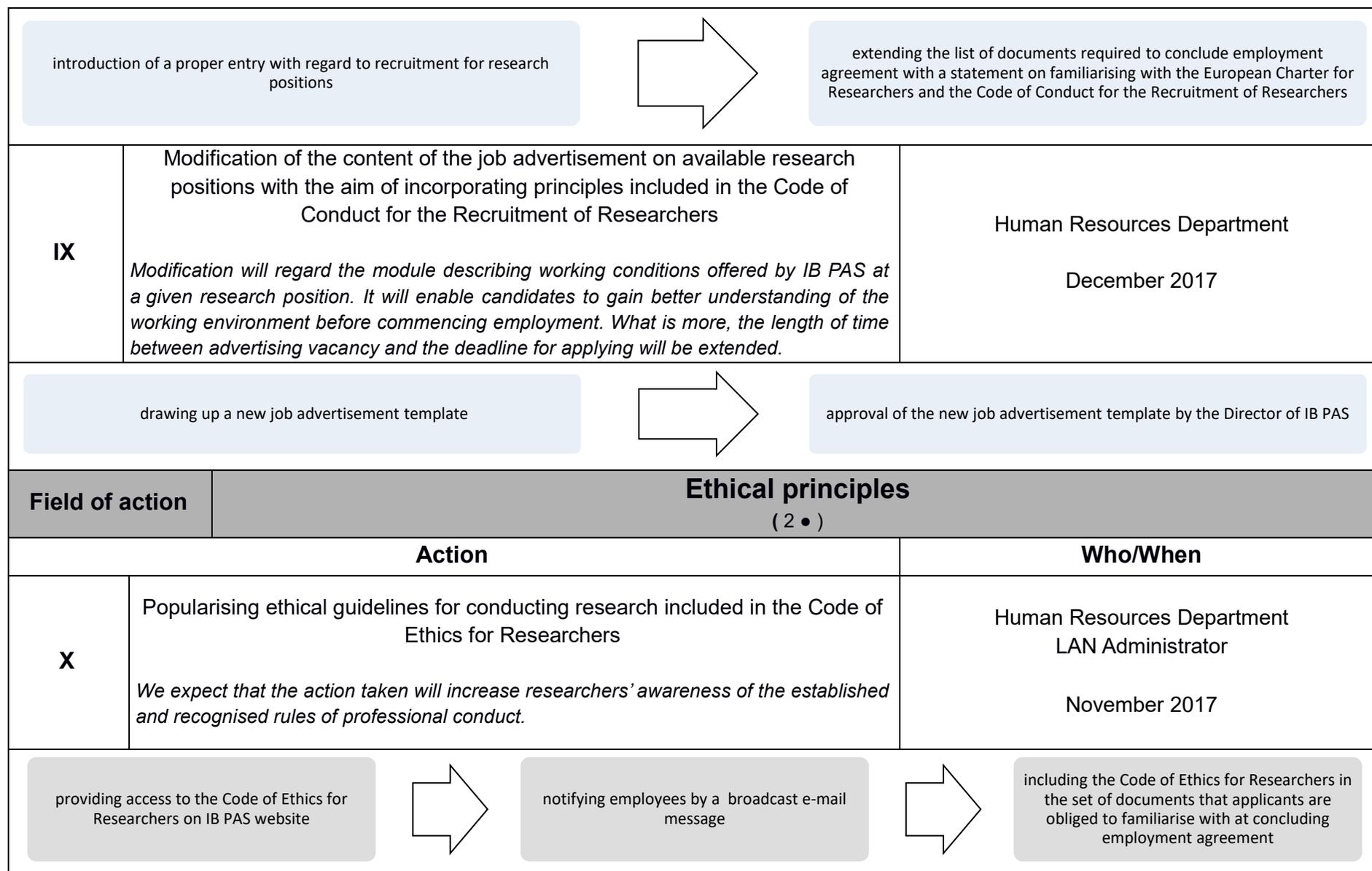
Table 8. Corrective action plan. **Legend:** ○ – action planned on the basis of survey results
● – action planned on the basis of document analysis

