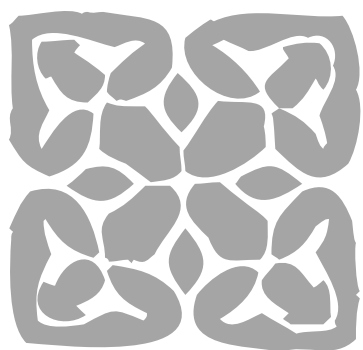


Institute of Mediterranean and Oriental Cultures  
of the Polish Academy of Sciences



IKŚiO  
PAN

## **Human Resources Excellence in Research**

Internal Gap Analysis and Action Plan

2016 – 2020

May 2016

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## 1. Introduction

The Institute of Mediterranean and Oriental Cultures of the Polish Academy of Sciences (IMOC PAS) was established in September 2010 as a result of fusion of two scientific institutions: the Research Centre for Mediterranean Archaeology and the Centre for Studies on Non-European Countries, both of the Polish Academy of Sciences.

The regulations on the functioning of the Institute were incorporated into the Statute approved by the President of the Polish Academy of Sciences on 12th August 2010, which was replaced with the current version on 30th May 2011. As the legacy of the Research Centre for Mediterranean Archaeology and the Centre for Studies on Non-European Countries of the Polish Academy of Sciences, the Institute continues and completes scientific projects commenced by the two centres and continues cooperation with Polish and foreign scientific institutions.

The Research Centre for Mediterranean Archaeology, whose work is continued by the Institute of Mediterranean and Oriental Cultures, was established in 1956 as a key element of “the Polish school of Mediterranean Archaeology”, an interdepartmental scientific consortium whose objective was to manage Polish excavations and coordinate scientific activity in this field. The Centre for Studies on Non-European Countries, established for the purpose of interdisciplinary studies on the development of Asian, African, and Latin American countries, was founded in 1976 as a successor of the Department of Social and Cultural Affairs of Contemporary Africa of the Polish Academy of Sciences, founded in 1962.

At the moment, on the basis of several decades of experience, the Institute of Mediterranean and Oriental Cultures conducts works in the field of archaeology of Egypt, Nubia, and the Near East, as well as studies on socio-economic, political, cultural transformation, social, religious issues, and also communication and international cooperation in these regions.

Scientific programmes are carried out in cooperation with Polish scientific institutions and foreign institutes.

Many of the scholars employed at the Institute are internationally recognized and work on their scientific programmes which are parts of projects based on international cooperation agreements or grants funded by the National Science Centre, Foundation for Polish Science, Ministry of Science and Higher Education, and European institutions. The archaeological research carried out by the Institute in the Mediterranean, Africa, and the Near East is particularly important for its scientific activity.

This activity is also reflected by publications in renowned international journals, participation and papers presented at international conferences and congresses, as well as publications in the form of monographs, journals, and popular science papers.

The Scientific Council of the Institute supervises the development of scientific activity. Since 19th December 2011 the Institute has been authorized to award PhD degree in the field of archaeology and the Scientific Council conducts examination procedure as well as evaluates candidates for title of professor. Moreover, it defines the scientific profile of the Institute on the basis of the trends in the



development of science worldwide, approves research programmes including those conducted in cooperation with foreign institutions, and the programme of publishing activity. The competences of the Scientific Council also include evaluation of scientific activity of the employees of the Institute and management and support of the development of the employed scholars at the beginning of their scientific career.

The Institute is also involved in the programme of “Afrazja” post-graduate studies in the field of “Politics and cultures in the countries of Asia and Africa”.

The Institute of Mediterranean and Oriental Cultures of PAS is a small scientific institute of the Polish Academy of Sciences, employing 39 people, including 32 researchers (average of 28.7 as calculated against the full time positions), 6 administrative employees (1 accountant, 1 employee of the secretariat, 1 employee of the financial-accounting department, 1 HR employee, 2 employees of the library) and 1 employee of publishing department. HR department, consisting of 1 person, deals with administrative services for the employees, particularly signing and termination of contracts, holiday leave management, issuing documents necessary for undertaking international cooperation and employment in grants as well as other issues related to the HR.

The scientific-research division of the Institute is divided into five Departments: the Dept of Egyptology, the Dept of Classical Mediterranean Cultures, the Dept of Asian Cultures with the Centre of Research on Modern Confucianism, the Dept of Islamic Civilization with the Centre of Research on the Near East, and the Dept of African Cultures.

The area of research is regulated by the Statute of the Institute of Mediterranean and Oriental Cultures. The Institute functions as a scientific institute of the Polish Academy of Sciences on the basis of legal regulations concerning the Polish Academy of Sciences:

- Act on the Polish Academy of Sciences
- Statute of the Polish Academy of Sciences
- Resolution of the Presidium of PAS on the liquidation of the Research Centre for Mediterranean Archaeology of PAS and the Centre for Studies on Non-European Countries of PAS start of the activity of the Institute of Mediterranean and Oriental Cultures of the Polish Academy of Sciences



## 2. Internal analysis

### 2.1. Methodology

The first phase of the internal analysis concerning the existing regulations and practices of the Institute involved a careful comparison of the contents of the European Charter for Researchers with the regulations and practices implemented at the Institute. The analysis was made on the basis of the recommendations of The European Commission set in the European Charter for Researchers and a Code of Conduct for the Recruitment of Researchers, by detailed completion of the template entitled: “standard template for the internal analysis” and a profound analysis of documents which constitute the basis of all internal regulations of the Institute as well as the national law:

- Act on PAS
- Statute of PAS
- Statute of the Institute of Mediterranean and Oriental Cultures of PAS
- Code of Ethics of PAS
- Regulations and internal directives of the Institute of Mediterranean and Oriental Cultures of PAS
- Minister’s resolution concerning the conditions of remuneration for the employees of auxiliary research entities and other entities of PAS
- Copyright and Neighbouring Rights Act
- Public Procurement Law
- Trade Union Act
- Act on the Principles of Financing Science
- Occupational Safety and Health Act
- Personal Data Protection Act
- Database Protection Act
- Act on the Recognition of Professional Qualifications Acquired in the EU
- Labour Code

The analysis was conducted by a working group established for this purpose, which consisted of members of scientific and administrative staff of the Institute.

In addition to that, the following actions were undertaken in order to verify the compliance of the practices observed at the Institute with the requirements of the European Charter for Researchers:

- Interviews with Human Resources staff
- Interviews with the employees of the Institute
- Completion and analysis of anonymous questionnaire

The data collected in this manner were subjected to further analysis.



### 2.1.1. Analysis of internal regulations

The first stage of the work on the internal analysis was the selection of the members of the working group which undertook the comparison and evaluation of the regulations and practices of the Institute with the requirements of the European Charter for Researchers and the Code of Conduct for the recruitment of scientific employees. The group included three full-time scientific employees of the Institute, an administrative employee, a person employed at the Human Resources department, and one person representing young scientific employees. The rules of recruitment were analyzed in terms of existing and practiced internal regulations of the Institute, compliant with the national legal regulations of the functioning of scientific institutions and requirements of the Labour Code.

Each of the 40 items concerning the subject of employment and process of recruitment described in EURAXESS RIGHTS template was then discussed in detail and analyzed on the basis of existing directives and regulations of the Institute, including:

Directive	Concerning
1/2010	Organization of research teams at the Institute
2/2010	Instructions for preparation, circulation, and monitoring of accounting documents at the Institute of Mediterranean and Oriental Cultures of PAS
3/2010	Work regulations of the Institute of Mediterranean and Oriental Cultures of PAS
4/2010	Organization regulations of the Institute of Mediterranean and Oriental Cultures of PAS
5/2010	Remuneration regulations of the Institute of Mediterranean and Oriental Cultures of PAS
6/2010	Implementation of the procedure concerning the use of funds assigned for the statutory activity transferred to the following year
1/2011	Establishment of the Social Benefits Committee
2/2011	Regulations of "Request for quotation" procedure for the purchase of goods and services not subject to the rules of the Public Procurement Law



3/2011	Regulations of financial control performed by the Institute of Mediterranean and Oriental Cultures of PAS and instructions for financial control
4/2011	Regulations of competition for research positions at the Institute of Mediterranean and Oriental Cultures of PAS
5/2011	Researcher appraisal regulations of the Institute of Mediterranean and Oriental Cultures of PAS
1/2012	Allowance for purchase of eyeglasses
3/2012	Introduction of instructions for inventory register at the Institute of Mediterranean and Oriental Cultures of PAS
1/2013	Criteria and procedure of designating funds for the development of young researchers at the Institute of Mediterranean and Oriental Cultures of PAS
1/2014	Regulations of the Scientific Council of IMOC PAS
3/2014	Establishment of post-graduate programme <i>Politics and culture in the countries of Asia and Africa</i>
4/2014	Rules concerning issuing invoices confirming payment of education fee
5/2014	Rules and procedures concerning the public procurement at the Institute of Mediterranean and Oriental Cultures of PAS
6/2014	Regulations of "Request for quotation" procedure for the purchase of goods and services not subject to the rules of the Public Procurement Law
1/2015	Regulations concerning the procedures in doctoral programmes at the Institute of Mediterranean and Oriental Cultures of PAS
1/2015	Regulations concerning the use of archaeological documentation stored at the Institute of Mediterranean and Oriental Cultures of PAS



3/2015	Implementation of the procedure concerning rules of documenting the results of substantive activity at the Institute of Mediterranean and Oriental Cultures of PAS
4/2015	Implementation of the procedure concerning preparations of statutory requests at the Institute of Mediterranean and Oriental Cultures of PAS
8/2015	Regulations of the Employee Benefits Fund
9/2015	Criteria and procedure of “Designating funds for the development of young researchers”
1A/2016	Regulations of the management of copyright and neighbouring rights as well as commercialization of the results of scientific research at IMOC PAS
1B/2016	Regulations concerning the procedures in doctoral programmes at the Institute of Mediterranean and Oriental Cultures of PAS
1/2016	Concerning publication reviews of monographs
2/2016	Instructions for preparation, circulation, and monitoring of documents at the Institute of Mediterranean and Oriental Cultures of PAS

Tab. 1. Directives and regulations of the Institute of Mediterranean and Oriental Cultures of PAS.

Due to the diverse profiles of the members of the group (position, scientific degree) and the presence of the persons directly involved in the recruitment process and responsible for the internal administrative monitoring, the conclusions drawn in the course of discussions and proceedings represent diverse points of view and contribute to relevant evaluation of the questions related to recruitment and employment at the Institute.

### **2.1.2. Staff opinion survey**

The second stage of the work on internal analysis involved conducting an anonymous survey based on the EURAXESS RIGHTS template among all the employees of the Institute. The employees were able to evaluate actually existing and functioning rules on the basis of the European Charter for Researchers and the Code of Conduct.





