



# HUMAN RESOURCES STRATEGY FOR RESEARCHERS

*The European Charter for Researchers*

and

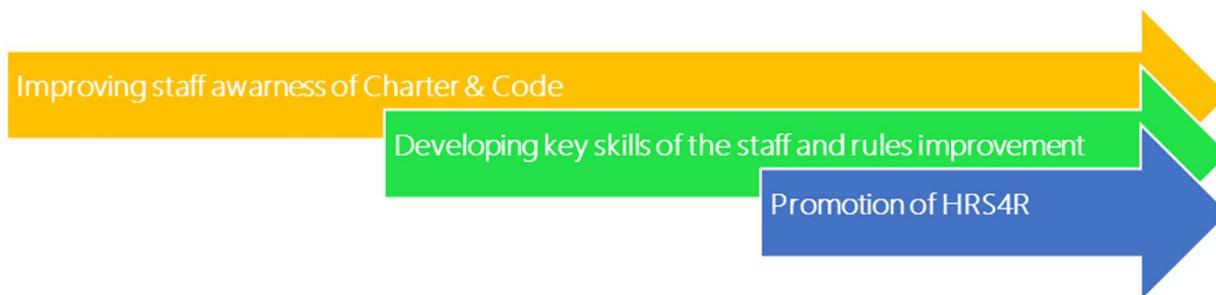
*The Code of Conduct for the Recruitment of Researchers*

INTERNAL GAP ANALYSIS AND ACTION PLAN

**TIMETABLE**

Lublin, 2015

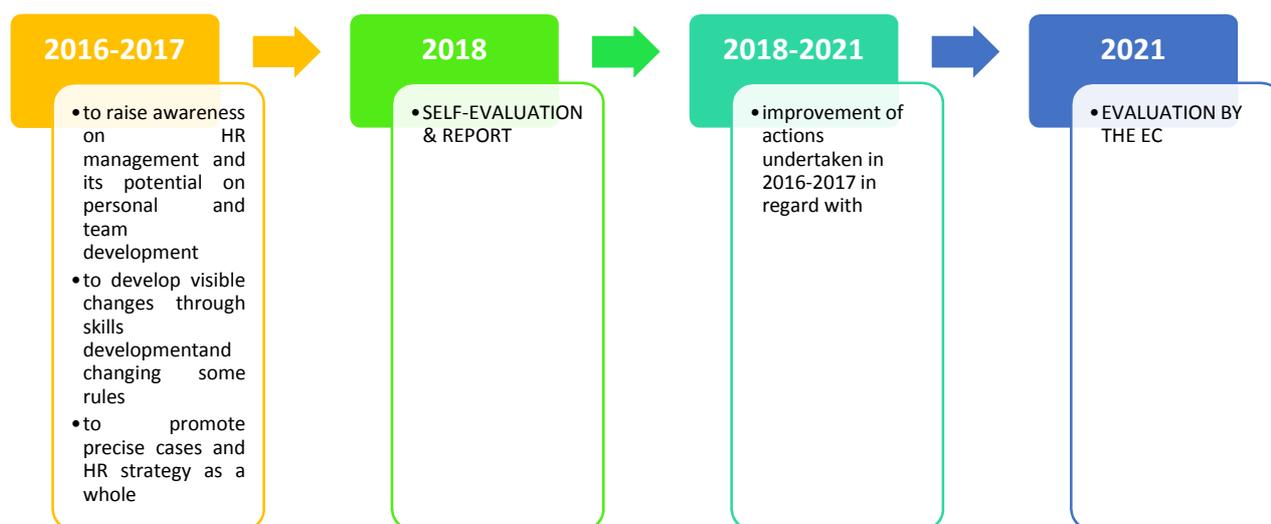
IA PAS pays particular attention to improvement of HR management processes and procedures in order to increase mobility of researchers and become more attractive for foreign ones. Process of becoming more consistent with principles introduced in Charter & Code will be implemented within the following three aspects (see the graph below):



First aspect refers to the awareness raising of scientific staff of HR management and its influence on personal and scientific/research team (as whole) development.