Field of action		Research environment (13.2 ○, 23 ●)	
		Action	Who/When
I	<p>Implementation of internal rules on access to laboratories and research equipment</p> <p><i>We expect that the internal rules will provide IB PAS employees with clear and easy to follow guidelines on the use of laboratories and research equipment. These rules will streamline the access to research facilities available at IB PAS and create equal opportunities to carry out planned laboratory work for employees at all levels. Moreover, additional funds will be allocated to purchase basic, commonly used equipment.</i></p>	<p>Vice Director for Administration – Economic</p> <p>December 2018</p>	
<pre> graph LR A[the process of drawing up internal rules on access to laboratories and research equipment at IB PAS] --> B[consultation with Heads of Departments and laboratory managers] B --> C[approval of the Director of IB PAS] C --> D[sending a broadcast e-mail message to employees of the implementation of internal rules and providing access to the file on the IB PAS local network] </pre>			
II	<p>Training for research staff and PhD students in the operation of modern research equipment and software</p> <p><i>The training organised by IB PAS will extend employees knowledge on the technical capabilities of the research equipment, what will translate into more efficient use of the laboratory facilities as well as increase research productivity. The training will also be used to promote the idea of being up-to-date with the latest technical innovations and new products that can be applied in conducting research in a given field.</i></p>	<p>Vice Director for Research</p> <p>December 2020</p>	

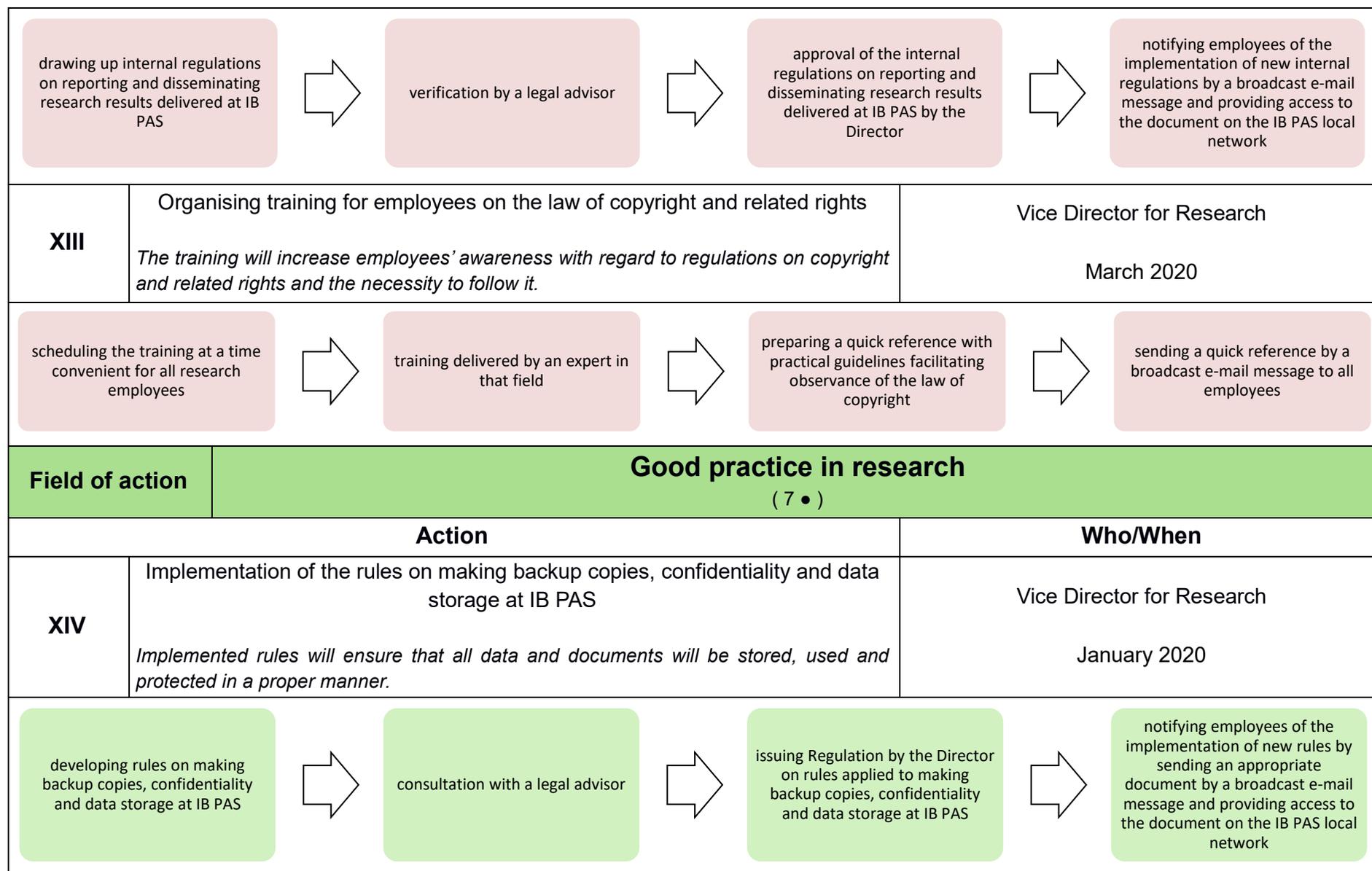
<pre> graph LR A[identification of the training needs and defining the scope of training] --> B[negotiation with professional training providers specializing in a given technical equipment] B --> C[scheduling training sessions at a time convenient for employees and PhD students] C --> D[conducting training courses by a professional training provider] </pre>		
III	<p>Conducting missing analysis of occupational hazards for particular positions</p> <p><i>Analysis of the occupational hazards will be aimed at eliminating risks in the workplace that could result in inflicting injuries or developing work-related diseases by IB PAS employees or at reducing occupational hazards in case of risks that cannot be completely eliminated.</i></p>	<p>Vice Director for Administration – Economic OHS Specialist</p> <p>October 2018</p>
<pre> graph LR A[planning the process of conducting analysis of occupational hazards for particular positions] --> B[conducting analysis of occupational hazards for particular positions by a professional company] B --> C[modification of particular workstations according to the recommendations included in the occupational hazard documentation] </pre>		
Field of action	Funding and salaries (16.2 o)	
Action		Who/When
IV	<p>Promotion of the policy on rewarding outstanding achievements (publications)</p> <p><i>We expect that introduction of an additional bonus for the best research papers will be an efficient incentive for IB PAS employees that will successfully increase citation rate and the quality of research conducted by the Institute.</i></p>	<p>Vice Director for Research</p> <p>March 2018</p>

