



Institute of Psychology
Polish Academy of Sciences

Human Resources Excellence in Research

Internal Gap Analysis and Action Plan

for the period 2016 – 2020

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1. Introduction

Originally founded in 1980 as the Psychology Section of the Polish Academy of Sciences, today's PAS Institute of Psychology was brought into existence in its current form by a resolution of the Polish Academy of Sciences on the 4th of July, 1989. The Institute's primary mission is to conduct basic research of the highest quality. Its scientific excellence was acknowledged by the Polish Ministry of Science and Higher Education in a recent evaluation of research institutions – the Institute was awarded the category A and ranked as one of the best psychology institutes in Poland. Many of its researchers are also well-known internationally, publishing regularly, in English, in internationally visible journals, reviewing for international journals, attending and presenting at international conferences, and serving as officers of important international organizations, such as the International Society of Political Psychology and the Stress and Anxiety Research Society.

The Scientific Council of the Institute is authorized to confer the degrees of PhD (doctorate) and DSs (habilitation) in the field of social sciences. It can also initiate the review process for awarding the title of professor. In addition to pursuing scholarly research, the Institute engages in educational activities that include a PhD program (with PhD seminars covering the main areas of psychology) and postgraduate studies.

IP PAS is one of the smallest research institutes grouped in the Polish Academy of Sciences. At present there are 31 full time researchers and 5 administrative employees (two accountants, two secretarial specialists, and one librarian). In contrast to the usually much larger institutes and universities, there is no separate Human Resource Department. There are six research departments: Cognitive Psychology and Psycholinguistics, Comparative and Evolutionary Psychology, Cultural Psychology and Cross-Cultural Research, Political Psychology, and Social Psychology. In addition, there are two labs: the Laboratory of Virtual Reality and Psychophysiology and the Laboratory of Experimental Comparative Psychology.

The Institute remains relatively independent from the Academy, but any structural change has to be consulted with the Academy Legal Office, which is usually a very time-consuming process. Moreover, all of the institutes are obliged to follow the regulations codified in the Polish Academy of Sciences Act.

2. Internal Gap Analysis

2.1 Methodology

In 2015 the Institute of Psychology PAS signed The Declaration of Commitment to adopt The European Charter and Code of Conduct for the Recruitment of Researchers. At a weekly meeting of the Institute, the rules of The European Charter and Code of Conduct for the Recruitment of Researchers were presented and employees were informed that the Institute had initiated the process of applying for the Human Resources Excellence in Research certificate. The director of the Institute explained that the initiative was undertaken to identify the needs of employees in the HR area, and consequently to improve working conditions. It was agreed that the template provided by Euraxess Rights should be the basis for the gap analysis.

2.1.1 Questionnaire Study

The next step was to set up a working group whose task was to analyze the current state of HR functioning, and then on the basis of the results of the analysis to develop an action plan to improve the weakest points. The working group consisted of six members: prof. Piotr Szarota (representing board of directors), prof. Joanna Mizielińska (representing senior researchers), dr. Klaudia Modlińska (representing postdoctoral fellows), Paweł Dobrowolski (representing PhD students), and Aleksandra Majkowska (representing the administration).

On the basis of the European Charter and Code of Conduct for the Recruitment of Researchers, a questionnaire was developed and addressed to the employees of the Institute. Points on the principles and organization of the process of recruiting new employees were excluded from the survey. The rationale behind this decision was that the majority of employees were recruited more than 15 years ago and might not be aware of current practices. Also, only a small number of employees have been recruited in the past two years.

The remaining 32 points were presented in the questionnaire in the form of statements (in Polish). Employees responded by selecting answers on a scale from 1 ("definitely not") to 5 ("definitely yes"). Points on the scale represented the opinion of employees on the degree of implementation of specific rules by employees of the Institute and the Institute itself. In addition, employees were invited to propose any amendments that could be introduced at the Institute to fully meet the requirements of the Charter and Code.