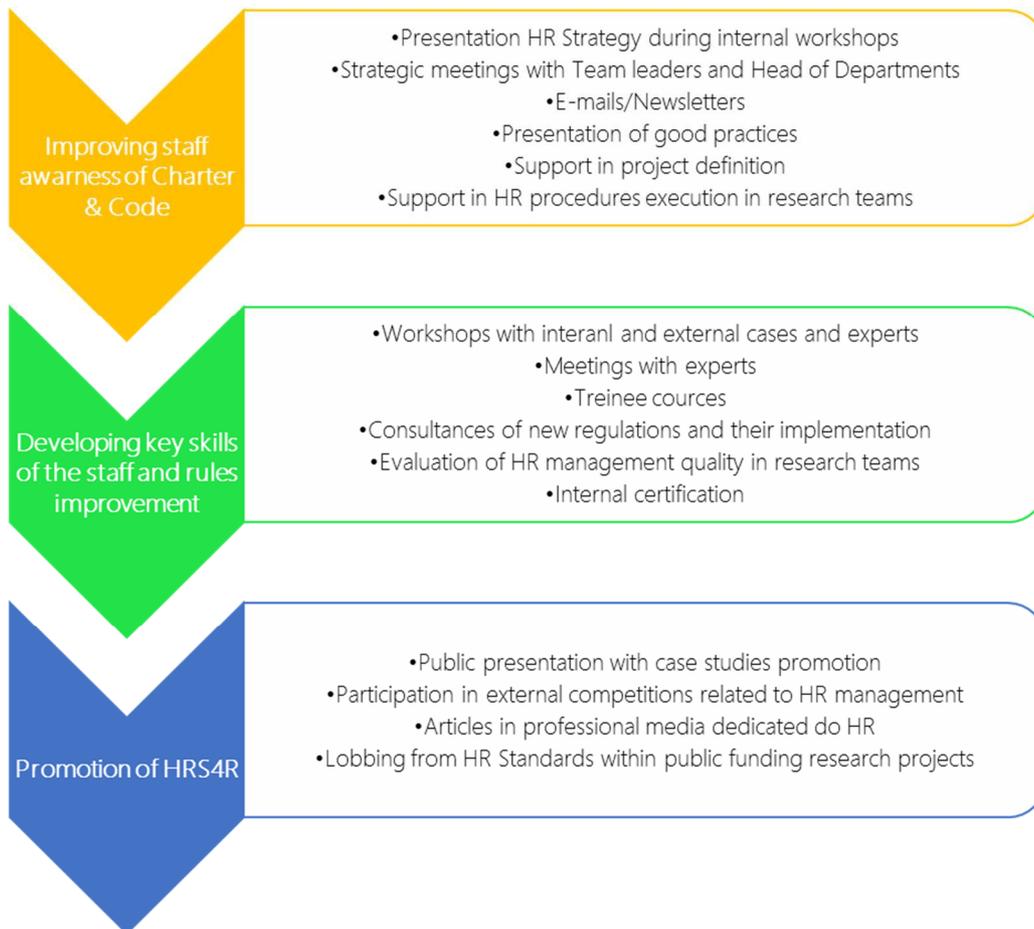
Next, it will be necessary to focus on stimulating visible changes through skills development and redefining some rules (with continuing engagement of research staff). Finally, this will allow to promote precise cases and HR Strategy as well.

The whole process will last up to 4-5 years. Planning all actions to be implemented, it is necessary to take into consideration all fluxes of the staff. Moreover, all changes and processes have to be implemented without disrupting any research going.



Each of aforementioned aspects require special tasks and tools that in details will be prepared by Working Group in cooperation with team leaders on the basis of different occasions generated by internal and external processes and projects. The general role of the Working Group, in reference to each of the aspects, regarding implementation of the HRS4R is to incorporate existing processes, especially in awareness raising stage, in order to obtain effects in quick and efficient way. Implementing of the action plan step by step will provide to a non-invasive creation of essential changes in HR management and awareness of researchers. What is crucial for researchers, changes that will take place are not very time consuming, which is essential for research processes.

Moreover, there is a necessity of defining and executing dedicated new processes with strong attention on changing Institute's rules and promotion of the HRS4R. Taking into consideration a general rule of exploiting existing processes set of general tools has been defined to be executed (see the graph below):



From organizational point, there have been defined several units as jointly responsible for the proper implementation of HRS4R:

- HR Department (HR Specialist)
- Research Support Department [RSD]

Moreover, new web page of IA PAS will be provided both in Polish and English to ensure common understanding of HR management and support researchers in finding valuable sources of knowledge.