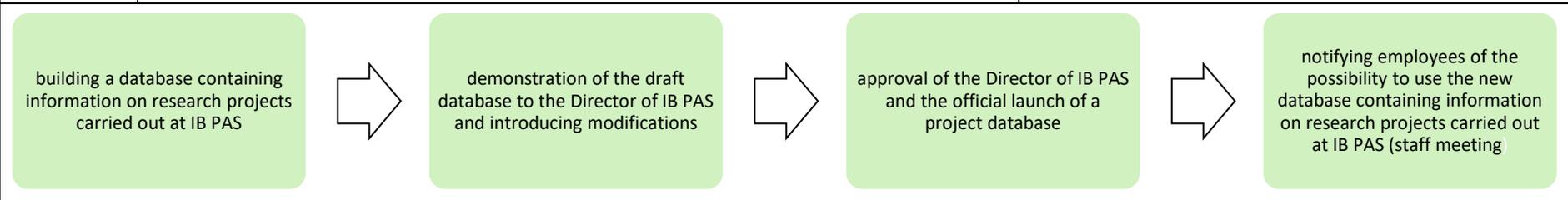
V	<p>Implementation of the internal regulations on fulfilling and accounting for external orders placed by other research institutes and business entities</p> <p><i>Research employees by realizing external orders share their knowledge and professional experience with scientific and other communities and get an opportunity to receive additional remuneration for their work. Implementation of the rules on fulfilling and accounting for external orders will enable IB PAS employees to combine cooperation with other entities with obligations arising from the employment agreement concluded with IB PAS.</i></p>	<p>Vice Director Administration and Economics</p> <p>April 2019</p>
Field of action	Participation in decision-making bodies (24.1 ○)	
Action		Who/When
VI	<p>Implementation of a system of appointing research employees to information, consultation and decision-making bodies</p> <p><i>Open system of appointing research employees to take part in fulfilling tasks undertaken by information, consultation and decision-making bodies at IB PAS will increase employees awareness of their influence on the operations and decisions taken by these bodies. What is more, it will enable active participation in the decision-making process.</i></p>	<p>Vice Director for Research</p> <p>October 2018</p>