Instructions for the survey were presented at a meeting of employees of the institute and additionally provided in written form at the beginning of the questionnaire. The survey was an online questionnaire that was sent via e-mail to all employees. This method provided anonymity and convenient access to the questionnaire. Employees had 30 days to complete the survey.

2.1.2 Working Group Inquiry

Issues concerning the rules of recruitment, which were excluded from the survey, were analyzed by all six members of the working group. It should be added that two people directly related to the recruitment process (prof. Szarota and Ms. Majewska) were a part of the working group, and hence were best informed in respect to the present regulations. The methodology closely resembled a focus inquiry approach. Each issue concerning the recruitment process as described in the Euraxess Rights template was carefully discussed. Thanks to the internal diversity of the working group each member could add his/her own perspective. Compliance of the recruitment process at the Institute with the European Charter and Code of Conduct for the Recruitment of Researchers was thoroughly analysed and assessed.

3. Existing Regulations

There are number of national regulations that were introduced before the Institute of Psychology embraced the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Some of them (like Higher Education Act) relate to all Polish scientists and deal with issues such as accountability, research freedom, and non-discrimination. Others (like Polish Academy of Sciences Act and Polish Academy of Sciences Code of Ethics) refer specifically to the obligations of the scholars working at the Polish Academy of Sciences (e.g. evaluation and appraisal systems). Some of them dealing with more general questions of scientific enquiry (e.g. professional attitude), others refer to more specific aspects, e.g. ethical issues. There is another important act, that should be listed here – the National Science Centre Regulations – which describe in detail good practices in research in the context of grant funding. All these regulations were strictly implemented in the IP PAS in the past years.

Moreover, there are internal regulations, which describe rights and obligations of the Institute of Psychology employees. These regulations include:

- IP PAS Recruitment Rules (dealing mostly entry and admission standards)
- IP PAS Salary Rules (dealing mostly with stability of employment, sickness and parental benefits, and pension rights)
- IP PAS Work Rules (dealing with health and safety issues, working conditions)
- IP PAS Intellectual Property Rights Regulations (dealing mostly legal obligations, copyrights, etc.).

In the next paragraph we will describe in more detail how these internal rules how exactly these laws or codes contribute to the fulfilment of the respective Charter & Code principle respectively.