## ATTACHMENT - TIMETABLE

C & C PRINCIPLE	ACTION REQUIRED	WHO	WHEN
<b>ETHICAL AND PROFESSIONAL ASPECTS</b>			
<b>RESEARCH FREEDOM</b>	Preparation of the consent template for research	Research Support Department HR Specialist	February 2016
	Creation of the position of IPR advisor	Director HR Specialist	April 2016
	Regular IPR regulations workshops - once a year every year	IPR Advisor	June 2016* June 2017
<b>ETHICAL PRINCIPLES</b>	None.	-	-
<b>PROFESSIONAL RESPONSIBILITY</b>	None.	-	-
<b>PROFESSIONAL ATTITUDE</b>	Scientific internal seminars on research project progress and conducted by scientific teams organised every half of a year	Research Support Department	January 2016*, June 2016, January 2017, June 2017
	Developing ordinances on: - the circulation of documents related to grants funding research projects and accepting the principles of financial expenses	Director Research Support Department	August 2016
	- the obligation to inform the Research Support Department with complex applications for all research projects	Director Research Support Department	January 2016
<b>CONTRACTUAL AND LEGAL OBLIGATIONS</b>	The IPR workshops - once a year each year for a permanent scientific staff and obligatory training for newly employed researchers	IPR Advisor	June 2016* June 2017
	Open meetings on external funds for research (structural funds, European funds) - once a year every year	Research Support Department	May 2016* May 2017

## ATTACHMENT - TIMETABLE

ACCOUNTABILITY	None.	-	-
GOOD PRACTICE IN RESEARCH	Workshop on technical aspects of data protection and confidentiality protection	IT Specialist	October 2016
	Developing procedure regarding data protection and confidentiality protection	IT Specialist	June 2016
DISSEMINATION, EXPLOITATION OF THE RESULTS	To rebuild and improve the web page (Polish and English version) to be more intuitive	PR Specialist	April 2016
	To create a new position of the Business Development Specialist	Director HR Specialist	March 2016
	To develop detailed commercialisation procedures of the research results	Business Development Specialist	June 2016
PUBLIC ENGAGEMENT	Engaging mass and social media to improve public's understanding of science, e.g. Facebook, Twitter	PR Specialist	February 2016
	Improving YouTube Channel	PR Specialist	Ongoing, up to date
	Organisation of local brokerage events once a year each year	PR Specialist	November 2015* November 2016 November 2017
NON-DISCRIMINATION	None.	-	-
EVALUATION/APPRaisal SYSTEMS	Ordinance on terms of periodic evaluation of scientific employees covering engineering technicians and technicians by the evaluation system (redefining)	Commission for Evaluation of Activity of Researchers Director Scientific Board	January 2016
	To unify the procedures for Polish and foreign scientists by establishing an English version of key documents and procedures	Commission for Evaluation of Activity of Researchers	June 2016

## ATTACHMENT - TIMETABLE

RECRUITMENT			
RECRUITMENT	Developing relevant rules of: - Ordinance on procedures of conducting contest for a position in English	HR Specialist	February 2016
RECRUITMENT (CODE)	To create the employment policy specifying applicants' selection criteria, mobility recognition and excluding reputation-based selection	Director Commission for Evaluation of Activity of Researchers	October 2015
SELECTION (CODE)	To enable candidates for a position and for PhD students to submit all required documents via Internet	PR Specialist HR Specialist IT Specialist	April 2016
	To respect gender issues within the selection process by preparing specified form on the matter	HR Specialist IT Specialist	September 2016
	To unify all ordinances and regulations in Polish and English	HR Specialist	June 2016
TRANSPARENCY (CODE)	To adapt the good practices as an ordinance	HR Specialist	October 2016
	To put the regulations on the web page / e-mails on request	HR Specialist	December 2016
JUDGING MERIT (CODE)	To adopt the documents related to the selection procedure and publish on IA PAS website and disseminated among IA PAS employees	Director Commission for Evaluation of Activity of Researchers	October 2015
VARIATION IN THE CHRONOLOGICAL ORDER OF CVs (CODE)	None.	-	-

## ATTACHMENT - TIMETABLE

RECOGNITION OF MOBILITY EXPERIENCE (CODE)	To adopt Rules of the selection proceedings in case of employing to the academic positions at IA PAS in view of Code of Conduct for the Recruitment of Researchers	Commission for Evaluation of Activity of Researchers Director	October 2015
RECOGNITION OF QUALIFICATIONS (CODE)	None.	-	-
SENIORITY (CODE)	None.	-	-
POSTDOCTORAL APPOINTMENTS (CODE)	None.	-	-
<b>WORKING CONDITIONS AND SOCIAL SECURITY</b>			
RECOGNITION OF THE PROFESSION	None.	-	-
RESEARCH ENVIRONMENT	None.	-	-
WORKING CONDITIONS	Putting on the website of the relevant regulation and all necessary forms concerning training leave	HR Specialist	January 2015
STABILITY AND PERMANENCE OF EMPLOYMENT	None.	-	-
FUNDING AND SALARIES	None.	-	-
GENDER BALANCE	Women will be encouraged (e-mails before elections)	Director Research Support Department	January 2016
	To develop gender policy in Polish and English	Director Research Support Department	September 2016
CAREER DEVELOPMENT	To organise series of open workshops for researchers on work, teams, projects, time management, and patenting and commercializing research results	Deputy Director for Scientific Affairs	February 2016* February 2017
VALUE OF MOBILITY	None.	-	-
ACCESS TO CAREER ADVICE	Counselling services: links redirecting to web portals concerning meetings, twinings and opportunities, e. g. EURAXESS	HR Specialist PR Specialist	April 2016
INTELLECTUAL PROPERTY RIGHTS	Training on IPR	IPR Specialist	April 2016*, April 2017
CO-AUTHORSHIP	None.	-	-

## ATTACHMENT - TIMETABLE

TEACHING	None.	-	-
COMPLEMENTS/APEALS	None.	-	-
PARTICIPATION IN DECISION-MAKING BODIES	None.	-	-
<b>TRAINING</b>			
RELATION WITH SUPERVISORS	To develop regulations on structured and regular relationship with supervisors of assistants	Director Commission for Evaluation of Activity of Researchers	December 2016
SUPERVISION AND MANAGERIAL DUTIES	Professional trainee courses on HR management and mentoring, internal evaluations of multifaceted role as supervisors, multi-personal supervisions programme for young researchers, local HR events connected with case studies	Deputy Director for Scientific Affairs	February 2016* February 2017
CONTINUING PROFESSIONAL DEVELOPMENT	None.	-	-
ACCESS TO RESEARCH TRAINING AND CONTINUOUS DEVELOPMENT	To improve PhD studies website and adjust it into English version	PR Specialist	April 2016
	To develop an ordinance on hedging funds in each department for professional trainee courses for researcher of each stage of carrier development e.g. commercialisation and market, promotion of the research, presentation development, communication	Director	April 2016
SUPERVISION	None.	-	-

\* Beginning date of the action

## IMPLEMENTATION AND MONITORING PROCESS

Regarding ensuring the most efficient way of implementation of the HRS4R in IA PAS, several units will be involved in the whole process (see graph below):



Representatives of all aforementioned units are participants of the Working Group. In the implementation process, the WG will act as managing body.

Evaluation of implementation progress will include:

- ✓ every half of the year interim on-line survey will be sent to all IAPAS' employees and PhD students (the first one will be sent in June 2016). Aim of the survey will be to monitor the change in reference of both level of implementation and level of importance in comparison to the survey carried out in October 2015;
- ✓ every half of the year each person in charge of the specific action, indicated in the action plan, will prepare a report on all actions implemented during the time. The report will consist of the following sections: introduction, methodology of implementation, obstacles in implementation, findings and recommendations;
- ✓ monitoring meetings hosted by the Coordinator, at least once every six months. At the meetings, surveys' findings and reports will be broadly discussed. Additionally, on this basis all risks will be managed. Working Group members will take part and assess the progress. After the meeting, via e-mail all employees will get a feedback on the implementation progress and actions' outcomes.
- ✓ a self-assessment of the implementation of the Action Plan will be provided in January 2018. This self-assessment will be undertaken regularly, at least every second year.
- ✓ after four years from entry into force of the Action Plan, due to the formal regulation regarding implementation of the HRS4R through the five-step approach, an **external evaluation will be provided**. IA PAS will draft a short report, showing the progress made towards the objectives of its HR Strategy for Researchers and its compliance with the principles of the Charter & Code.

## ACCEPTANCE

The Institute of Agrophysics of the Polish Academy of Sciences represented by Director Professor Cezary Sławiński, fully accepts the Human Resources Strategy for Researchers.

Lublin, 18<sup>th</sup> December 2015

*Sławiński*  
Professor Cezary Sławiński  
Director of the Institute of  
Agrophysics of the Polish Academy  
of Sciences