Field of action		Professional attitude Accountability (4 •, 6 •)	
		Action	Who/When
XI	<p>Adopting procedure on developing, carrying out and accounting for research projects financed or co-financed from funds designated for financing scientific work or other domestic and foreign sources</p> <p><i>Formal rules on developing, carrying out and accounting for research projects that will provide research employees at IB PAS with easy-to-follow guidelines on planning tasks from the stage of developing to completing the project.</i></p>		<p>Vice Director Administration and Economics</p> <p>March 2019</p>
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: #ADD8E6; padding: 5px; border: 1px solid black; border-radius: 10px;"> establishing rules on developing, carrying out and accounting for research projects </div> <div style="font-size: 2em;">➔</div> <div style="background-color: #ADD8E6; padding: 5px; border: 1px solid black; border-radius: 10px;"> issuing Regulation by the Director on rules applied to developing, carrying out and accounting for research projects </div> <div style="font-size: 2em;">➔</div> <div style="background-color: #ADD8E6; padding: 5px; border: 1px solid black; border-radius: 10px;"> familiarising employees with new rules by providing access to a proper document on the IB PAS local network </div> </div>			
Field of action		Contractual and legal obligations (5 •)	
		Action	Who/When
XII	<p>Implementation of the rules on reporting and disseminating research results delivered at IB PAS</p> <p><i>Drawing up and instructing employees on the rules applicable to reporting and disseminating research results that will ensure proper recording (archiving) of the research data and settle the issue of disseminating research results.</i></p>		<p>Vice Director for Research</p> <p>December 2019</p>



<p>XV</p>	<p>Creating an internal database containing information on research projects carried out at IB PAS</p> <p><i>The database (containing project title, financing sources, deadline, short description of the project) will improve the flow of information and expand employees' knowledge on research projects undertaken at IB PAS.</i></p>	<p>LAN Administrator</p> <p>December 2018</p>
 <pre> graph LR A[building a database containing information on research projects carried out at IB PAS] --> B[demonstration of the draft database to the Director of IB PAS and introducing modifications] B --> C[approval of the Director of IB PAS and the official launch of a project database] C --> D[notifying employees of the possibility to use the new database containing information on research projects carried out at IB PAS (staff meeting)] </pre>		
<p>Field of action</p>	<p>Evaluation/appraisal systems</p> <p>Teaching</p> <p>(11.2 ◦, 11 •, 22.1 ◦, 22.2 ◦)</p>	
<p>Action</p>		<p>Who/When</p>
<p>XVI</p>	<p>Modification of the scope of performance appraisal by introducing new criteria for research staff evaluation and employee rating system that will allow for recognising mobility and teaching activity</p> <p><i>Introducing new criteria such as mobility and teaching activity will expand the scope of performance appraisal by key elements reflecting professional activity of research employees. This will enable the Institute to reward employees properly.</i></p>	<p>Ranking Committee at IB PAS Committee on the Staff Appraisal operating within Scientific Council</p> <p>December 2017</p>
 <pre> graph LR A[verification of the rating system at IB PAS and drawing up new regulations on performance appraisal] --> B[approval of the new rating system by the Director of IB PAS] B --> C[approval of the new regulations by the Scientific Council at IB PAS (by adopting resolution)] C --> D[approval of the new regulations by the Vice-President of the Polish Academy of Sciences] D --> E[notifying employees of the changes in the rating system and new regulations on performance appraisal by sending electronic notification] </pre>		

XVII	<p>Training aimed at raising teaching qualifications of research employees</p> <p><i>The training will be aimed at developing competencies of the research staff and preparing them to undertake more extended teaching activities.</i></p>	<p>Vice Director for Research</p> <p>October 2020</p>
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: #ffffcc; padding: 5px; border: 1px solid black;">defining the scope of training and scheduling training sessions for research employees</div> <div style="font-size: 2em;">➔</div> <div style="background-color: #ffffcc; padding: 5px; border: 1px solid black;">finding specialists/professional companies to provide the training sessions</div> <div style="font-size: 2em;">➔</div> <div style="background-color: #ffffcc; padding: 5px; border: 1px solid black;">delivery of the training sessions</div> </div>		
Field of action	<p style="text-align: center;">Value of mobility (19.2 ○, 29 ●)</p>	
Action		Who/When
XVIII	<p>Amendment of the regulations on domestic and foreign travel taken by research employees and PhD students</p> <p><i>Introduction of clear rules that encourage domestic and foreign business travel and open up a possibility of planning trips within research projects and grants in accordance with national legislation. This action is also clearly related to the evaluation/appraisal systems as it is aimed at rewarding scientific staff for mobility.</i></p>	<p>Vice Director for Research</p> <p>April 2017</p>
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: #e8f5e9; padding: 5px; border: 1px solid black;">verification of the rules on domestic and foreign business travel for research employees and PhD students</div> <div style="font-size: 2em;">➔</div> <div style="background-color: #e8f5e9; padding: 5px; border: 1px solid black;">issuing Regulation by the Director of IB PAS of implementing new rules on domestic and foreign business travel for research employees and PhD students</div> <div style="font-size: 2em;">➔</div> <div style="background-color: #e8f5e9; padding: 5px; border: 1px solid black;">notifying employees of the amendment to the regulations by sending a broadcast e-mail message and providing access to the document on the IB PAS local network</div> </div>		
Field of action	<p style="text-align: center;">Continuing Professional Development Access to research training and continuous development (38 ●, 28.1 ○, 39 ●)</p>	