32 scientific employees participated in the survey. The questionnaire consisted of 40 items corresponding with the items from EURAXESS RIGHTS template, where every point was evaluated using 1 to 5 scale, and where 1 equals “unsatisfactory” with reference to a particular question, and 5 equals “very good”. In addition to that, the respondents were asked to add their comments and suggested solutions for particular issues. The questionnaire dealt with four most important issues associated with recruitment and development of scientific career:

1. Ethical and professional aspects
2. Recruitment
3. Work conditions and social security
4. Trainings

Instructions concerning the purpose of the survey were sent by e-mail and described during a weekly meeting with the employees of the Institute. Thanks to the anonymous character of the survey, the employees could feel free in the course of the evaluation of the functioning of the Institute, which contributed to the objectivity and honesty of the opinions and data collected in this manner. The data represent the actual opinion of the employees on the subject of regulations and practices which function at the Institute.



## 3. Results

### 3.1. Results of internal analysis

#### 3.1.1. *General rules for researchers*

##### **The principle of the European Charter for Researchers**

###### **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.

The rules of freedom in research are of exceptional importance for the functioning of the Institute. Apart from general regulations concerning the freedom of research, indicated by the Act on PAS as well as the national legal norms related to research and rules of the functioning and funding of research centres in Poland, the Institute obeys internal directives and regulations connected with: remuneration, copyright, Labour Code, work-organization rules, funding of the statutory activity, and the requirements of grant-funding institutions which have their own regulations of funding and completion of research projects. Thus each project carried out by scientific employees is monitored and verified in terms of its level, practicability, rationale, and ethics.

**Actions required:** there is no need for additional actions in this field.

###### **2. Ethical principles**

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

The researchers employed at the Institute are obliged to obey the rules of ethics stated in the Code of Ethics of PAS and they should observe the internal regulations of the Institute concerning the management of copyright and neighbouring rights as well as commercialization of the results of

scientific research. Moreover, in the case of carrying out projects funded by grant-funding institutions, regulations applicable to those particular institutions are in force.

**Actions required:** there is no need for additional actions in this field.

### 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.

The rules of professional responsibility and the originality of scientific research are precisely described in the Code of Ethics of PAS and the regulations of the management of copyright and neighbouring rights as well as commercialization of the results of scientific research at the Institute of Mediterranean and Oriental Cultures of PAS. The regulations based on: the Act on PAS, Copyright and Neighbouring Rights Act, as well as the Database Protection Act are the foundation of ethical and professional responsibility, and they are strictly obeyed. They provide a guarantee of proper professional conduct by respecting the achievements of predecessors and competitors, and guarantees the absence of plagiarism. The regulations also define the rules of funding projects carried out at the Institute as well as of those not funded by the Institute, as long as it provided organizational conditions for carrying them out.

**Actions required:** there is no need for additional actions in this field.

### 4. Professional attitude

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

Researchers are obliged to obey the work regulations at the Institute of Mediterranean and Oriental Cultures of PAS and to acquaint themselves with all regulations and directives effective at the Institute. Moreover, objectives and priorities described in the Statute of the Institute of Mediterranean and

Oriental Cultures should be pursued while working at the Institute. In addition to that, the rules of funding of all projects and formal requirements related to carrying them out are defined in regulations and guidelines of institutions funding research projects such as the National Science Centre, Ministry of Science and Higher Education, Foundation for Polish Science, and others. The dissemination and distribution of research results is controlled by the regulations of the management of copyright and neighbouring rights and commercialization of results of scientific research of the Institute of Mediterranean and Oriental Cultures of PAS.

**Actions required:** there is no need for additional actions in this field.

### 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.

The researchers employed at the Institute are obliged to acquaint themselves with and adhere to the work regulations of the Institute of Mediterranean and Oriental Cultures of PAS, which obligates all employees to read regulations and directives effective at the Institute and to observe them. Issues related to intellectual property are comprised in the regulations of the management of copyright and neighbouring rights and commercialization of the results of scientific research at the Institute of Mediterranean and Oriental Cultures of PAS approved on the basis of: the Act on PAS, Copyright and Neighbouring Rights Act and Database Protection Act. They are the foundation for ethical and professional responsibility, and they are strictly observed. The Scientific Council supervises the process of provision of results of scientific research. Additionally, the Principles of documentation of results of substantive activity regulates the completion of successive steps of defined research plans.

**Actions required:** there is a necessity to update the “Principles of documentation of results ...” in line with modification of law.

### 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.

Scientific accountability towards the Institute is regulated by the directive concerning the regulations of financial control and the instructions of financial control of the Institute of Mediterranean and Oriental Cultures, as well as the Procedure for preparation and submission of applications concerning the funding of statutory activity of the Institute of Mediterranean and Oriental Cultures. Financial accountability to grant-funding institutions is monitored in accordance with the contracts between the Institute and the grant-funding institutions financing particular projects, and it is settled on the basis of the contracts. Regulations related to reporting substantive activity in their financial aspect are defined in the instructions for preparation, circulation, and monitoring of documents as well as directive concerning the documentation of the results of substantive activity. Moreover, researchers are assessed for their work by the Scientific Council, which is obliged to submit annual financial-substantive reports to the Minister of Science and Higher Education.

Regulations concerning ethical accountability are included in the Code of Ethic of PAS and the regulations of the management of copyright and neighbouring rights as well as commercialization of the results of scientific research at the Institute of Mediterranean and Oriental Cultures of PAS.

Financial and ethical accountability towards employers, grant-funding institutions, and the society are clearly defined.

**Actions required:** Updating procedure for preparation and submission of applications concerning the funding of statutory activity and Principles of documentation of results of substantive activity in line with modification of law.

## 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.

The rules of good practices in scientific research are regulated by national legislation concerning: general regulations of occupational safety and health, personal data protection, and database protection. The following internal regulations are observed at the Institute: instructions for preparation, circulation, and monitoring of documents, and the directive concerning documentation of the results of substantive activity. Apart from that, the HR employee is responsible for the safety of personal data of

the employees of the Institute, since this person monitors new employees or/and interns and is responsible for presentation of the work procedures effective at the Institute.

**Actions required:** after conducting analysis of procedures functioning at the Institute, steps should be taken to create a Data Management System and suggest a manner of creating document back-up files. For this purpose, a group for inventing a strategy of creating back-up files will be established.

## 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.

Dissemination and exploitation of results are regulated by legislative acts: of PAS and of Act on the Principles of Financing Science, in particular the ordinance concerning the criteria and manner of assignation and settlement of funds for popularization of science. This is internally regulated by the Statute of the Institute of Mediterranean and Oriental Cultures, Code of Ethics of PAN, regulations on the management of copyright and neighbouring rights and commercialization of the results of research as well as directive concerning the procedure of substantive activity documentation rules.

The statutory activity of the Institute includes activities popularizing science in the form of: periodically published journals, monographs, and articles published in Polish and international journals. Information on the research and discoveries made by the employees of the Institute is also published in popular science magazines and on websites of the Institute and organizations promoting science. The Institute also organizes open seminars. Its employees are active participants at national and international conferences. As part of cooperation with other institutions of PAS and Polish as well as international organizations, the Institute organizes exhibitions and popular science seminars.

**Actions required:** there is no need for additional actions in this field, however, the Institute is planning to intensify popularization work.

## 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.



As mentioned above, dissemination and exploitation of results are regulated by legislative acts: of PAS and of Act on the Principles of Financing Science, in particular the ordinance concerning the criteria and manner of assignation and settlement of funds for popularization of science, and internally: Statute of the Institute of Mediterranean and Oriental Cultures, Code of Ethics of PAN, regulations on the management of copyright and neighbouring rights and commercialization of the results of research as well as directive concerning the procedure of substantive activity documentation rules. Issues related to commitment towards society, after approval by the Scientific Council, are approved by the director of the Institute. The settlement of such activity is effected through preparation of reports on the activity, in the section entitled "Popularization activity".

University of the Third Age, run for senior citizens, is part of the activity aimed at people unconnected with scientific circle. The programme of Afrazja post-graduate studies "Politics and cultures in the countries of Asia and Africa" is another initiative with the purpose of popularization.

The Institute actively participates in national actions such as the Science Picnic and the Night of Museums, and other popularization initiatives.

All information concerning current initiatives, achievements, publishing work, and planned activities is available on the Institute's website and fanpage.

Research of scientific employees of the Institute is also published on dedicated websites of the projects.

As a further popularization initiative, the Institute plans to launch in the near future: Children's University, summer workshops for children, and publishing activity in the form of teaching materials popularizing the field of research done by the Institute. Another project involves establishing post-graduate programme on oriental and ethnic design. Existing publishing and didactic activities will be continued.

The Institute follows a policy open for innovations, filling the gap for the people unconnected with science, and in the nearest future it plans to introduce additional forms of instruction aimed at various age groups.

**Actions required:** there is no need for additional actions in this field, however, the Institute is planning to intensify popularization work.

## 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.

The rules of non-discrimination are regulated by national legislation of the Labour Code, which is binding for the Institute as an employer. Additional regulations are incorporated in directives concerning work regulations, particularly in the rules of protection of women in the workplace and prevention of

mobbing, as well as in the regulations of remuneration and directive on the establishing and functioning of the Social Benefits Committee.

Following the rules of non-discrimination is exceptionally important for the Institute. Some of the researchers, holders of scholarships, and PhD candidates are not Polish citizens.

**Actions required:** there is no need for additional internal regulations since practical solutions indicate unusual flexibility of the Institute as an employer.

### 11. Evaluation/ appraisal systems

Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee.

Evaluation and appraisal system are based on national legislation: Act on PAS and Labour Code. The Institute also observes internally the following: regulations of researcher appraisal and regulations of remuneration with appendices, which establish remuneration rates for employees at various stages of career.

Each employee is evaluated by the Scientific Council, which approves its evaluation in accordance with the Minister's resolution every four years. The assessment is processed by a committee on the basis of annual reports, as stated above. Each employee is also assessed as to their progress in their grant projects.

The work and appraisal systems are transparent. The HR employee is responsible for introduction of new employees into the subject of working conditions at the Institute.

**Actions required:** there is no need to introduce additional internal regulations concerning appraisal system. It would be useful to enhance internal communication in the form of a database with an access to approaching project reporting deadlines.

### 12. Recruitment

Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at 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.



The rules of recruitment are clearly specified depending on the position for which a competition is held. Competition Committee is established for every recruitment process. The subject of recruitment is standardized by the regulations of competition for research positions approved by the Scientific Council. The template of advertisement is included in the regulations of competition for research positions.

Advertisements concerning recruitment for research positions at the Institute is always placed in the websites of the Institute, PAS, Ministry, and Euraxess with a due notice.

The national regulations concerning recruitment are incorporated in the Act on PAS.

**Actions required:** after the analysis of existing internal regulations and practices, and taking into consideration the facts of strict obedience of rules of non-discrimination as well as the increase of employment at the Institute over the last year (3 new people were employed as associate professors and 2 as associate researchers in 2015), it is concluded that there is no need for additional actions in this field.

### 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.

The subject of requirements and regulations concerning recruitment process at the Institute are included in point 12 "Recruitment". Regarding point 13 "Recruitment (Code)", it could only be suggested that apart from requirements in the advertisement for a position, the Institute should incorporate career development perspectives. However, due to the freedom of research and actions related to the selection of the path of scientific career development, the Institute did not discuss this subject at the level of recruitment.

**Actions required:** there is no need for additional actions in this field.

#### 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 should be realistic.

The requirements concerning candidates for a particular research position are defined individually in each case. In order to recruit a new employee, competition committee is established for each case. Its members are selected by the director from research staff of the Institute. Diversity in this case involves the selection of representatives of various departments, who are at different stages of research career. Due to the variety of ethnicities and nationalities of the employees of the Institute, as well as the diverse fields which they represent, recruitment process is carried out with objectivity and consideration of attitudes and opinions. Due to the fact that the Institute functions in the public domain, participation of public sector representatives in the recruitment process for research positions is not planned. There are different procedures observed with regard to projects carried out on the basis of contracts with grant-funding institutions and international agreements. In such a case, the selection is also based on internal regulations of the cooperating/grant-funding institution.

All issues related to recruitment are determined by the Regulations concerning competitions for research positions.

**Actions required:** no additional actions are planned in this field.

#### 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.

As mentioned above, the rules concerning recruitment are established individually for each position offered by the Institute and are based on the directive on the regulations of recruitment for research positions. In each case, competition committee is established and advertisement is placed on the website of the Institute at due notice. After a profound analysis of all applications and recruitment interviews in the presence of the competition committee, the candidates are informed of the committee's decision. Relevant argumentation is provided for the decision.

**Actions required:** in accordance with the requirements of the European Charter for Researchers, a new practice should be incorporated into the procedures observed at the Institute. It should involve,

in cases when a candidate is not accepted, presentation of strong and weak points of his/her application and relevant explanation why it was rejected.

### **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.

The whole experience, not only related to research and publications, is taken into consideration in the recruitment process and evaluation of a candidate's application. The appropriate approach to the subject of recruitment is defined in the directive on the regulations of recruitment for research positions. The specification concerning requirements for a particular position is described in the advertisement and published on the websites of the Institute, ministry, PAS, and Euraxess at due notice. It is not limited to the requirements connected with the number of publications and participation in conferences, although such information should be included in the application.

Each application is treated individually and is considered with regard to the requirements and future assignments on the research position. Qualities such as mobility, experience gained in other scientific institutions, and soft skills are evaluated on the same level as scientific achievements of the candidate.

**Actions required:** some modifications of the template of advertisement are planned actions in this field.

### **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.



Variations in the chronology of curriculum vitae or career breaks resulting from personal reasons do not prevent a candidate from continuing or commencing a research career as long as the candidate fulfils the requirements for a particular position. The Institute practices a policy of diversity and considerable flexibility as far as criteria of employee selection are concerned, without a negative impact on the level of scientific projects and research involving its employees.

**Actions required:** apart from detailed specification for particular positions, which should be defined in the regulations of the Institute, no additional actions are planned.

### 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.

### 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.

As it was clearly stated in point 17 concerning “Variations in the chronological order of CVs”, any breaks, including the recognition of foreign experience, are highly appreciated in the assessment of a candidate for a particular position. The research profile of the Institute is connected with research conducted abroad, thus such experience is highly desirable.

The recognition of professional qualifications acquired abroad is also defined by: the Act on the Recognition of Professional Qualifications Acquired in the EU and the Directive of the European Parliament on the recognition of professional qualifications, as well as all regulations in the Administrative Procedure Code covered by EU directive 2005/36/WE.

In addition to that, all issues related to recruitment are internally determined by the regulations of recruitment for research positions.

**Actions required:** the changes which should be made involve incorporation of a relevant item in the regulations of the Institute concerning recognition of professional qualifications and recognition of experience in mobility.

## 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.

The experience of a candidate is evaluated as a whole, regardless of the fact whether the candidate gained experience required for the position at an early stage of his/her professional development or there are variations in the chronological order of the candidate's CV. Breaks related to maternal/paternal leave have no influence on the evaluation of the candidate. As mentioned above, internal rules concerning competition for a position are listed in the regulations of recruitment for research positions.

**Actions required:** there is a need for incorporation of additional items into the regulations of recruitment for research positions. They should specify the rules concerning recognition of professional experience which is not scientific experience.

## 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.

Recruitment for a full-term postdoctoral research position is carried out in the form of a competition announced by the Director of the Institute in compliance with the regulations of the Act on PAS and the regulations of competition for research positions at the Institute of Mediterranean and Oriental Cultures of PAS. The competition procedure can be initiated as a result of a request submitted by the Director, the Head of one of the Departments of the Institute of Mediterranean and Oriental Cultures of PAS, the Head of a research project, or request submitted by the candidate and approval by the Director of PAS. Other procedures are followed in the case of post-doctoral positions based on the agreements with grant-funding institutions, which also observe the internal regulations of those institutions. The term of employment on a post-doctoral position is defined by the Act on PAS.

The Institute is open for postdoctoral internships, although it has not been selected by researcher candidates. There is no mentor for postdoctoral internships at the Institute. The basic requirement for an internship at IMOC is to secure funds from external sources. Procedures based on internal regulations of the funding institutions must be observed for the postdoctoral internships provided within the framework of tripartite agreements signed as a result of decisions on assigning funds.

Institute of Mediterranean and Oriental Cultures has not established clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, and does not follow a pro-active policy to attract postdoctoral researchers to apply for internship at the Institute.

**Actions required:** elaborating regulations and guidelines, published on the Institute website, for the postdoctoral recruitment procedure and designating a person responsible for contacts with postdoctoral researchers.

## 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).

Respect for experience, profession, degree, and achievements in the field of research are crucial and unquestionable for the Institute. All researchers are treated as professionals. Qualifications acquired before employment at the Institute are recognized regardless of previous employer, degree and position in the scientific circle. It is equally important for the Institute as freedom of research.

**Actions required:** with regard to recognition of the profession, the regulations should include new items concerning the desired professional experience related to employees' positions and additional regulations on the recognition of professional qualifications.

## 23. Research environment

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.

A proper environment for research provides employees with optimal working conditions and helps to define development of research career with appropriate guidelines from the Scientific Council and from employees who have been working at the Institute for a longer time. All regulations concerning work safety and social security for the employees are defined by the Labour Code, Civil Code, Social Insurance Act, and Income Tax Act. Internally, work regulations, organizational chart, and remuneration regulations sanction the issues related to the employment and working conditions at the Institute. The issues connected with funding scientific activity, research, and purchase of additional equipment are described by the regulations of financial control and financial instructions concerning the financing of substantive activity. The division of funds assigned as a designated subsidy for young researchers is defined by separate regulations. In the case of purchase of equipment, the Public Procurement Law must be observed. Projects funded or co-funded by external institutions are regulated by agreements between the Institute and the grant-funding organization.

Improvement of working conditions and equipment, as well as undertaking of research goals requiring the use of dedicated equipment will be gradually pursued by participation in competitions aimed at research institutions and people holding academic degrees, organized in Poland and abroad.

The provision of funds depends on the legislative regulations, dedicated public institutions established on the basis of the Act on the Principles of Financing Science, international programmes, in particular European ones, and these institutions regulate the level of funding, or approve or reject the funding of research projects. There are very limited possibilities for deriving funds from private sources, and IMOC cannot engage in business activity.

**Actions required:** constant improvement of working conditions and equipment facilities, as well as progress in and completion of research objectives which require special equipment will be gradually implemented by participation in national and international competitions aimed at research centres and researchers holding degrees.

## 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.

The provision of suitable working conditions for all employees of the Institute is in accordance with the observed rule of non-discrimination, which complies with the Labour Code and the Act on PAS. Internally, all issues related to employment and working conditions, including sick, maternal/paternal, and special leaves, are defined in the work regulations. The subject of remuneration, taking the academic degree and employment position into account, is regulated by remuneration regulations. All issues regarding social benefits for employees who are temporarily in a difficult situation are solved by

Social Benefits Committee in accordance with the regulations of the Employee Benefits Fund. In addition to that, due to the type of work, the Institute co-funds the purchase of eyeglasses for the employees. Funds are also assigned for the employment of disabled persons, in accordance with the rule of non-discrimination.

**Actions required:** the adjustment of working conditions for the needs of disabled persons requires regular modernization, which is constantly pursued by the Institute by participation in competitions aimed at the modernization of research infrastructure. Such actions will be continued.

## 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*.

## 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.

Conditions and stability of employment are precisely defined by the work regulations which are observed at the Institute. According to the financial situation, the management of the Institute attempts to create new jobs and offer employment contracts in compliance with the Labour Code. The management of the Institute, pursuing better financial conditions for the employees, encourages and supports all actions connected with scientific and related activities which result in projects implemented on the basis of contracts with state administrative entities and private institutions.

The issues related to the financial aspects are incorporated in the regulations of remuneration and appendices, and additionally, if necessary, expenses are covered by the Employee Benefits Fund.

The researchers, as already mentioned, have the right to participate in various research projects which are not funded by the Institute.

With regards to remuneration, the Institute makes effort towards didactic activities, participation in grant competitions, and pursuit of additional sources of funds for substantive activity and research in order to improve and create optimal financial conditions for the employees of the Institute.

The funding is determined by legal regulations, state institutions authorized by the Act on the Principles of Financing Science, international programmes, in particular European ones, and these institutions



regulate the level of funding, or approve or reject the funding of research projects. There are very limited possibilities for deriving funds from private sources, and IMOC cannot engage in business activity. The binding mechanism of funding in the form of subsidies for support of research potential and for young researchers is precisely defined by the formula listed in a relevant resolution. As a consequence of assigning category B to the Institute, it results in constant reduction of the funds.

**Actions required:** These actions will be continued. Financial conditions are determined by the results of evaluation of the Institute by The Ministry of Science and Higher Education. For this reason, the Institute strives to improve its results in research, economic situation, and others, and as a consequence, to change the category of the Institution.

## 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.

As mentioned in point 10 “Non discrimination”, the rules of non-discrimination are determined by the regulations of the Labour Code, which are binding for the Institute as an employer. Additional internal rules are included in directives concerning work regulations, in particular the items on the protection of women in the workplace and prevention of mobbing, as well as remuneration regulations and directive concerning formation and functioning of the Social Benefits Committee, and directive on the competition for research positions together with appendices.

The Institute pays particular attention to the scientific development of women and their safety in the workplace. As compared to other PAS institutions, where the percentage of employed women does not exceed 15%, IMOC is an example of good balance since the ratio of women to men is 56.25% to 43.75%, with a slightly higher number of women than men. The decision-making positions are filled by men and women in 50–50% proportion.

**Actions required:** no additional actions are planned in this field.

## 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.

Development of career, generally described in the regulations on the research team organization and work-organization rules, monitored by the Scientific Council and the Committee for Young Researcher Affairs, is assessed in the form of annual reports submitted to the Scientific Council. However, there are no particular guidelines in the regulations which should define the strategy of the development of research career, also with reference to researchers employed on fixed-term contracts.

**Actions required:** a directive in the form of regulations concerning the development of research career will be gradually drafted in order to clearly define the rules of scientific development at the Institute.

### 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.

The recognition of mobility and experience is determined by national regulations concerning the recognition of professional qualifications acquired in the EU and EU directive on the recognition of professional qualifications. The Institute's regulations concerning mobility, in terms of geography and within the framework of various projects, are defined in the rules of substantive activity of the Institute and are compliant with good practices of research freedom for the employees.

**Actions required:** no additional actions are planned in this field.

### 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.



Due to the type of its activity, the Institute bases the career advice mainly on guidance and support related to the subject matter of research provided by more senior and experienced researchers and on assistance in the preparation of research projects carried out as part of the Institute's activity, or in cooperation with external grant-funding institutions. The administrative department regularly updates the employees on the opportunities of winning grants and scholarships/fellowships, it also manages all issues related to assistance in the fulfilment of administrative requirements and administrative tasks within the framework of grants.

**Actions required:** the suggested future action will be recruiting a person for a position dedicated to grant management (EU and others), who will be responsible for, among others, assistance in finding information on opportunities for participation in projects abroad, grants, and international exchange. Action will be undertaken in order to increase cooperation with the National Contact Point and the Bureau for Research Excellence of PAS.

### 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.

### 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).

All issues connected with intellectual property, copyright and co-authorship are regulated by national legislation: the Copyright and Neighbouring Rights Act and the Act on PAS, and internally by the Code of Ethics of PAS and the regulations of the management of copyright and neighbouring rights as well as commercialization of the results of scientific research at IMOC PAS. It is essential for the functioning of the Institute to prevent plagiarism and provide relevant protection of copyright, including the co-authorship copyright, also in the case of young researchers at the beginning of research career. Young researchers are particularly encouraged by their supervisors and mentors to take an active approach in publication of their work, with a special care concerning the ethics of researcher work and his/her responsibility in the scientific circle. Publication of papers in co-authorship with researchers from other research institutions, as well as by publishing houses of institutions which cooperate with the Institute is



also encouraged. Certain efforts are made in order to increase the authorship and co-authorship of popular science articles and publications.

**Actions required:** Internal rules and regulations define copyright, also in the case of co-authorship, in a sufficient manner. The only planned actions are related to popularization work with the application of all legal regulations relevant to this subject.

### 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.

The Institute runs post-graduate courses entitled "Politics and cultures in the countries of Asia and Africa" and periodically the University of the Third Age. The courses are organized in such a manner as to prevent interference with research and scientific development of employees. All legal regulations related to teaching are included in the Act on PAS and the Act on academic degrees and academic title and degrees and title in art, in national regulations, and internally in the directive concerning the establishing of post-graduate programme, organization and work-organization rules of the Institute. Additionally, information on educational work is incorporated in the Statute of IMOC and Statute of PAS.

Work-organization rules of the Institute define all practices connected with responsibilities of its employees, including didactic work. All decisions are taken and tasks assigned to employees according to the guidelines.

**Actions required:** No additional action is required as the existing regulations define the scope of responsibilities, inclusive of teaching within the framework of the post-graduate programme.

If the plan of establishing new didactic entities is accomplished, new regulations concerning their functioning and the participation of the researchers of the Institute in the didactic processes will be implemented.

### 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.

Personal and research-related conflicts between employees, either between the project supervisor and contractor, or in a different type of dependence between employees of the Institute, are reported to the management, which, on the basis of its authority, tries to reconcile the two parties. Complaints and conflicts between employees are treated individually and usually do not result in a disciplinary action. However, if such a situation occurs, the guidelines of the Act on PAS, Code of Ethics of PAS, Statute of PAS, and Statute of IMOC PAS, as well as the work regulations of IMOC define the issues of disciplinary actions against researchers. Moreover, there is a Disciplinary Proceedings Representative appointed in compliance with the Act on PAS, Art. 113.

**Actions required:** there are no plans for additional actions for introduction of further regulations concerning solution of conflicts, or implementation of additional procedures for making complaints and appeals.

### 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.

The participation of employees in the decision-making bodies is practiced by organizing biweekly meetings of all employees present at the Institute in order to discuss progress in the work of the Institute, financial situation, ongoing projects, and other relevant issues concerning the functioning of the institution. Each employee is entitled to speak at the meeting and present his/her suggestions to the management, which then introduces the suggestion during the meeting of the Scientific Council. Moreover, senior academic staff members participate in the Scientific Council, and young researchers have two representatives in it. Employees are also represented in competition committees. All applicable rules concerning the presentation of projects and active participation of employees in the functioning of the Institute are included in the organization regulations and the regulations of the Scientific Council, in compliance with the Act on PAS.

**Actions required:** No additional legal regulations are required in this field.



### **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.

### **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.

Good relationships with supervisors are essential for correct and efficient functioning of the Institute and for the monitoring of research development of employees with a particular emphasis on the development of researchers at the beginning of their career. In compliance with the Act on PAS, internal affairs concerning reporting are defined in internal regulations of the Institute: organization regulations, directive concerning the implementation of procedure of the rules of documentation of the results of substantive activity, regulations of the Scientific Council and regulations of "The criteria and procedure of designating funds for development of young researchers". Researchers, especially at the beginning of their career, can rely on the support of more senior colleagues and, in the case of their absence, e-mail or phone contact. Effort towards maintaining good relationships among employees at different stages of career development and towards proper relationships between employees without doctoral degree and their mentors is crucial for the internal integration of the Institute and establishing optimal conditions for the development of professional career.

**Actions required:** with regard to legal regulations, new rules concerning the frequency of employee meetings at particular departments of the Institute will be introduced in the future.

### **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.

### **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.

Constant professional development and pursuit of improvement in the represented field of study is one of the priorities defined by the Statute of the Institute. Researchers at all stages of career development are encouraged to participate in trainings and conferences concerning different subjects in order to maintain the highest level of expertise. Information on trainings, workshops, and conferences is sent by e-mail and announced in writing at the seat office of the Institute.

The participation is assessed with the researcher alone or at meetings of all researchers. It is a guarantee of transparency.

**Actions required:** It should be noted that regulations lack an item defining the manner of providing information concerning trainings, courses, and workshops to the employees. The Institute is planning to create such item and start an implementation procedure in the administrative department.

#### 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.

In order to establish a proper relationship with the supervisor, the Institute supports all actions which facilitate contacts at the level of Trainee – Mentor, with a careful selection of the senior researchers who are competent in the field of interest for the young researcher. People specializing in different subjects work at different departments, which is a guarantee that the supervisor will possess relevant knowledge, competence, and experience to support the trainee. Organization regulations which define the scope of work and organization of all departments are the basis for a good understanding and proper study of a particular research subject, in cooperation with and under supervision of eminent specialists in the selected field.

**Actions required:** There are no Institute regulations defining the procedures of the contact at the level of Trainee – Mentor. A relevant directive should be included in the regulations.

### 3.2.1. Ethical and professional aspects

The first section of the questionnaire devoted to “Ethical and professional aspects” received high scores (total mean 4.29). None of the means for particular questions was below 4.00.

The weakest point was entitled “Good practice in research” (average 4.00) referring in our case mainly to data and confidentiality protection, including safety of data and proper back-up strategies for unique records stored at the Institute. It will be necessary, as noted above, to develop and implement a strategy to achieve higher security standards for these data. Similar scores were noted for “Contractual and legal obligations” (4.00) and “Evaluation/ appraisal systems” (4.07). According to the opinions expressed in the survey, clarity of regulations and contractual obligations both in the case of institutional positions and project realisation should be improved. Evaluation and assessment of results of research projects is also regarded as unsatisfactory. In the light of existing internal regulations no changes are necessary, taking the survey opinions into account, however, it will be necessary to introduce instructions for document monitoring and circulation.

The opinions (mean below 4.5) on “Public engagement” (4.34) and “Dissemination, exploitation of results” (4.21), “Professional attitude” (4.28) and “Professional responsibility” (4.48) were only slightly better. Planned modifications are described in detail in the section devoted to the actions to be undertaken (3.3).

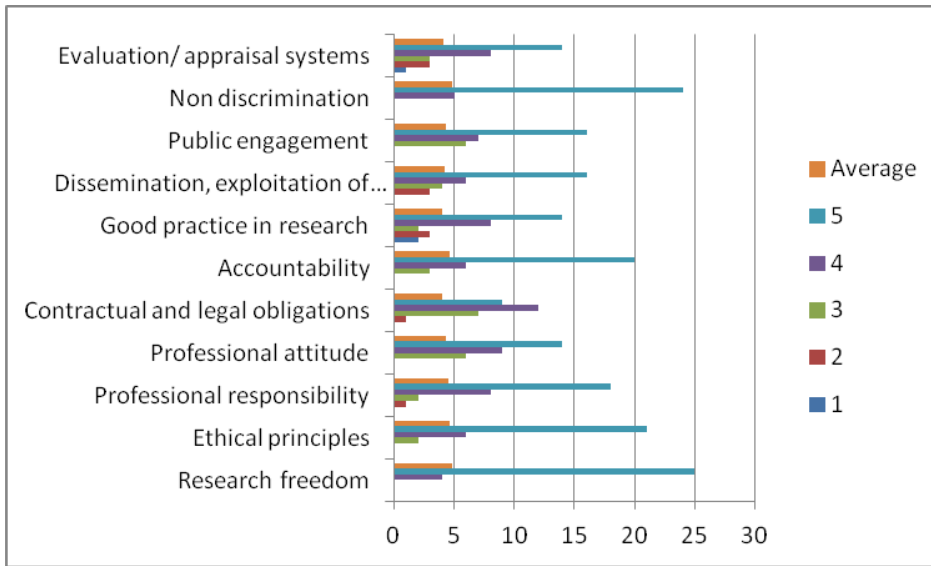
High scores were achieved by “Accountability” (average 4.59) and “Ethical principles” (4.66). Even better results of opinion survey are noted in fields of “Research freedom” (4.86) and “Non discrimination” (4.83). No additional actions are planned in these areas.

The table below (Tab. 1) and two diagrams (Tab. 2–3) summarize the number of occurrences of particular opinion values in each category against the average value in the group of “Ethical and professional aspects”.

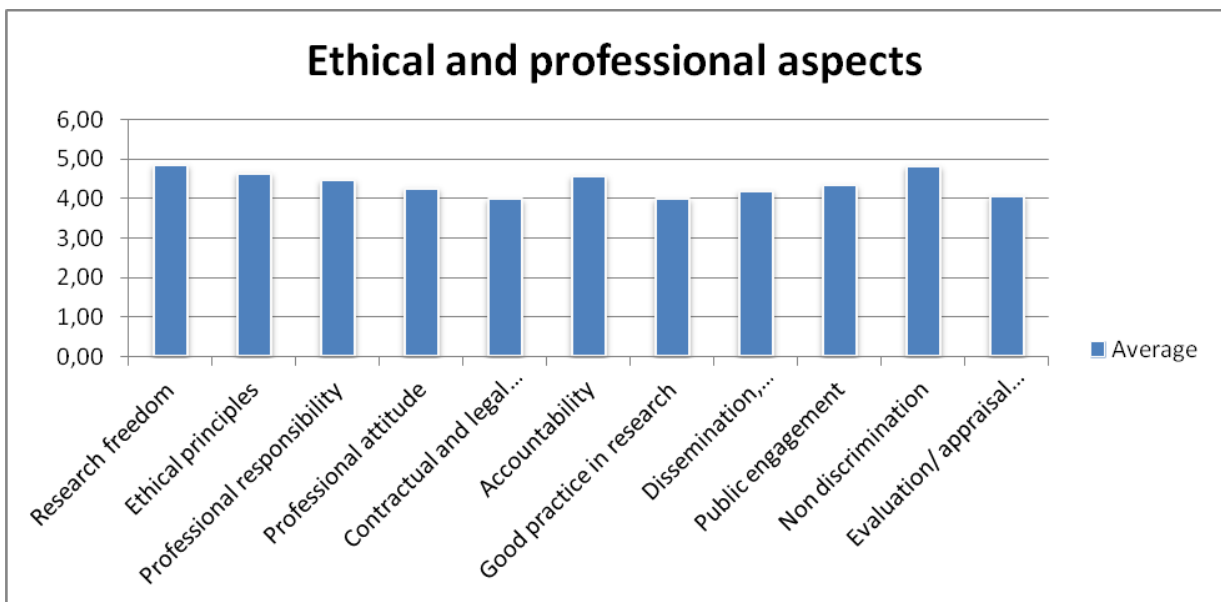
Ethical and professional aspects	1	2	3	4	5	Average	Total
Research freedom	0	0	0	4	25	4.86	29
Ethical principles	0	0	2	6	21	4.66	29
Professional responsibility	0	1	2	8	18	4.48	29
Professional attitude	0	0	6	9	14	4.28	29
Contractual and legal obligations	0	1	7	12	9	4.00	29
Accountability	0	0	3	6	20	4.59	29
Good practice in research	2	3	2	8	14	4.00	29
Dissemination, exploitation of results	0	3	4	6	16	4.21	29
Public engagement	0	0	6	7	16	4.34	29
Non discrimination	0	0	0	5	24	4.83	29
Evaluation/ appraisal systems	1	3	3	8	14	4.07	29
<b>Total</b>	<b>3</b>	<b>9</b>	<b>15</b>	<b>34</b>	<b>84</b>	<b>4.29</b>	

Tab. 1. Ethical and professional aspects. Summary of survey results.





Tab. 2. Ethical and professional aspects. Juxtaposition of the number of occurrences of particular opinion values in each category to average value in the group.



Tab. 3. Ethical and professional aspects. Average of results.

### 3.2.2. Recruitment

Opinions concerning the section devoted to recruitment were good, total average was 4.30 and no category had a lower mean than 4.03. The lowest scores were given to “Variations in the chronological order of CVs (Code)” (4.03) and “Selection (Code)” (4.10).

“Postdoctoral appointments (Code)” (4.21), “Transparency (Code)” (4.24), “Judging merit (Code)” (4.28), “Recognition of qualifications (Code)” (4.28), “Recruitment” (4.34).

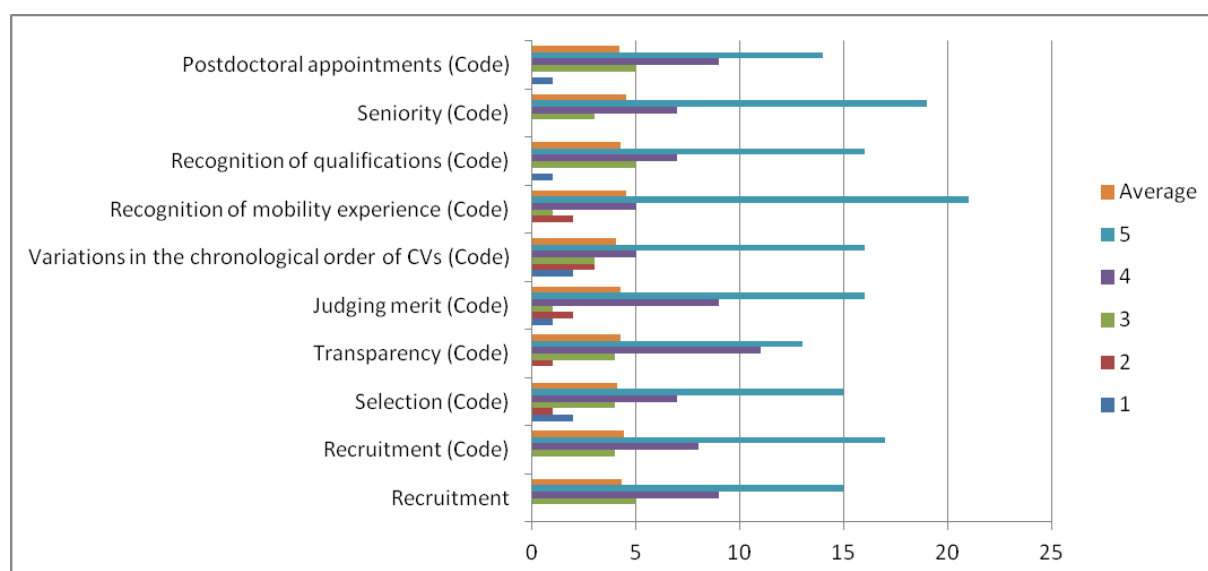
High notes were collected for “Recruitment (Code)” (4.45), “Recognition of mobility experience (Code)” (4.55) and “Seniority (Code)” (4.55) also received scores below 4.5.

“Recruitment (Code)” (4.45), “Recognition of mobility experience (Code)” (4.55) and “Seniority (Code)” (4.55) were rated fairly highly.

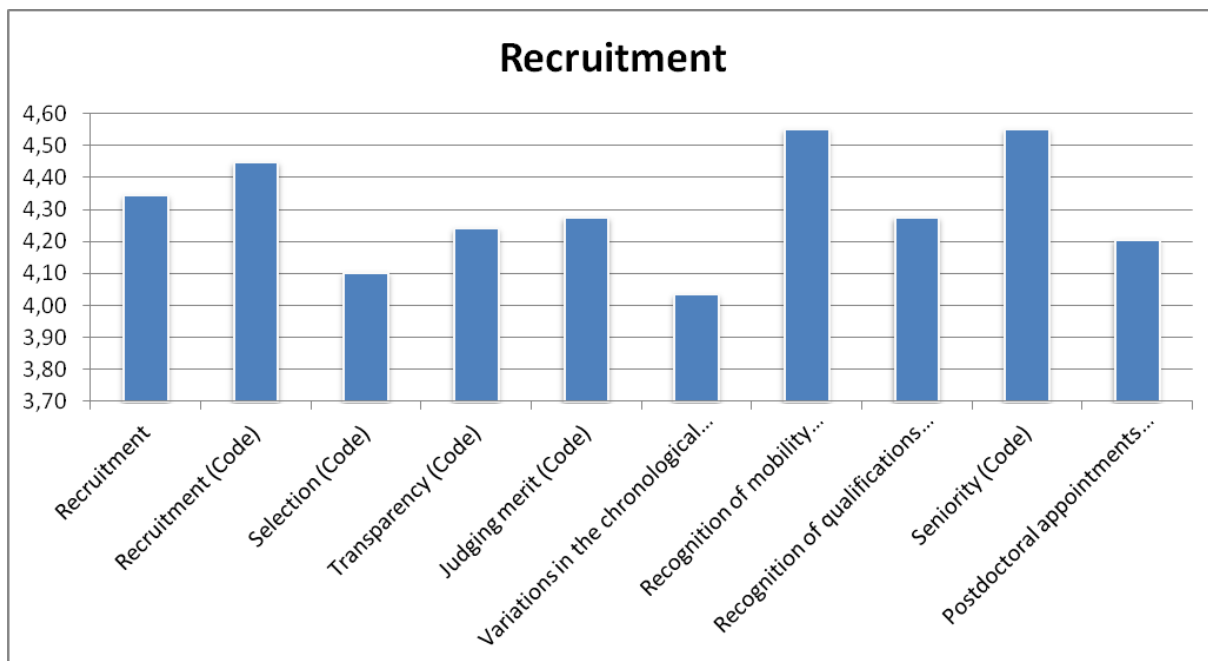
All regulations and norms concerning recruitment and principles in force in the Institute were examined in detail in the section devoted to internal analysis, and the actions to be taken are described in the concluding part together with planned future actions. The table below and two diagrams present summary of the survey results.

Recruitment	1	2	3	4	5	Average	Total
Recruitment	0	0	5	9	15	4.34	29
Recruitment (Code)	0	0	4	8	17	4.45	29
Selection (Code)	2	1	4	7	15	4.10	29
Transparency (Code)	0	1	4	11	13	4.24	29
Judging merit (Code)	1	2	1	9	16	4.28	29
Variations in the chronological order of CVs (Code)	2	3	3	5	16	4.03	29
Recognition of mobility experience (Code)	0	2	1	5	21	4.55	29
Recognition of qualifications (Code)	1	0	5	7	16	4.28	29
Seniority (Code)	0	0	3	7	19	4.55	29
Postdoctoral appointments (Code)	1	0	5	9	14	4.21	29
<b>Total</b>	<b>7</b>	<b>9</b>	<b>35</b>	<b>77</b>	<b>162</b>	<b>4.30</b>	

Tab. 4. Recruitment. Summary of survey results (number of value occurrences vs. mean value).



Tab. 5. Recruitment. Juxtaposition (number of value occurrences vs. mean value).



Tab. 6. Recruitment. Average of opinion value results.

### 3.2.3. Working conditions and social security

Section devoted to conditions and safety of work has somewhat lower opinion score than aspects devoted to recruitment and ethical and professional issues. In this section several categories were marked as unsatisfactory, and averages of four of them were below 4.00.

Total mean in this section is however “good”, i.e. its value on 1-5 scales is 4.15.

Worst results were collected for the following points: “Access to career advice” (3.38) and “Funding and salaries” (3.55). Low scores were also given to “Complaints/ Appeals” (3.86) and “Stability and permanence of employment” (3.90). Two of the worst cases relate to stability of employment and level of remuneration. Another two result from concerns involving career advice and formal possibilities of solving conflicts at work.

An average below 4.5 was noted in a number of categories: “Research environment” (4.00), “Career development” (4.07), “Recognition of the profession” (4.21), “Working conditions” (4.24), “Participation in decision-making bodies” (4.34), “Value of mobility” (4.41) and “Co-authorship” (4.41).

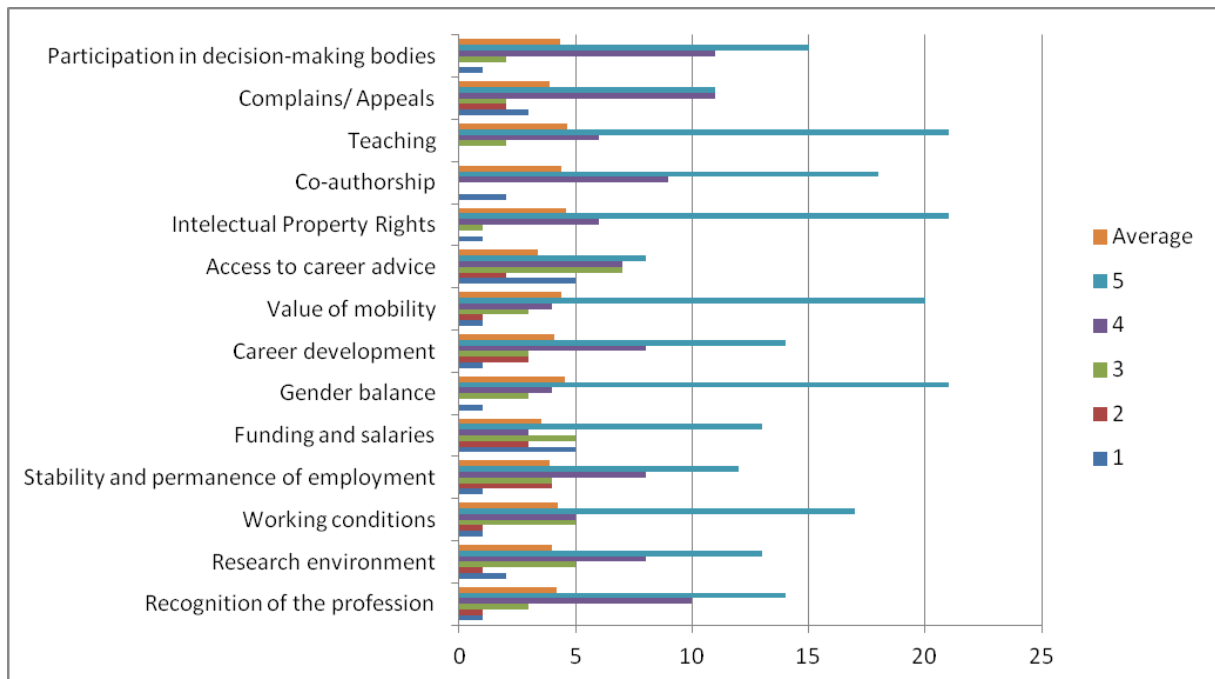
Very good results were collected in the case of “Intellectual Property Rights” (4.59) and “Teaching” (4.66).

Assessment of problems and detailed internal analysis of work conditions at the Institute was shown in section 3.1 under particular categories, while actions to be taken are listed in the following chapter devoted to recommendations and schedule of their implementation.

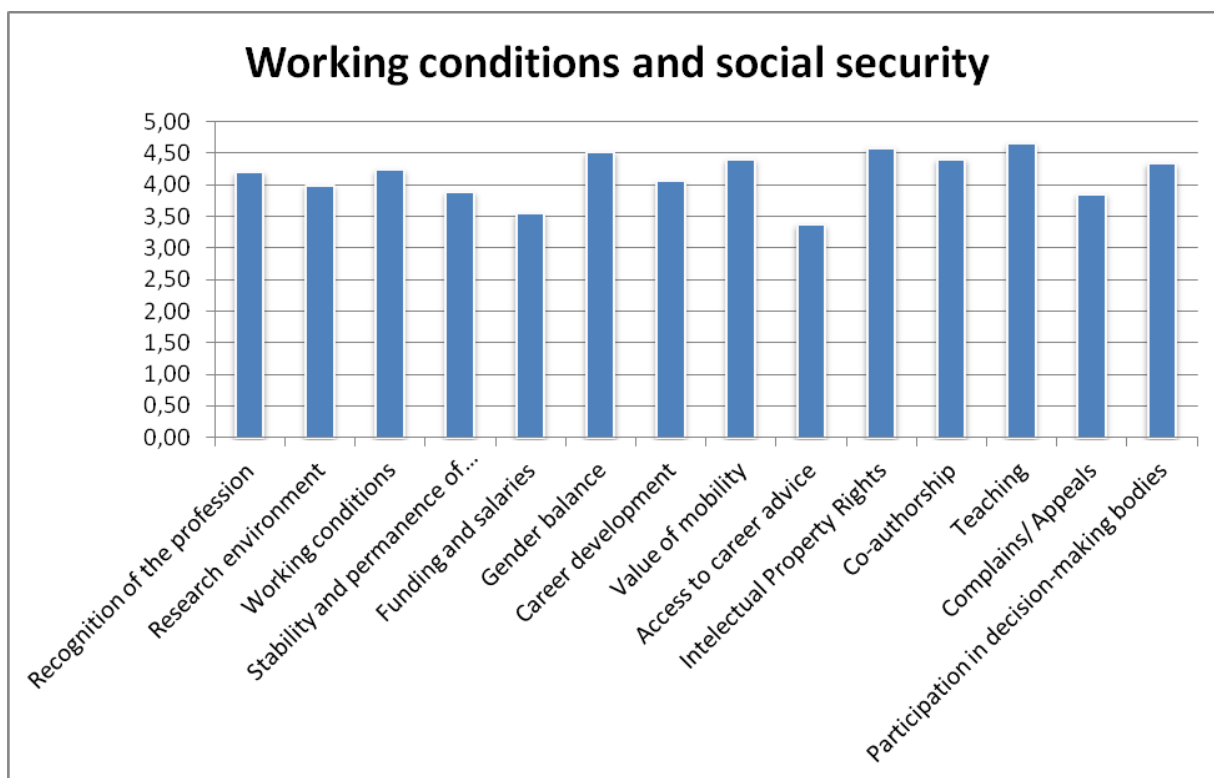
The table (Tab. 7) below and two diagrams sum up number of opinion value occurrences vs. their mean value for each category.

Working conditions and social security	1	2	3	4	5	Average	Total
Recognition of the profession	1	1	3	10	14	4.21	29
Research environment	2	1	5	8	13	4.00	29
Working conditions	1	1	5	5	17	4.24	29
Stability and permanence of employment	1	4	4	8	12	3.90	29
Funding and salaries	5	3	5	3	13	3.55	29
Gender balance	1	0	3	4	21	4.52	29
Career development	1	3	3	8	14	4.07	29
Value of mobility	1	1	3	4	20	4.41	29
Access to career advice	5	2	7	7	8	3.38	29
Intellectual Property Rights	1	0	1	6	21	4.59	29
Co-authorship	2	0	0	9	18	4.41	29
Teaching	0	0	2	6	21	4.66	29
Complaints/ Appeals	3	2	2	11	11	3.86	29
Participation in decision-making bodies	1	0	2	11	15	4.34	29
<b>Total</b>	<b>25</b>	<b>18</b>	<b>45</b>	<b>100</b>	<b>218</b>	<b>4.15</b>	

Tab. 7. Working conditions and social security. Summary of survey results.



Tab. 8. Working conditions and social security. Juxtaposition of the number of opinion value occurrences vs. their mean value for each category.



Tab. 9. Working conditions and social security. Average of values.

### 3.2.4. Training

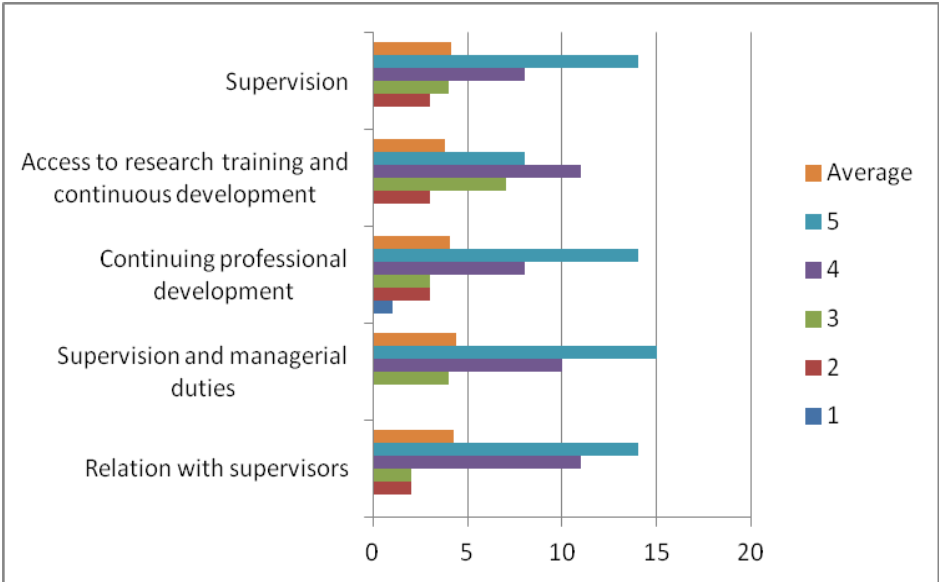
This section is, in the opinion of the researchers employed, the worst at adhering to the principles of the European Charter and Code for Researchers, with total average score of 4.14. One of the categories “Access to research training and continuous development” was rated low, with mean below 4.0, i.e. 3.83. The second weakest result refers to “Continuing Professional Development” (4.07). These aspects are closely related to each other. The remaining three categories immediately related to management had higher average values, but still ones below 4.5. These are: “Supervision” (4.14), “Relation with supervisors” (4.28) and “Supervision and managerial duties” (4.38).

The most critical opinion on that group of aspects indicates that improvement of internal regulations and their implementation in the area of training and supervision is necessary. The problem will be discussed in depth in the subsequent section of present report.

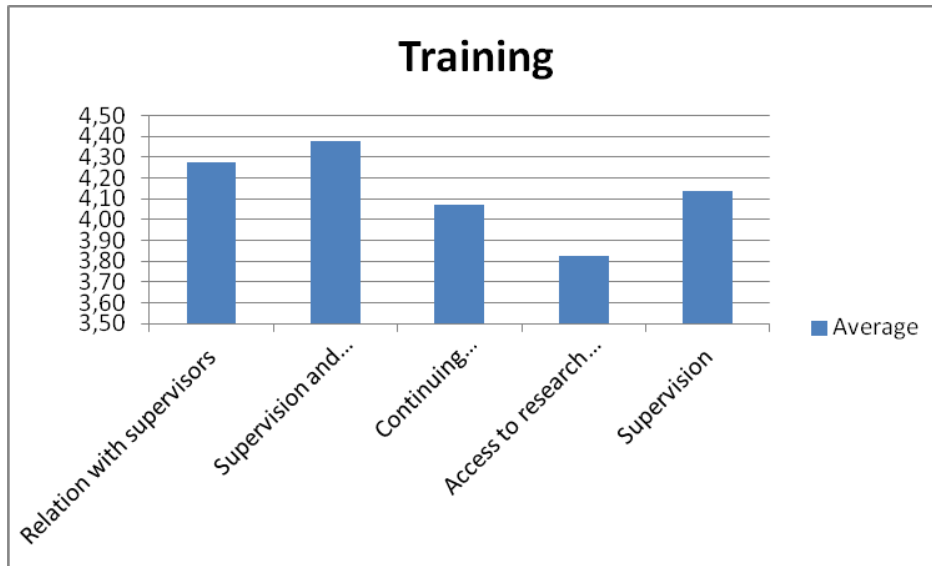
The table (Tab. 10) below and two diagrams sum up number of opinion value number of occurrences of particular category in juxtaposition to average value for each category in the group: “Training”.

Training	1	2	3	4	5	Average	Total
Relation with supervisors	0	2	2	11	14	4.28	29
Supervision and managerial duties	0	0	4	10	15	4.38	29
Continuing professional development	1	3	3	8	14	4.07	29
Access to research training and continuous development	0	3	7	11	8	3.83	29
Supervision	0	3	4	8	14	4.14	29
<b>Total</b>	<b>1</b>	<b>11</b>	<b>20</b>	<b>48</b>	<b>65</b>	<b>4.14</b>	

Tab. 10. Training. Summary of survey results.



Tab. 11. Training. Juxtaposition of average value for each category vs. number of occurrences of particular values.

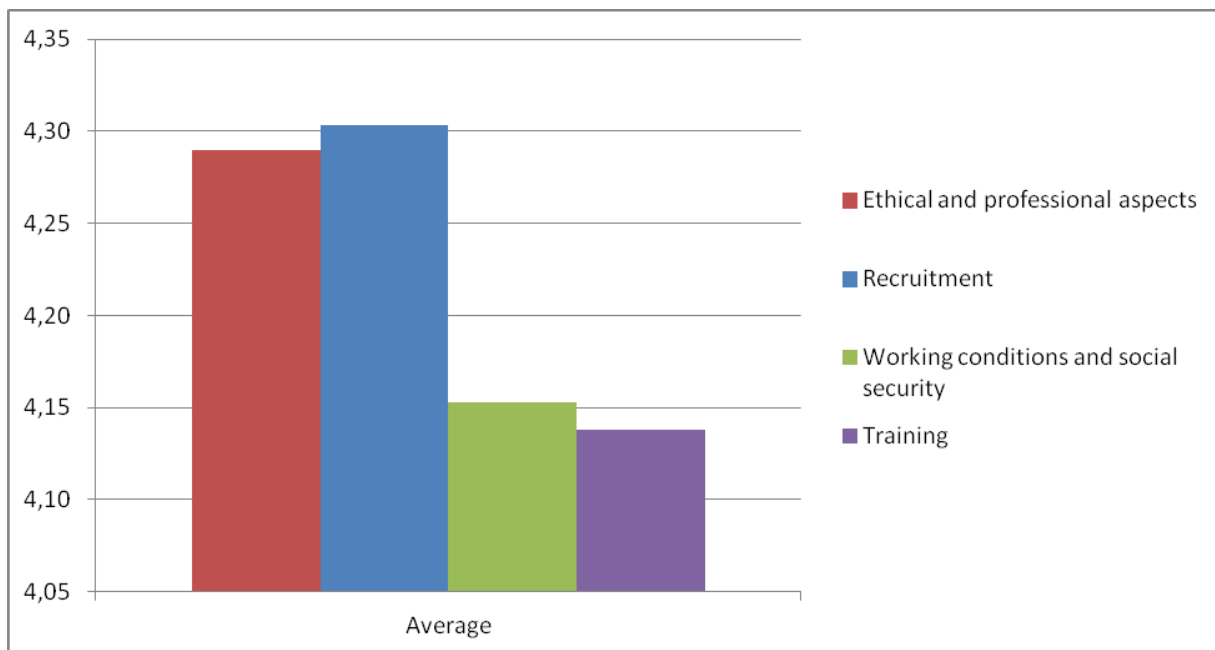


Tab. 12. Training. Average of results for each category.

### 3.2.5. Summary of results

Certain problems that were indicated by the survey of opinions of researchers in the Institute were not detected by internal analysis carried out by the working group, which undertook the comparison and evaluation of the regulations and practices of the Institute with the requirements of the European Charter for Researchers and the Code of Conduct for the recruitment of scientific employees. These problems have to be addressed when actions to improve conditions of work at the Institute and achieve higher standards of efficiency are devised.

Groups of categories that received highest marks were “Ethical and professional aspects” with average value of 4.29 and “Recruitment”, with value of 4.30. Lower opinion average value was achieved by “Working conditions and social security” (4.15) | “Training” (4.14). Mean values indicate, however, that generally opinions about regulations and their implementation at the Institute are good, and that limited modifications would be sufficient to reach the desired objective of higher standards of efficiency.



Tab. 13. Averages of values for each group of categories.

Gaps in the internal regulations or insufficient clarity of existing regulations are corrected on a regular basis and accordingly adjusted. Changing legislation requires consistent updates of internal regulations, which is gradually done. Attention is drawn to modification of Regulations concerning documentation of substantive activity, the Procedure for preparation of statutory requests, which are influenced by changes in the Information System on Science, forms and schedule of application and report submission, introduction of scientific career regulation. These changes will be gradually introduced and the employees will be informed about these modifications.



## 4. Planned actions

Conducting an audit of legal norms and internal regulations, which determine relations of the Institute with its employees, important shortcomings were observed in four areas: good research practices, recruitment of researchers, working conditions and professional development. In the first area, of good research practices, the absence of Data Management System, including proper back-up strategies was noted. A group with a task to define strategy of database management will be appointed.

In the field of recruitment practice did not involve, after the selection process, information for rejected candidates about the strengths and weaknesses of their applications. Assessment of candidates did not take sufficiently into account a wider range of evaluation criteria: appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, recognition of mobility experience. Requirement to evaluate these aspects properly will be introduced in the regulations of competition for research positions approved by the Scientific Council.

In the field of working conditions equipment facilities need to be improved and the level of remuneration made adequate.

Most problems were detected in the field of professional development. No detailed regulations exist with regard to specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. There does not exist a regulation governing information system concerning measures for the continuing of development of skills and competencies as well as setting up standards for structured and regular relationship with their supervisor(s). Such regulations will be prepared. There is no employee on an administrative post with a task of supporting applications and managing European and other research projects. Duties of such person would include helping researchers by information about opportunities of visiting scholarships, grant accessibility and foreign cooperation. Action to employ such a person will be taken. It is also necessary to develop further collaboration with the Polish National Contact Point for Research Programmes of the EU and the Research Excellence Office of the Polish Academy of Sciences.

Analysis of the Opinion Survey among the researchers employed at the Institute has indicated that several other aspects of internal regulations and their implementation were difficult to understand or created problems and require specific actions or modifications in existing regulations to be carried out. In some cases other forms of e.g. instruction course or training meetings may be exploited.

A list of weak points, arranged in areas follows (cut off value is 4.30):

### 1. Ethical and professional aspects

Good practice in research: 4.00; Contractual and legal obligations: 4.00

Evaluation/ appraisal systems: 4.07

### 2. Recruitment

Variations in the chronological order of CVs (Code): 4.03

Selection (Code): 4.10

### 3. Working conditions and social security

Access to career advice: 3.38

Funding and salaries: 3.55

Complaints/ Appeals: 3.86

Stability and permanence of employment: 3.90

Research environment: 4.00

Career development: 4.07

#### 4. Training

Access to research training and continuous development: 3.83

Continuing Professional Development: 4.07

Supervision: 4.14

	Area	Critical analysis Planned improvements
<b>Ethical and professional aspects</b>		
4.	Professional attitude (4.28)	Low value indicates a need to disseminate information involving internal regulations among the employees and a necessity to create a clear system of document monitoring and circulation.
5.	Contractual and legal obligations (4.00)	Low value results from insufficient clarity of existing regulations. It is necessary to conduct a course for the employees on the legal obligations relevant to their work at the Institute
7.	Good practice in research (4.00)	Absence of a Data Management System, including proper back-up strategies. A group with a task to define strategy of database management will be appointed.
8-9.	Dissemination, exploitation of results (4.21); public engagement (4.34)	Low value indicates that these two categories need to be developed through wider participation in actions popularizing science and in greater commitment to society. These tasks are currently in progress.
11.	Evaluation/ appraisal systems (4.07)	It would be important to improve internal communication system and to create principles and regulations of control and evaluation, that will be clear for employees
<b>Recruitment</b>		
14.	Selection (Code) (4.10)	Low value opinion does not indicate that the legislation on recruitment is defective. It is, as in some other cases mentioned above, advisable to provide better education for the employees on existing regulations.
15.	Transparency (Code) (4.24)	Recruitment regulations will be supplemented with a new rule indicating that after the selection process, rejected candidates will be informed about the strengths and weaknesses of their applications, and the rejection will be formally explained.



16.	Judging merit (Code) (4.28)	Evaluation of candidates is planned to be slightly modified following the form and contents of advertisement.
17-18.	Variations in the chronological order of CVs (Code) (4.03); Recognition of qualifications (Code) (4.28)	It is advisable to prepare a detailed instruction in the regulations for recruitment, on recognition of professional qualifications, including non-formal qualifications, and non-scientific experience as well as mobility experience and variations in the chronological order of the development of a career.
21.	Postdoctoral appointments (Code) (4.21)	Elaborating regulations and guidelines, published on the Institute website, for the postdoctoral recruitment procedure and designating a person responsible for contacts with postdoctoral fellows.
<b>Working conditions and social security</b>		
22.	Recognition of the profession (4.21)	Regulations should include new items concerning the desired professional experience related to employees' positions and additional regulations on the recognition of professional qualifications.
23-24.	Research environment (4.00) Working conditions (4.24)	Improvement of working conditions, facilitating work and achievement of research goals requiring specialist equipment, will be gradually introduced by participation in national and international programmes and competitions addressed to scientific institutions or researchers with scientific degrees. The provision of adequate conditions of work for disabled researchers requires constant upgrading, which is the aim of the Institute. The Institute participates in competitions involving modernization of the research infrastructure.
25-26.	Stability and permanence of employment (3.90); Funding and salaries (3.55)	Big effort is exerted towards didactic undertakings, participation in research project competitions and search for additional sources supporting statutory activity and research to improve and create optimal financial conditions. Financial conditions of the Institute depend on evaluation of its activity by the Committee of Evaluation and the legal regulations of Parliamentary Acts as well as instructions of the Ministry of Science and Higher Education. Institute works constantly to improve its evaluation results.
28.	Career development (4.07)	Regulations of scientific career development will be introduced to define clear principles of professional development at the Institute.
30.	Access to career advice (3.38)	Employment of administrative staff member responsible for managing applications for European grants and other research projects. Development of collaboration with the Polish National Contact Point for Research Programmes of the EU and the Research Excellence Office of the Polish Academy of Sciences.
34.	Complaints/	All complaints and problems are reported to the Director of the Institute. An



	Appeals (3.86)	improvement of the internal communication within the Institute is planned.
<b>Training</b>		
38-39.	Access to research training and continuous development (3.83); Continuing Professional Development (4.07)	Regulations of the manner of communicating of various instruction courses, workshops to the employees will be introduced and implemented in the administrative department.
40.	Supervision (4.14)	Definition of relationships between trainees and their supervisors will be introduced in form of appropriate regulations.

On the basis of previously detailed analysis of the internal structure of the Institute and of its individual areas have been identified those which require changes and the introduction of additional regulations. It is a complex process, but its implementation is possible in the coming two years. The tasks will be distributed between the staff of the Division of Administration and Division of Research and will be approved by the Management of the Institute. Among academics will be carried out activities aimed at informing about the changes subsequently made.

A detailed programme of actions to improve work efficiency and internal regulations at the Institute with suggested schedule of particular actions is presented below.

	Area	Current situation	Planned improvements	Schedule	Operational Responsibilities
5	Contractual and legal obligations	<ul style="list-style-type: none"> <li>Principles of documentation of results of substantive activity are obsolete</li> </ul>	<ul style="list-style-type: none"> <li>updating procedure for “Principles of documentation of results of substantive activity” in line with modification of law</li> </ul>	December 2016 – June 2017	Administrative department and Management board

6	Accountability	<ul style="list-style-type: none"> <li>• Procedure for preparation of statutory requests at the Institute of Mediterranean and Oriental Cultures – out of date</li> </ul>	<ul style="list-style-type: none"> <li>• updating procedure for preparation and submission of applications concerning the funding of statutory activity and “Principles of documentation of results of substantive activity” in line with modification of law</li> </ul>	December 2016 – October 2017	Administrative department and Management board
7.	Good practice in research	<ul style="list-style-type: none"> <li>• Absence of a Data Management System, including proper back-up strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• A group with a task to define strategy of database management will be appointed.</li> <li>• In the result database system will be built and its testing begun</li> </ul>	December 2016 – June 2019	Department of scientific documentation Administrative department
8-9.	Dissemination, exploitation of results; public engagement	<ul style="list-style-type: none"> <li>• The substantive activity of the Institute includes activities popularizing science in the form of: periodically published journals, monographs, and articles published in Polish and international journals.</li> <li>• Information on the research and discoveries made by the employees of the Institute is also published in popular science magazines and on websites of the Institute and organizations promoting science.</li> <li>• The Institute also organizes open</li> </ul>	<ul style="list-style-type: none"> <li>• The Institute is planning to intensify popularization work.</li> </ul>	on a regular basis	Publishing department Administrative department



		<p>seminars.</p> <ul style="list-style-type: none"> <li>• Its employees are active participants at national and international conferences.</li> <li>• As part of cooperation with other institutions of PAS and Polish as well as international organizations, the Institute organizes exhibitions and popular science seminars.</li> </ul>			
11.	Evaluation/ appraisal systems	<ul style="list-style-type: none"> <li>• The work and appraisal systems are transparent. The HR employee is responsible for introduction of new employees into the subject of working conditions at the Institute, there is no need to introduce additional internal regulations for evaluation of individual work results.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve internal system of communication in form of a database with incoming deadlines of projects</li> </ul>	December 2016 - June 2018	Administration department Management board
15.	Transparency (Code)	<ul style="list-style-type: none"> <li>• Regulations of recruitment for research positions needs minor corrections</li> </ul>	<ul style="list-style-type: none"> <li>• Supplementing of the regulations of competition of recruitment for research positions. If candidate is not accepted, presentation of strong and weak points of his/her application and relevant explanation why it was rejected .</li> </ul>	January 2017	Administrative department Human Resources
16.	Judging merit (Code)	<ul style="list-style-type: none"> <li>• In the recruitment process and candidate</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation of candidates is planned to be slightly</li> </ul>	January 2017 – December 2017	Administrative department Human



		<p>evaluation along with strictly scientific record should include non-formal qualifications,</p> <ul style="list-style-type: none"> <li>• each time specified requirements are made public</li> <li>• each application is treated individually, and is evaluated with reference to qualifications appropriate for the post</li> </ul>	modified following the form and contents of advertisement		Resources
17.	Variations in the chronological order of CVs (Code)	<ul style="list-style-type: none"> <li>• Variations in the chronological order of development of career, including breaks, should not be an obstacle in continuing career or its beginning, if the candidate has qualifications appropriate for the post</li> </ul>	<ul style="list-style-type: none"> <li>• Specific requirements, elements of which should be defined in the regulations, are presented in the advertisement</li> </ul>	June 2017	Administration department Human Resources
19.-22. and 29.	Recognition of qualifications (Code); seniority (Code); postdoctoral appointments (Code); recognition of the profession; value of mobility	<ul style="list-style-type: none"> <li>• Missing point in the regulations for recruitment: explicit statement on recognition of professional qualifications, as well as mobility experience and of non-scientific experience</li> </ul>	<ul style="list-style-type: none"> <li>• Introduction of detailed instruction in the regulations for recruitment, on recognition of professional qualifications, including non-formal qualifications, and non-scientific experience as well as mobility experience</li> <li>• Relating to recognition of the profession, the regulations should define required qualifications appropriate for the post and specify additional rules</li> </ul>	March 2017 – December 2017	Administrative department Management board



			related to acknowledgement of professional qualifications.		
23.	Research environment	<ul style="list-style-type: none"> <li>• Conditions of work require improvement in respect to equipment and employees remuneration</li> </ul>	<ul style="list-style-type: none"> <li>• constant improvement of working conditions, equipment facilitating work, and achievement of research goals requiring involvement of specialist equipment, will be gradually introduced by participation in national and international programmes and competitions addressed to scientific institutions or researchers with scientific degrees.</li> </ul>	on a regular basis	Department of scientific research Management board
24.	Working conditions	<ul style="list-style-type: none"> <li>• Actions to provide adequate working conditions for disabled researchers are in progress</li> </ul>	<ul style="list-style-type: none"> <li>• The provision of adequate conditions of work for disabled researchers requires constant upgrading, which is the aim of the Institute. The Institute participates in competitions involving modernization of the research infrastructure.</li> </ul>	on a regular basis	Management board
25.-26.	Stability and permanence of employment; funding and salaries	<ul style="list-style-type: none"> <li>• Financial condition of the Institute depends on the legal regulations of Parliamentary Acts and instructions of the state institutions authorized by the Act on the Principles of</li> </ul>	<ul style="list-style-type: none"> <li>• In respect to remuneration of employees, big effort is exerted towards didactic undertakings, participation in research project competitions and search for additional sources supporting</li> </ul>	on a regular basis	Management board Department of Financial Accounting





		<p>Financing Science or international programmes, in particular those of the European Union. These institutions control financial support level and accept or reject funding of research projects. Private sponsorship is limited to a minor part of necessary support, and the Institute cannot be engage in commercial activity. Currently used mechanism of funding in the form of subsidies for support of research potential and for young researchers is exactly specified by algorithms included in relevant ordinance. As a result of evaluation of the Institute as a research unit possessing category B, these allocations are constantly reduced.</p>	<p>statutory activity and research to improve and create optimal financial conditions for the Institute employees. These actions will be continued in future</p> <ul style="list-style-type: none"> <li>Financial condition of the Institute depends partly on evaluation of its activity by the Committee of Evaluation and therefore the Institute works constantly to improve its scientific results, dissemination activity etc. and in this way to improve its evaluation category</li> </ul>		
28.	Career development	<ul style="list-style-type: none"> <li>No detailed instructions determining strategy of scientific career development at its various stages, including researchers on fixed-term contracts.</li> </ul>	<ul style="list-style-type: none"> <li>Regulations of scientific career development will be introduced to define clear principles of professional development at the Institute</li> </ul>	March 2017 – December 2017	Human Resources Management board
30.	Access to career advice	<ul style="list-style-type: none"> <li>No administrative staff member responsible for supporting</li> </ul>	<ul style="list-style-type: none"> <li>Employment of administrative staff member responsible for supporting</li> </ul>	June 2017 – June 2018	Management board Administrative



		<p>applications for European grants and other research projects, whose duties would include helping researchers by information about opportunities of visiting scholarships, grant accessibility and foreign cooperation</p>	<p>applications for European grants and other research projects</p> <ul style="list-style-type: none"> <li>• Development of collaboration with the Polish National Contact Point for Research Programmes of the EU and the Research Excellence Office of the Polish Academy of Sciences</li> </ul>		department
36.- 37.	<p>Relation with supervisors; supervision and managerial duties</p>	<ul style="list-style-type: none"> <li>• Guidelines on establishment of correct relationship of employees at various stages of their professional career and correct relations between supervisors or mentors of researchers, with the early-stage researchers, without the doctoral degree, are part of internal regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• Regulations will be introduced and implemented to determine frequency of meetings of employees in particular Departments of the Institute</li> </ul>	<p>March 2017</p>	<p>Management board</p>
39.	<p>Access to research training and continuous development</p>	<ul style="list-style-type: none"> <li>• No precise regulations of methods of informing the employees of various courses and workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Will be introduced and implemented in the administrative department</li> </ul>	<p>January 2017 – December 2017</p>	<p>Administrative department</p>
40.	<p>Supervision</p>	<ul style="list-style-type: none"> <li>• Regulations for procedures of contact between trainees and their supervisors are absent</li> </ul>	<ul style="list-style-type: none"> <li>• Will be introduced in form of appropriate regulations.</li> </ul>	<p>January 2017 – December 2017</p>	<p>Management board</p>