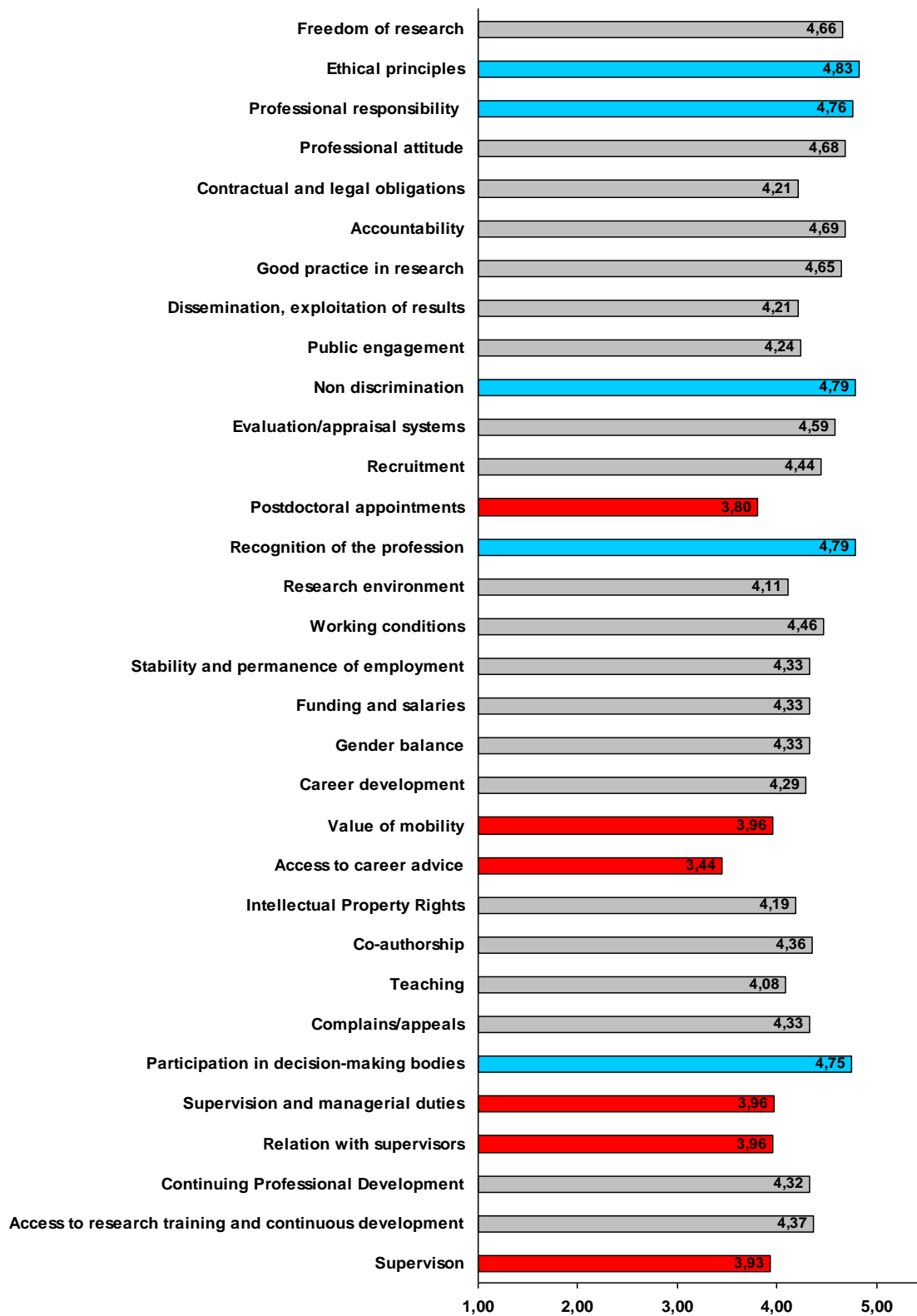
4. Results

3.1 Questionnaire Study

The questionnaire was completed by 26 employees (84 percent). Since the questionnaire was anonymous and is not possible to present any specific data concerning participants, but the high return level makes it highly unlikely that any particular group was not represented. Figure 1 shows the results of the internal survey. The lowest ranking was the item “Access to career advice” (3.44), and the highest ranking was “Ethical principles” (4.83).

The results of the survey were presented to the working group for further analyses. The members of the working group identified strengths and challenges and suggested actions to be carried out.

Figure 1. Results of the internal survey.



3.1.1 Strengths

Items on which the level of implementation of the European Charter and Code of Conduct for the Recruitment of Researchers was assessed as greater than or equal to 4.75 were considered as the strengths of the Institute. Obviously no actions will be carried out in these cases. The highest rates of implementation were granted to the following items:

1. Ethical principles (4.83)

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.

Ethical issues are already codified in detail the Polish Academy of Sciences Code of Ethics and observed carefully at the IP PAS.

Nondiscrimination (4.79)

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.

Nondiscrimination issue is also codified in the existing regulations (Polish Academy of Sciences Act) and observed carefully at the IP PAS.

2. Recognition of the profession (4.79)

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).

The rule is discussed in detail in the Polish Academy of Sciences Act and should be observed in every institute, IP PAS included.

3. Professional responsibility (4.76)

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.

Researchers responsibilities are outlined in the Polish Academy of Sciences Code of Ethics and observed carefully at the IP PAS.

4. Participation in decision-making bodies (4.75)

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.

These rules are also codified in the Polish Academy of Sciences Act and observed carefully at the IP PAS.

Challenges

The survey also revealed some challenges of the human resources strategies of the Institute. The working group selected items of the European Charter and Code of Conduct for the Recruitment of Researchers that had an average score of less than or equal to 4.0 for further and more detailed analysis. Subsequently, actions to improve the functioning of the Institute in those regards were to be planned and implemented.

The lowest rates of implementation of The European Charter and Code of Conduct for the Recruitment of Researchers were granted to the following items: Access to career advice (3.44), Postdoctoral appointments (3.80), Supervision (3.93), Value of mobility (3.96), Supervision and managerial duties (3.96), and Relation with supervisors (3.96). It is worth mentioning that four out of these six items: Supervision, Value of mobility, Supervision and managerial duties, and Relation with supervisors were just a small margin below the cutoff point of 4.0. Below we present these items in descending order of rating score.

1. Access to career advice (3.44)

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.

In their recommendations, employees emphasized the need to make the necessary steps to introduce career advice and job placement assistance at all stages of their careers. This issue was further discussed by the Working Group.

2. Postdoctoral appointments (3.80)

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.

Employees drew attention to the need to develop and introduce rules for recruiting postdoctoral researchers. This issue was addressed in detail by the Working Group and specific recommendations were offered.

3-5. Supervision and managerial duties (3.96); Relation with supervisors (3.96); Supervision (3.93).

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.

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.

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.

It seems that these three items relate to a common problem, which is the role of a leader / supervisor and teamwork under the guidance of an experienced researcher. The employees presented similar suggestions in regard to these items. Mainly, they underlined the need for a deeper involvement of senior scholars in collaborating with younger researchers and for establishing teams consisting of researchers at different levels of their career. It was also stressed that it would be beneficial for researchers if part of the responsibility for organizational and formal matters could be maintained by team leaders and not directly by the directory board. It was also suggested that regular meetings guided by supervisors should be organised on the team level. On the other hand, it was emphasized that incentive instruments for experienced researchers that would encourage them to take on the role of supervisor should be developed.

These issues were addressed in detail by the Working Group and the specific recommendations were included in the Action Plan.

5. Value of mobility (3.96)

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.

Discussing this issue the employees mainly drew attention to the need to increase funding for this purpose and the need to establish cooperation between the Institute and other research institutions. Collaboration with institutions dealing with related fields of knowledge would not only increase the geographical mobility of employees but would also broaden areas of competence and knowledge.

These issues were addressed in detail by the Working Group and the specific recommendations were included in the Action Plan.

Good level of implementation

Most of the items fell into category “Good level of implementation”, ranking from 4.08 to 4.69. They are presented here from highest to lowest.

1. Accountability (4.69)

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.

Already codified in the existing regulations (Polish Academy of Sciences Act and Higher Education Act), where above mentioned researchers obligations are listed and clarified. Those rules are carefully observed at the Institute. No actions will be carried out.

2. Professional attitude (4.68)

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.

Already codified in the existing internal regulations, Polish Academy of Sciences Act as well as in National Science Centre regulations, where those basic principles are clearly stressed out. Those rules are carefully observed at the Institute. No actions will be carried out.

3. Research freedom (4.66)

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 or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial

sector, for reasons of intellectual property protection.

Already codified in the existing regulations (Polish Academy of Sciences Code of Ethics), where above mentioned researchers' duties are outlined and possible limitations discussed. Those rules are carefully observed at the Institute. No actions will be carried out.

4. Good practice in research (4.65)

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.

Already codified in the existing regulations (Polish Academy of Sciences Code of Ethics), where these basic principles were already formulated, including data protection and confidentiality protection. Those rules are carefully observed at the Institute. No actions will be carried out.

5. Evaluation/ appraisal systems (4.59)

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 committee.

Already codified in the existing internal regulations as well as in Polish Academy of Sciences Act, such evaluation system was introduced at the Institute several years ago. No actions will be carried out.

6. Working conditions (4.46)

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.

Already codified in the existing internal regulations, where employer's duties regarding the working conditions are clearly outlined. Those rules are carefully observed at the Institute. No actions will be carried out.

7. Recruitment (4.44)

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

Already codified in the existing internal Recruitment Rules. No actions will be carried out.

8. Co-authorship (4.36)

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).

Already codified in the existing internal regulations and employees evaluation criteria, where co-authorship is encouraged. No actions will be carried out.

9. Stability and permanence of employment (4.33)

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.

Already codified in the existing internal regulations especially in the Work Rules. Those rules are carefully observed at the Institute. No actions will be carried out.

10. Funding and salaries (4.33)

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.

Already codified in the existing internal regulations especially in our Salary Rules. No actions will be carried out.

11. Gender balance (4.33)

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.

Already codified in the existing national regulations. Those rules are carefully observed at the Institute. No actions will be carried out.

12. Complains/ appeals (4.33)

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.

Already codified in the existing internal regulations, where such procedures are outlined. Those rules have been implemented quite successfully. No actions will be carried out.

13. Continuing Professional Development (4.32)

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.

Already codified in the existing internal regulations, where above mentioned duty of continuous self-improvement and professional development is strongly encouraged. No actions will be carried out.

14. Access to research training and continuous development (4.29)

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.

Already codified in the existing internal regulations and observed at the Institute. No actions will be carried out.

15. Career development (4.29)

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.

Already codified in the existing internal regulations (Work Rules). No actions will be carried out.

16. Public engagement (4.24)

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.

Researchers obligations towards society are already codified in the existing regulations (Polish Academy of Sciences Act). No actions will be carried out.

17. Contractual and legal obligations (4.21)

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.

Already codified in the internal Work Rules and the Intellectual Property Rights Regulations. Those rules are carefully observed at the Institute. No actions will be carried out.

18. Dissemination, exploitation of results (4.21)

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 whenever the opportunity arises.

Already codified in the internal Work Rules. No actions will be carried out.

19. Intellectual Property Rights (4.19)

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.

Already codified in the internal the Intellectual Property Rights Regulations introduced in 2015. No actions will be carried out.

20. Research environment (4.11)

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.

Already codified in the internal Work Rules and carefully observed. No actions will be carried out.

21. Teaching (4.08)

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.

Already codified in the existing regulations (Higher Education Act), however at the Polish Academy of Sciences we could only offer PhD studies. No actions will be carried out.

3.2 Working Group Inquiry

Items related to HR were discussed thoroughly by members of the working group.

1. 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 above mentioned issues are already codified in the internal Recruitment Rules. It is worth mentioning that starting from 2015 job advertisements are posted on the EURAXESS platform as well as on the Institute's website and on the Polish Ministry of the Higher Education website. The current situation was assessed as very good. No specific actions were recommended by the Working Group.

2. 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.

Gender balance not included in the existing internal regulations. The working group members recommended the revision of the existing Recruitment Rules and to address this important issue. There was also recommendation that the diversity of expertise and competences of the selection committees should be more stressed in Recruitment Rules.

3. 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.

The transparency issue is already codified in the internal Recruitment Rules. The current situation was assessed as very good with no reservations. No specific actions were recommended by the Working Group.

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 above mentioned issue is already codified in the internal Recruitment Rules. No actions were recommended by the Working Group.

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.

Not included in the existing internal regulations. The working group members recommended the revision of the existing Recruitment Rules and to address this issue.

4. Recognition of mobility experience (Code)

Any mobility experience, e.g. a stay in another country/region or in another research setting 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.

Not stressed enough in the existing internal regulations. The working group members recommended the revision of the existing Recruitment Rules and addressing this important issue in more detail. The Working Group focused mainly on the issue of geographical mobility from one research center to another, as changes from one discipline to another are very rare.

5. 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 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.

This particular issue is already codified in the internal Recruitment Rules. No actions were recommended by the Working Group.

6. 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 career, the pattern of lifelong development should also be recognised.

This issue is also codified in the internal Recruitment Rules and implemented at the Institute. No actions were recommended by the Working Group.

5. Actions to be carried out

On the basis of the internal analysis of the Institute's activities in the field of HR, a few areas for improvement and development have been specified. Actions to be taken must be adapted to the specificity of the institute, including its small size and financial capacities. The main attention will be given to raising employees' awareness of existing opportunities within the Institute by increasing the availability of information, mainly through the website and themed meetings. Furthermore, teams and specialised bodies responsible for some of the activities will be appointed and senior researchers motivated to take on responsibilities associated with supervision and monitoring. These responsibilities will be formalized in case of Departments' Heads, whose activities in this respect will be assessed every two years by an independent commission.

Below a detailed action plan is presented. It is aimed at improving the working conditions of employees according to the principles of The European Charter and Code of Conduct for the Recruitment of Researchers.

<p>Access to career advice <i>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.</i></p> <p>Value of mobility <i>Employers and/or funders must recognize the value of geographical, inter-sectorial, 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.</i></p>	<p><u>Current situation</u> Due to small size of the Institute:</p> <ul style="list-style-type: none"> • limited recruitment activity • limited number of employees • lack of HR department <p>The Institute closely cooperates with the National Contact Point for EU Research Programs. Moreover, we provide individual assistance in obtaining travelling grants.</p> <p><u>Planned improvements:</u></p> <p>1) placing information on current national and international travel grants on the Institute's website. This action will be carried out by <u>November 2016</u>. The operational responsibility for these actions will be taken by our Research Officer and monitored by the Deputy Director.</p>
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<p><i>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.</i></p>	<p>2) organize a workshop presenting information on current opportunities for internships in collaborating institutions. This action will be carried out by <u>April 2017</u>. Such a workshop will be organized regularly every two years (next workshop by <u>April 2019</u>). The operational responsibility for these actions will be taken by Deputy Director and monitored by General Director.</p> <p>3) organize a workshop for PhD students and assistant professors interested in planning their scientific career development. Its objective is to offer a realistic career path for every participant together with a list of job opportunities and contacts. This action will be carried out by <u>September 2017</u>. Such a workshop will be organized regularly every two years (next by September 2019). The operational responsibility for these actions will be taken by the Departments' Heads and monitored by General Director.</p>
<p>Postdoctoral appointments <i>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</i></p>	<p><u>Current situation</u></p> <p>In its short history, the Institute has rarely been a host for postdoctoral fellows. It is partly due to its small size and lack of specialised laboratory equipment. However, we provide individual assistance for our scientists moving to other institutions for scientific experience. In these cases, we operate according to the rules provided by a grant agreement.</p> <p><u>Planned improvements:</u></p> <p>1) designating a person responsible for contact with prospective postdoctoral fellows. This action will be carried out by <u>November 2016</u>. The operational responsibility for these actions will be taken by our Research Officer and monitored by the Deputy Director.</p>

<p><i>in the context of long-term career prospects.</i></p>	<p>2) providing a guide for the postdoctoral recruitment procedure on the Institute website. This action will be carried out by <u>January 2017</u>. The operational responsibility for these actions will be taken by our Research Officer and monitored by the General Director.</p> <p>3) posting information about available postdoctoral positions on the Institute's website. This action will be carried out by <u>January 2017</u>. The operational responsibility for these actions will be taken by our HR Specialist and monitored by the Deputy Director.</p>
<p>Supervision and managerial duties <i>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.</i></p> <p>Relation with supervisors <i>Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and 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</i></p>	<p><u>Current situation</u></p> <p>The Institute consists of six departments, and the head of each department is responsible for providing supervision and mentoring for his/her subordinate colleagues. Although they have the opportunity to discuss their problems and ask for advice from senior scientists, it does not have the form of formal supervision or mentoring.</p> <p><u>Planned improvements:</u></p> <p>1) formalize the specific duties of the departments' heads regarding supervision. These activities will be assessed every two years by an independent commission. The operational responsibility for these actions will be taken by Deputy Director and monitored by the General Director. That will be carried out by <u>September 2016</u>. By October 2018 these activities will be assessed for the first time.</p> <p>2) setting up an Institute panel of experts in specific fields to which researchers at an early stage of their scientific career can turn to for advice and scientific assistance.</p>

<p><i>outputs.</i></p> <p>Supervision <i>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.</i></p>	<p>This action will be carried out by March <u>2018</u>. The operational responsibility for these actions will be taken by Departments' Heads and monitored by the General Director.</p> <p>3) assigning a mentor to every researcher at an early stage of their scientific career with special focus on PhD students. Senior researchers constitute the majority of employees, so there should be no problems in assigning individual mentors whose research interests will be compatible. Currently there are four PhD students and three assistant professors at the earlier carrier stages.</p> <p>This action will be carried out by May <u>2018</u>. Such actions will take place regularly every two years. The operational responsibility for these actions will be taken by Departments' Heads and monitored by the General Director.</p> <p>4) meeting for researchers at an early stage of their scientific career with presentation of implemented improvements in the area of supervision. This action will be carried out by September <u>2018</u>. The operational responsibility for these actions will be taken by a Deputy Director and monitored by the General Director.</p>
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Moreover, the Working Group recommended actions regarding some aspects of the recruitment process:

<p>Selection (Code) <i>Selection committees should bring together diverse expertise and competences and should have an adequate gender balance</i></p> <p>Variations in CVs' chronological order (Code)</p>	<p><u>Current situation</u></p> <ul style="list-style-type: none"> Starting from 2015 job advertisements are posted on the EURAXESS platform as well as on the Institute's website and on the Polish Ministry of the Higher Education website.
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<p><i>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.</i></p> <p>Recognition of mobility (Code) <i>Any mobility experience should be considered as a valuable contribution to the professional development of a researcher.</i></p>	<ul style="list-style-type: none"> • We do have internal regulations regarding selection process, but some issues are not stressed well enough. <p><u>Planned improvements</u></p> <p>The regulations will be revised to include necessary changes. In the revised form the regulations will be in total accordance with the Code of Conduct for the Recruitment of Researchers.</p> <p>The changes will be incorporated <u>by March 2017</u>.</p> <p>The operational responsibility for these actions will be taken by a HR Specialist and monitored by the General Director.</p>
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All the planned actions are summarized in Table 1 together with the timeline.

Table. 1. List of planned actions in 2016-2020 time period

Planned Action	Operational Responsibilities	Timeline
1. Formalization of the specific duties of the Departments' Heads regarding supervision	Deputy Director	by September 2016
2. Info on travel grants to be available on the Institute's website	Research Officer	by October 2016
3. Designating a person responsible for contact with prospective postdoctoral fellows	Research Officer	by November 2016
4. Info about available postdoctoral positions to be available on the Institute's website	Research Officer	by January 2017
5. A guide for the postdoctoral recruitment procedure to be available on the Institute website.	HR Specialist	by January 2017
6. Revision of the recruitment regulations in accordance with the Code of Conduct for the Recruitment of Researchers.	HR Specialist	by March 2017
7. Workshop presenting information on current opportunities for internships	Deputy Director	by April 2017
8. Workshop for employees interested in planning their scientific career development	Department's Heads	by September 2017
9. Setting up a panel of experts in specific fields	Department's Heads	by March 2018
10. Assigning a mentor to every researcher at an early stage	Department's Heads	by May 2018
11. Presentation of implemented improvements in the area of supervision (meeting)	Deputy Director	by September 2018
12. Departments' Heads assessment	IP PAS Evaluation Committee	by October 2018
13. Second Workshop presenting information on current opportunities for internships	Deputy Director	by April 2019
14. Second workshop for employees interested in planning their scientific career development	Department's Heads	by September 2019
15. Internal evaluation of the implemented improvements	Deputy Director	by March 2020

6. Conclusions

The overarching strategy of the Institute is focused on two important goals: firstly, conducting research of the highest possible quality and making it available for other specialists and the public, and secondly, mentoring young scientists. The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers helped us in checking the existing regulations and finding shortcomings that need to be addressed. Development of the process of internal analysis at the Institute of Psychology was highly beneficial for all employees, allowing them to become familiarized with the principles of the Charter and Code. For the first time, IP PAS researchers were able to articulate what is most and least important to them in this area and ponder and express opinions on the level of implementation of the most crucial HR principles at their work place.

The HR Working Group assessed the outcome of the internal gap analysis as quite positive. Of 40 Charter and Code principles listed on the questionnaire, only six were identified as challenges to be improved. This relatively small number of weaker points allowed the HR Working Group to focus on each challenge, analyse them, and plan relevant actions for the next four years.