Action		Who/When
XIX	<p>Organizing open-access training for research employees and PhD students focused on research topics conducted by the Institute</p> <p><i>Open-access training at IB PAS for research employees will improve their qualifications and ensure continuous development.</i></p>	<p>Vice Director for Research</p> <p>December 2020</p>
<pre> graph LR A[building a team responsible for searching and organising appropriate professional training at IB PAS] --> B[defining the scope of training and scheduling training sessions] B --> C[delivery of the training] </pre>		
XX	<p>Providing additional funds for business travel within the scope of the statutory activities</p> <p><i>Allocating additional funds by the Director of IB PAS to cover the cost of business travel (training, internships and conferences) within the scope of research defined by the statutory activity of the Institute will motivate employees to take advantage of all available means of continuing their professional development.</i></p>	<p>Vice Director for Research</p> <p>March 2018</p>
<pre> graph LR A[including additional category of financing (i.e. training, internships, conferences, research exchange) in the yearly schedule of the statutory tasks] --> B[approval of the amendment to the Statute by the Director of IB PAS] B --> C[sending to employees electronic notifications of the possibility to obtain finances for training, travel and placement as well as a copy of the amended Statute of the Institute] </pre>		
Field of action	<p style="text-align: center;">Access to career advice</p> <p>(30 – the questionnaire did not cover the aspects concerned with career advice as IB PAS does not have any special unit providing such assistance; according to national regulations IB PAS is not obliged to have such unit)</p> <p>However, the issue of access to career advice has been raised by the reviewers. IB PAS is willing to provide young researchers and PhD students with professional assistance in developing their research careers and thus has decided to undertake proper corrective actions.</p>	

Action		Who/When
XXI	<p>Ensuring access to career advice for young researchers by involving senior research staff</p> <p><i>Experienced researchers (mentors) will provide young researchers and PhD students with continuing informal support and guidelines on planning and developing their professional career.</i></p>	<p>Vice Director for Research</p> <p>March 2018</p>
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; border-radius: 10px; padding: 10px; width: 25%; background-color: #e0e0e0;"> <p>appointment of mentors who will provide young researchers and PhD students with guidance on career planning and development</p> </div> <div style="font-size: 2em;">➔</div> <div style="border: 1px solid black; border-radius: 10px; padding: 10px; width: 25%; background-color: #e0e0e0;"> <p>drawing up a schedule of consultations with a given mentor</p> </div> <div style="font-size: 2em;">➔</div> <div style="border: 1px solid black; border-radius: 10px; padding: 10px; width: 25%; background-color: #e0e0e0;"> <p>disseminating information on the possibility of having consultation by a broadcast e-mail message and placing a notice on the bulletin board</p> </div> </div>		

6. FINAL STATEMENT

Strategic objectives defined by the W. Szafer Institute of Botany, Polish Academy of Sciences are aimed at reinforcing its international position, increasing Institute's participation in research conducted by global consortia and developing researchers' potential through mobility enhancement. Implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers in IB PAS will contribute to achieving Institute's strategic objectives, maintaining the highest European standards of recruitment, creating favourable research environment as well as providing researchers with development opportunities. Obtaining 'HR Excellence in Research' logo will confirm that the W. Szafer Institute of Botany, Polish Academy of Sciences is committed to creating friendly research environment and conducts research in line with current professional standards. It will also improve Institute's attractiveness as a strategic partner in undertaking joint research projects and enable Institute to raise more funds to support continuous development.

APPROVAL

I, professor Konrad Wołowski, the Director of W. Szafer Institute of Botany, Polish Academy of Sciences, hereby approve the HR Strategy for Researchers and the Action plan.

DYREKTOR INSTYTUTU
K. Wołowski
prof. dr hab. Konrad Wołowski

.....
(signature)

Kraków, *19.09.2017* ✓

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Figure 10. Survey matrix.

Figure 11. Comparison of survey results obtained from different survey groups for 4 modules of questions.

APPENDIX

1. Survey questionnaire on conformity of regulations and practices followed at IB PAS with the principles of the European Charter for Researchers and the Code of Conduct for Recruitment of Researchers.
2. Declaration of support and commitment to adopt the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers