

Institute of Geography and Spatial Organization, Polish Academy of Sciences

**Institute of Geography and Spatial Organization
Polish Academy of Sciences
The Human Resources Strategy for Researchers
Internal Gap Analysis and Action Plan**

Warsaw, November 2016

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About the Institute

Established in 1953, the Institute of Geography and Spatial Organization, Polish Academy of Sciences, is an important Polish research centre in the field of socioeconomic geography, physical geography, and spatial organization. Its main fields of scientific activity include: physical geography (geomorphology, palaeogeography, Quaternary research, hydrology, climatology, geoecology, and environmental protection), socioeconomic geography (the geography of cities and metropolitan areas, population geography, the geography of agriculture and local development, the geography of industry, infrastructures, and services), political geography (including Eastern European development challenges), GIS, and spatial organization on the European, national, regional and local levels. Functioning within the framework of the Institute is the Central Library of Geography and Environmental Protection, one of the largest thematic library centres of its kind in the world.

The Institute of Geography and Spatial Organization carries out scientific research studies and participates in numerous projects that have an applicative character. Its active involvement in international scientific collaboration has in recent years resulted in participation in more than 50 scientific and practical programmes and undertakings, including EU framework projects, Horizon projects and the ESPON scientific platform. Furthermore, the Institute has carried out approximately 200 national research and practical projects, expert evaluations, etc., over the last decade. Our research staff's annual publishing output comes to a total of 400 published items (e.g. peer-reviewed articles, monographs, notes, etc.). The Institute is also actively engaged in collaboration with Polish ministries such as the Ministry of Economic Development (a contract agreement), the Ministry of Agriculture and Rural Development, as well as with local authorities, especially at the voivodship (regional) level. The undertakings it has participated in during recent years include the preparation of the National Spatial Development Concept 2030 and activities associated with the Polish Presidency of the EU council in 2011.

The Institute of Geography and Spatial Organization consists of 7 research units: the Department of Geoecology and Climatology, Department of Urban and Population Studies, Department of Spatial Organization, Department of Rural Geography and Local Development, Department of Geoenvironmental Research, Department of Environmental Resources and Geohazards, Geographic Information Systems and a Cartography Workgroup. Its members come from all the Institute research units, including cartographers, specialists in geoecology and landscape ecology, geomorphology, socioeconomic geography, spatial development as well as the geography of rural areas and local development.

The Institute carries out studies for public and private entities, involving for instance:

- spatial development at the national, regional and local scales,
- evaluation of investment projects and developmental programmes (including EU projects),
- transformations of urban agglomerations,
- transformations of Polish transport systems, analysis of traffic and demand for transport, transport accessibility,
- the geography of agriculture and rural development (including: land use, spatial differentiation of crop and animal production, rural population),
- assessment of environmental quality for the purposes of spatial planning on the basis of potential vegetation, sedimentation and sediment transfer in lowland and mountainous fluvial systems,
- assessment of climatic and bioclimatic conditions in spas and holiday resorts,
- specialist spatial analysis utilizing cartographic computer techniques as well as a wide-spectrum of GIS.

Publications: the quarterly *Geographia Polonica* published in English, the series *Prace Geograficzne* (Geographical Studies) with certain volumes in English, the quarterly *Przegląd Geograficzny* (Polish Geographical Review), the semianual *EUROPA XXI* (in English), the series *Studia Obszarów Wiejskich* (Rural Areas Studies), and the online bibliographical database *Bibliografia Geografii Polskiej* (Bibliography of Polish Geography).

Publications of the Institute of Geography and Spatial Organization are available through the "IGSO PAS Digital Repository" in the form of searchable PDF files that contain tables of contents with links to chapters or articles (RCIN.org.pl/igipz)

Internal Gap Analysis

Introduction

As the first step, IGSO PAS signed on November 2nd 2016 the Declaration of Commitment for current Researchers and the Code of Conduct for the Recruitment of Researchers to come.

Internal Gap Analysis started with forming a committee, responsible for an internal analysis and preparing an Action Plan for fully implementing in the Institute the rules contained in the European Charter and the Code.

The members of the committee were:

1. Prof. Tomasz Komornicki, Deputy Director of the Institute
2. Prof. Krzysztof Błazejczyk, Representative of the Employees
3. Jan Peliwo, Head of the Secretariate
4. Tomasz Paczuski

The committee conducted the internal analysis at two phases:

Phase One – analysis of convergences to and deviations from the Charter and Code principles in internal regulations and existing practices

Phase Two – questionnaire directed to scientific employees of the Institute

Phase One

The committee has analyzed 10 internal documents:

- The Statute of the Institute
- Organizational regulations
- Work regulations
- Regulations on remuneration
- Regulations on Social Fund
- Regulations on competitions for scientific posts in the Institute
- Regulations on Scientific Council
- Regulations on periodic assessment of the scientific staff activity
- Regulations on management of copyright and related rights and industrial property rights and the principles of commercialization of the results of research
- Rules of domestic and foreign business trips

Most of the rules contained in these documents, as well as practices existing in the Institute, are with accordance with the *European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers*. However, in some points there is still need for improvement, as will be shown later.

Phase Two

An anonymous survey, concerning the level of compliance with the 40 principles set forth in the Charter and Code, was sent to all scientific employees of the Institute. The survey was conducted in Polish, to ensure that every respondent fully understood the questions. They were asked to assess the level of implementation of each of the 40 principles using following responses:

1. fully
2. significantly
3. at moderate level

4. to a small extent

5. completely not

6. hard to say.

The survey was carried out between 4th and 8th November 2016. On voluntary basis, 41 respondents (out of 57 scientists eligible for participation) have taken part in the survey so the participation rate was almost 72 %.

General results from the survey

The results of the questionnaire survey indicate that the IGSO PAS is highly evaluated by employed researchers in regard to issues concerning fundamental ethical principles. The total share of responses attesting to the fact that the Institute meets these requirements either fully or to a significant extent usually is equal to 80-100%. As regards the group of questions dealing with recruitment of researchers there is also a high share of greatly positive responses (on the whole more than 75%), but in some cases more critical responses are reported (in these cases the criteria are moderately met). In the part devoted to working conditions and social security, there are more varied responses. In a few cases, the total share of positive evaluation decreases to reach the level slightly below 50%. At the same time, however, it should be pointed out that other responses are decidedly approving. Concerning the "training" category, again there is a high prevalence of positive feedback which expresses approval for the practices applied by the Institute. It must be underlined that the responses such as "completely not" occur very rarely, and their share exceeds 20% only in one case.

The survey has shown, however, that the Institute is facing some challenges, which require undertaking actions on the part of its management body. However, these problems are not of systemic character (general ethical issues, recruitment or social security problems), but they are rather concerned with the particular situations related with concrete questions raised in the survey. The majority of these problems is related with insufficient information on various topics, i.e. information which was not sufficiently available to small portion of employees and persons taking part in recruitment. Among these one can mention in the first place such issues:

- Regarding the ethical and professional aspects, in particular the problems with information about contractual and legal obligations (question no. 5), necessary precautions for health and safety (part of the question no. 7) and general non-discrimination issues (question no. 10).
- Regarding the recruitment of researchers, in particular the problems related with transparency process (better information about selection criteria; questions nos. 14 and 15) and deviation from the chronological order of CV (question no. 17).
- Including working conditions and social security, i.e. the issues related with the level of salaries (question no. 26), gender balance (question no. 27), career development (strategy of career development; question no. 28), access to professional career advice (question no. 30), co-authorship (question no. 32) and complains issues (question no. 34).
- Concerning training, especially problem of supervision on the part of senior researchers (question no. 37).

Below, possible actions are presented aimed for eliminating the above-mentioned problems. The IGSO PAS has a very limited opportunities concerning the level of salaries (question no. 26), which is mostly determined by the level of public subsidy which is provided by the Ministry of Science and Higher Education. Some of the problems can be solved only by decisions taken by Scientific Council (e.g. changes in regulations concerning evaluation of research workers). Such decisions are subject to democratic voting rules and thus do not lie within the direct competence of the Institute's administration (Directors can only suggest to the Scientific Council to take into consideration specific solutions).

Detailed gap analysis

1. Research freedom

Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or,

especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.

Relevant legislation, existing institutional rules:

Article 94 of the Act on the Polish Academy of Sciences declares that: Having obtained the director's consent, scientific staff may carry out research on their own initiative within the scientific unit at which they are employed. Also, it is a well-established rule in IGSO PAS that researchers determine themselves, in agreement with the Head of their Department, the topic and methods of their research.

Survey results

The questionnaire survey on the research freedom conducted in the Institute revealed that 89% of research staff provided positive responses (responses "1" or "2"). None of the workers evaluated it negatively (answers "4" or "5").

Actions required

none

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.

Relevant legislation, existing institutional rules:

Code of Good Conduct or Customs in Science established by the Polish Academy of Sciences.

Survey results

Questionnaire survey participants (respondents) acknowledged that the Institute meets the criteria with respect to ethical principles (85% of responses "fully" or "significantly"; no negative responses at all).

Actions required

none

3. Professional responsibility

Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.

Relevant legislation, existing institutional rules:

Supervision from the Scientific Council (statutory research) and National Science Centre (grants) as well as Heads of Departments makes it possible to ensure that no researcher employed in the Institute duplicates or commits plagiarism of research previously carried out elsewhere.

Survey results

As regards professional responsibility, 88% of respondents gave positive marks (answers "1" and "2"). There were no negative responses.

Actions required

none

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.

Relevant legislation, existing institutional rules:

The secretariat of the IGSO PAS offers support and information to all scientific employees about funding mechanisms.

Survey results

As regards professional attitude, 83% of respondents gave positive marks (responses "1" and "2"). There were no negative marks.

Actions required

none

5. Contractual and legal obligations

Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract or equivalent document.

Relevant legislation, existing institutional rules:

There is a Regulation on management of copyright and related rights and industrial property rights and the principles of commercialization of the results of research

Survey results

As regards getting acquainted with contractual and legal obligations (and related documents), 84% of respondents gave positive marks (responses "1" or "2"). At the same time 7% of respondents provided negative responses. It may be well assumed that only in case of small portion of research workers information about working conditions was insufficient.

Actions required

Newly-employed researchers will receive a copy of such Regulation at the start of their work.

6. Accountability

Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees. Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.

Relevant legislation, existing institutional rules:

Pursuant to the Act on the Principles of Financing Science, every entity receiving funding for science is obliged to use the funds properly, effectively and in a manner consistent with the intended purpose. It is also obliged to execute the tasks on time and submit an annual report. Article 72 of the Act on the Polish Academy of Sciences declares that "the management of assets of the Academy, including assets of scientific units and of other organisational units of the Academy, shall be conducted in accordance with the principles of expediency, economy and parsimony and in accordance with the requirements of efficient management". At the end of the year every researcher has to present the main results of his/her studies. Those results constitute the basis of an annual report on research activities in IGSO PAS.

Survey results

With respect to accountability of researchers, the overwhelming majority, i.e. 81% of respondents, gave positive marks (responses "1" or "2"). Only 7% provided negative responses ("4" or "5"). It can be assumed that this means that only an insignificant portion of research workers received insufficient enough information on professional accountability.

Actions required

none

7. Good practice in research

Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.

Relevant legislation, existing institutional rules:

Institute organizes regular trainings on OSH. There is a back-up strategy, however not everyone is familiar with it.

Survey results

As regards good practice in research and adoption of safe working practices, 80% of respondents gave positive marks (responses "1" or "2"). Barely 2% (i.e. 1 person) indicated negative responses (responses "4" or "5").

Actions required

Training on back-up strategy.

8. Dissemination, exploitation of results

All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.

Relevant legislation, existing institutional rules:

According to the Statute of the Institute, its tasks include in particular the dissemination of research results. The issue of dissemination is regulated by Regulation on management of copyright and related rights and industrial property rights and the principles of commercialization of the results of research. The main form of dissemination is therefore publication (in 2015 scientists employed in the Institute have published 151 articles and 47 books and chapters in books. They also made 220 conference presentations).

Survey results

As regards dissemination and exploitation of research results, as many as 90% of respondents gave positive responses ("1" or "2"). None of the respondents gave negative responses.

Actions required

none

9. Public engagement

Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.

Relevant legislation, existing institutional rules:

According to the Statute of the Institute, its tasks include the collaboration with the socio-economic community in the area of scientific research; especially by providing scientific opinions and expertise as well as by providing consultation to authorities, government, local government and other entities. Researchers employed in the Institute are offering their opinions and expertise, they cooperate with Ministry of Economic Development and regional authorities.

Survey results

With respect to researchers' engagement with the public and presenting the research results in an accessible way, positive responses accounted for 78% of all responses ("1" or "2"). Negative marks were given by only 2% of respondents (i.e. 1 person).

Actions required

none

10. Non discrimination

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

Relevant legislation, existing institutional rules:

According to § 15 of Work Regulation in IGSO PAS "the Employer is obliged to familiarize the scientific staff with regulations on the equal treatment of males and females employees in employment and occupation. There is no evidence of any discrimination against researchers in IGSO PAS. Currently the Institute employs 37 male and 20 female researchers.

Survey results

As regards non discrimination policy, 88% of respondents gave positive responses ("1" or "2"). Negative responses constituted only 7% (all fall in the category "to a small extent", with none response falling in the category "completely not").

Actions required

Supplementing the Work Regulation with a provision securing equal treatment not only in terms of gender, but also with respect to age, ethnicity, religion, sexual orientation, language, political views and economic status.

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.

Relevant legislation, existing institutional rules:

Article 94 of the Act on the Polish Academy of Sciences declares that: "Scientific staff shall undergo periodic assessment by the scientific board, which shall cover the results of their work; lecturers and senior lecturers shall undergo assessment at least every two years, and professors shall undergo assessment at least every four years. The detailed procedure and frequency of assessment shall be set forth by the scientific board of the institute in the rules approved by the Vice-President of the Academy who supervises the work of the relevant division". In addition to this periodic evaluation, every two years the Scientific Council appoints Commission for evaluation of the scientific staff, which in accordance with the separate regulations carries out the assessment of each researcher in the following categories: scientific publications, research projects and scientific life. The results of evaluation are open to the Institute community.

Survey results

As regards the evaluation/appraisal systems, 78% of respondents provided positive responses. Negative responses accounted for 10% of all responses (all fall into the category "to a small extent", with no response falling into the category "completely not"). The regulations governing the evaluation/appraisal were discussed during the Scientific Council meetings on many occasions and their present shape is a result of compromise reconciling many different interests of researchers. In this context, the results obtained from questionnaire survey need to be regarded as highly positive.

Actions required

none

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.

Relevant legislation, existing institutional rules:

At the recruitment stage each time open competitions for scientific posts are announced. The full information on these competitions is available in Poland and abroad (via the EURAXESS system) 30 days in advance.

Survey results

As regards recruitment of researchers, 85% of respondents gave positive marks (responses "1" or "2"). Negative responses accounted barely for 2% (i.e. one person).

Actions required

none

13. Recruitment (Code)

Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.

Relevant legislation, existing institutional rules:

The competition is open for every applicant who fulfills the criteria. Notices contain precise information on required qualifications and characterization of the working conditions. The time between the advertisement of the vacancy and the target date for applications is not shorter than 4 weeks.

Survey results

As regards recruitment procedures, 66% of respondents gave positive marks (responses "1" or "2"). At the same time only 7% of respondents provided a negative response ("4").

Actions required

none

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.

Relevant legislation, existing institutional rules:

Regulation on competitions for scientific posts in the IGSO PAS declares that the selection committee is composed of three members, including deputy Director for Scientific Matters. The members of the Committee are appointed by the Director of IGSO PAS.

Selection is a two-stage procedure: first the documents of all candidates are assessed, then face-to-face interviews take place.

Survey results

As regards selection of research staff, 66% of respondents provided positive responses ("1" or "2"), while 5% of respondents was not able to express their opinion about this matter. One may well assume that the obtained structure of responses resulted from the fact that young research workers are not included in the process of recruitment.

Actions required

To enlarge the composition of the selection Committee, by the addition of representatives of junior researchers.

15. Transparency (Code)

Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.

Relevant legislation, existing institutional rules:

Notices include detailed information on selection criteria, the number of available positions and career development prospects.

Survey results

With respect to transparency of selection criteria and their strengths and weaknesses, 63% of respondents gave positive marks ("1" or "2"), 5% provided negative responses, while 7% failed to express their opinion about the matter. The obtained structure of responses may indicate that there is a poor flow of information to junior research staff (see question no. 15). It is also the effect of lack of feedback information to persons that were subjected to recruitment procedures.

Actions required

Preparing the feedback for each applicant about the strengths and weaknesses of their application (available upon request).

16. Judging merit (Code)

The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.

Relevant legislation, existing institutional rules:

The recruitment rules are dependent on the requirements associated with a given scientific post. Most frequently the following criteria are taken into consideration: 1) publications of the candidate, 2) scientific interests of the candidate and its coherence or connection with the profile of the Institute, 3) organizational activities, 4) knowledge of foreign languages, 5) the prospects of scientific development; 7) two opinion of the independent scientists (with habilitation). Bibliometric indices are only one of the tools used to assess the candidate, but never play the major role.

Survey results

With respect to experience of the candidates, 70% of respondents gave positive marks (responses "1" or "2"). Negative responses accounted for only 7%. It maybe thought that the structure of responses resulted from the fact that junior research workers are not included in the process of recruitment.

Actions required

To enlarge the composition of the selection Committee, by the addition of representatives of junior researchers.

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

Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.

Relevant legislation, existing institutional rules:

Career breaks or variations in the chronological order do not affect the assessment of a candidate.

Survey results

Regarding variations in the chronological order of CVs, 71% of respondents provided positive responses ("1" or "2"). No negative responses were received, but as much as 22% of respondents had no opinion about this matter. It may follow from the absence of an adequate provision in competition documents for scientific posts in the Institute.

Actions required

In competition documents, a full information should be provided each time that career breaks do not affect at all the recruitment process; Adding to the IGSO PAS' recruitment regulations the provision stating that career breaks are not penalised.

18. Recognition of mobility experience (Code)

Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.

Relevant legislation, existing institutional rules:

Any mobility experience (especially foreign internships) is perceived as a significant asset of the candidate. A change of the discipline is not penalised in any way during the assessment. Among the researchers employed in IGSO PAS there is a great number of those who have changed the discipline during the course of their academic career (e.g. economics and biologists to geographers etc).

Survey results

As regards of recognition of mobility experience, 81% of responses were positive ("1" or "2"). 5% of respondents provided negative responses ("4" or "5"), while 7% did not express their opinion.

Actions required

none

19. Recognition of qualifications (Code)

Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.

Relevant legislation, existing institutional rules:

Foreign diplomas are recognized according to the provisions of the Polish law.

Survey results

With respect to recognition foreign diplomas, positive responses accounted for 79% of all responses. No negative responses were received, while a relatively significant percentage of respondents (17%) had no opinion about this matter.

Actions required

none

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 recognized.

Relevant legislation, existing institutional rules:

Personal situation or reputation of the institution where the qualifications were obtained do not influence the assessment of a candidate.

Survey results

With respect to recognition of seniority and the level of qualification, 63% of respondents provided positive responses ("1" or "2"). At the same time, however, no negative responses were noted at all. Still, again a significant portion of respondents (12%) has no opinion about this matter.

Actions required

none

21. Postdoctoral appointments (Code)

Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions

appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.

Relevant legislation, existing institutional rules:

Pursuant to the Act on the Polish Academy of Sciences "The period of employment of a senior lecturer who does not hold the academic degree of *doktor habilitowany* (i.e. post PhD degree required to become an Associate Professors) shall not exceed eight years".

Survey results

As regards postdoctoral appointments, 76% of respondents provided positive responses ("1" or "2"), while negative responses ("4" or "5") accounted for 5%. 7% of respondents had no opinion about this matter.

Actions required

none

22. Recognition of the profession

All researchers engaged in a research career should be recognized as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).

Relevant legislation, existing institutional rules:

Act on the Polish Academy of Sciences determines common provisions for various research positions (full professor, associate professor, visiting professor, senior lecturer and assistant lecturer). Irrespective of the level of their scientific career, general rules apply to all employees engaged in a research.

Survey results

With respect to recognition of the researchers' professional career, (since the beginning), 78% of respondents gave positive marks ("1" or "2"). Negative responses accounted for 7% of all responses.

Actions required

none

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.

Relevant legislation, existing institutional rules:

OSH specialist inspects conformity with health and safety regulations.. The Institute's Library has more than 200 000 volumes. Apart from that, scientific employees have access to numerous electronic databases. They can participate in national and international conferences, and also in trainings over the Internet. They can participate in discussions with other researchers via Skype meetings.

Survey results

As regards creation of stimulating research environment, 66% of respondents gave positive marks ("1" or "2"). Negative responses accounted for 14%. Such percentage of negative marks may be associated with the expectations of researchers relating to equipment and access to paid databases which cannot be met for financial reasons.

Actions required

none

24. Working conditions

Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, inter alia, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.

Relevant legislation, existing institutional rules:

The working hours (with the possibility to easily change them if necessary) make it easier to combine work with taking care of children. In difficult family situations, there is an opportunity to ask for of task-based working time or a longer unpaid leave. There is a good access to IGSO PAS' facilities on account of the access ramp functioning on the ground floor, as well as due to spacious lifts and to the parking places designed specially for disabled persons.

Survey results

As regards working conditions, 78% of respondents provided positive responses ("1" or "2"). Negative responses accounted barely for 7% of all responses.

Actions required

none

25. Stability and permanence of employment

Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the EU Directive on Fixed-Term Work.

Relevant legislation, existing institutional rules:

New researchers are employed in accordance with the terms determined in the competition, usually for the one-year period. Following this time, if his /her performance is good enough, he/she is employed for an indefinite period (full-time). However, according to article 92. of the Act on the Polish Academy of Sciences "The period of employment of a senior lecturer who does not hold the academic degree of *doktor habilitowany* (i.e. post PhD degree) shall not be longer than eight years, and that of an assistant lecturer who does not hold the academic degree of doctor shall not exceed six years."

Survey results

As regards stability and permanence of employment, 68% of respondents gave positive responses ("1" or "2"). Negative responses constituted 7% of all responses.

Actions required

none

26. Funding and salaries

Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

Relevant legislation, existing institutional rules:

General rules pertaining to salaries and social security provisions are regulated by labour law, Act on the Polish Academy of Sciences and Regulation of Remuneration in the Institute. Remuneration under the framework of research projects is regulated by a separate directive of the Institute's director and is in compliance with the requirements of given funders (e.g. National Science Center and Horizon 2020). The level of basic pay

is dependent on a statutory subsidy obtained from the Ministry of Science and Higher Education. In addition the scientific workers receive financial awards for publication in journals from Philadelphia list (the size of award depends on the journals' impact factor).

Survey results

Concerning the level of funding and salaries, positive responses accounted barely for 32% of all responses. On the other hand, 27% of respondents evaluated negatively this aspect of working conditions. Such percentage is associated with the overall low level of salaries occurring in the Polish Research Institutes. It is typical in this case that approx. 40% of respondents provided response "3" ("at moderate level"). This testifies to general dissatisfaction with the level of salaries, but at the same time this is an expression of understanding for the existing circumstances in this regard (recognition that this situation is not directly dependent on the Institute's directorate).

Actions required

none

27. Gender balance

Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.

Relevant legislation, existing institutional rules:

IGSO PAS currently employs 20 female researchers and 37 male researchers. Gender balance exists at all levels of staff, entailing supervisory and managerial level, as is described below.

Survey results

As regards gender balance, 71% of respondents gave positive marks (responses "1" or "2"). Negative responses accounted for 12%. These negative responses may follow from current assessment of percentage female and male employees in the Institute. This sex ratio is a result of personal decisions taken in the previous decades. The current Institute's policy is in favour of change toward gender balance.

Actions required

Continuation of the current policy with regard to recruitment of new workers, which is based on non-discrimination of genders. This policy ought to be strengthened by inclusion of provision securing gender balance in all competitions for scientific posts in the IGSO PAS. Taking into consideration high interest on the part of females in all the competitions for research posts, it maybe assumed that the gender ratio will be gradually improving in the course of time. The expected target level is a minimum 40% representation for each gender within the group of research workers.

28. Career development

Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.

Relevant legislation, existing institutional rules:

The career development path for all researchers is specified in the Act on Academic Degrees and Academic Title, and on Degrees and Title in Art and Act on the Polish Academy of Sciences.

Survey results

As regards career development, positive responses ("1" or "2") accounted for 59% of all responses. 17% of respondents gave negative responses. A large percentage of negative responses maybe partly related with relative small differences in the level of salaries between particular scientific posts (no significant pay rise due to professional promotion).

Actions required

A future professional career path of the newly-employed scientific staff (as well as researchers who have higher scientific degrees) should be discussed with the direct superior and put in writing in the form of independent working document.

29. Value of mobility

Employers and/or funders must recognize the value of geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.

Relevant legislation, existing institutional rules:

Involvement in international collaboration is one of the aspects of the annual assessments of the scientific staff research work activity. Participating in foreign internships is considered an advantage and younger employees are encouraged to gain mobility experience. Portability of grants is possible, in accordance with the rules of each type of grant.

Survey results

As regards geographical and intersectorial mobility, 78% of respondents provided positive responses ("1" or "2"), while barely 5% gave negative marks. Relatively large portion of respondents (10%) had no opinion about this matter.

Actions required

none

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.

Relevant legislation, existing institutional rules:

The IGSO PAS' secretariat ensures access to such information via e-mail news disseminated to all scientific staff. IGSO PAS provides no job placement assistance, because the aim is that the job posts offered in the Institute are permanent.

Survey results

As regards access to career advice, 49% of respondents provided positive responses ("1" or "2"). At the same time negative responses accounted for 17% of all responses.

Actions required

Information on career development opportunities (scholarship, collaboration in projects) should be placed by Secretariat on the Institute's website.

31. Intellectual Property Rights

Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.

Relevant legislation, existing institutional rules:

Utilization of research results is regulated by Regulation on management of copyright and related rights and industrial property rights and the principles of commercialization of the results of research.

Survey results

With respect to intellectual property rights, as many as 90% of respondents indicated positive responses ("1" or "2"). No negative responses were indicated.

Actions required

none

32. Co-authorship

Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc, or to publish their own research results independently from their supervisor(s).

Relevant legislation, existing institutional rules:

Code of Good Customs in Science developed by the Polish Academy of Sciences declares that "Among the most serious offences, particularly affecting the ethos of scientific research, are fabricating and falsifying test results, which constitute a flagrant violation of the basic principles of scientific research, as well as plagiarism, which is an unacceptable form of misconduct against other researchers". Plagiarism is not accepted in IGSO PAS and each person's contribution to the research has to be recognized.

Survey results

With respect to co-authorship, 83% of respondents provided positive responses ("1" or "2"), while 12% indicated negative responses. A relatively significant percentage of negative marks may result from the research specificity of the Institute, where many studies include cartographic contribution as well as results of GIS analysis. Including cartographers as co-authors of scientific publications still remains a controversial point.

Actions required

Proposing changes in the Regulations governing the evaluation/appraisal of researchers that increase the value of individual co-author contributions to scientific publications.

33. Teaching

Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.

Relevant legislation, existing institutional rules:

IGSO PAS has no students. Helping early stage researchers (especially holding the position of supervisor of doctoral thesis) is taken into account at the assessment of researchers.

Survey results

As regards broadly conceived teaching, positive responses accounted for 76% of all responses, while negative responses constituted barely 5%. 15% of respondents had no opinion about this matter, which results from the fact that IGSO PAS is not a didactic institution but *de facto* is a centre of academic research.

Actions required

none

34. Complains/ appeals

Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving

work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.

Relevant legislation, existing institutional rules:

Researcher's complaints are usually dealt with by Director of the Institute. In addition, the Institute's Scientific Council elected Disciplinary Proceedings Representative and Disciplinary Commission.

Survey results

As regards complains/appeals, 63% of respondents provided positive responses ("1" or "2"), in total 12% - negative responses, while 15% of respondents had no whatsoever opinion about this matter. The results of questionnaire survey may indicate that the solutions adopted by the Scientific Council constitute a relative novelty and are not commonly used in practice (given the fact that in recent period there were no controversial issues).

Actions required

The research workers employed in the Institute should be reminded of the existing opportunities with respect to complaints/appeals through reaching them with adequate information via e-mail messages.

35. Participation in decision-making bodies

Employers and/or funders of researchers should recognize it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.

Relevant legislation, existing institutional rules:

Pursuant to the Act on the Polish Academy of Sciences and the Statute of IGSO PAS Full Professors and Associate Professors employed in the Institute are members of the Scientific Council. Among members of this Council is also one representative of early stage scientific staff. There are also regular meetings of the Director, Deputy Director and the Heads of Departments, during which all important matters of the Institute are discussed. Occasionally the Director organizes meetings of all researchers, during which they are informed about all recent and forthcoming events in the Institute.

Survey results

As regards participation in decision-making bodies, positive responses constituted 83%, while negative barely 5%.

Actions required

none

36. Relation with supervisors

Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.

Relevant legislation, existing institutional rules:

The Supervisor and the Head of the Department, in which an early stage researcher is employed, oversees the progress of his/her doctoral dissertation and guide him/her. An early stage researcher is also required to present the result of his/her studies during the seminars for his/her department's staff and seminars for all scientific employees of the Institute. The basic schedule is based on PhD conferment procedure, according to provisions in Regulation of the Minister of Science and Higher Education on the Detailed Course of Action and Requirements for Conducting Activities in PhD Conferment Procedure, *Habilitation* Proceedings and Proceedings to Award the Title of Professor. In research projects, the Head of the project exercises control over employees work activities. In research projects, head of the project exercises control over work activities of employees.

Survey results

Concerning relations with Supervisors, 81% of respondents provided positive responses ("1" or "2"), while 5% - negative responses.

Actions required

none

37. Supervision and managerial duties

Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.

Relevant legislation, existing institutional rules:

According to § 5 of the Work Regulation of IGSO PAS "Professors and Assistant Professors are additionally obliged to take active part in education or training of junior scientific staff which is carried out by the IGSO PAS".

Survey results

As regards supervision and managerial duties, 68% of respondents gave positive marks, while 12% - negative marks. A relatively large percentage of negative responses may follow from the project-based character of work in the Institute (the same junior researcher may participate simultaneously in two or more projects headed by different individuals).

Actions required

To introduce a rule that junior research workers have formally assigned supervisors, even if they don't yet pursue a doctoral dissertation. Introduction of that rule into the Work Regulation of IGSO PAS.

38. Continuing Professional Development

Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.

Relevant legislation, existing institutional rules:

According to § 5 of the Work Regulation of IGSO PAS: "3) Among basic obligations of researchers are (...) research study, publication and dissemination of its results, 4) scientific staff is obliged to participate in conferences, seminars and scientific meetings".

Survey results

With respect to the possibility of continuing professional development, 83% of respondents gave positive marks, while 5% - negative responses.

Actions required

none

39. Access to research training and continuous development

Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.

Relevant legislation, existing institutional rules:

According to § 15 of the Work Regulation of IGSO PAS: "The Employer is obliged to provide opportunities for raising the qualifications of scientific workers".

Survey results

As regards to research training and continuous development, 83% of respondents provided positive responses ("1" or "2"), while 5% - negative responses.

Actions required

none

40. Supervision

Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

Relevant legislation, existing institutional rules:

The Heads of Departments are guiding early stage researchers. In addition to that, every researcher preparing a doctoral thesis has a Supervisor` who oversees his/her doctoral dissertation.

Survey results

As regards supervision, 71% of respondents provided positive responses, while 7% - negative responses.

Actions required

none

Action Plan

I. Ethical and professional aspects 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.		
Actions required	Who	When
Providing copies of regulations to the newly-employed research staff (with confirmation of their receipt), the same procedure also at the renewal of contract. <u>Indicator:</u> introduction of the new procedure	A person responsible - Human Resources Department	Without delay
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.		
Actions required	Who	When
Training on back-up strategy <u>Indicator:</u> percentage of the staff trained	Administration Department	Before the end of 2017
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.		
Actions required	Who	When
Supplementing the Work Regulation of IGSO PAS <u>Indicator:</u> introduction of the	Director of the Institute	January 2018

changes in the work regulation		
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<p>II. Recruitment</p> <p>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.</p>		
Actions required	Who	When
To enlarge the composition of the selection Committee, by the addition of representatives of junior researchers. <u>Indicator:</u> introduction of the new procedure	Director of the Institute	Before the end of 2017
<p>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.</p>		
Actions required	Who	When
Informing the candidates about the strengths and weaknesses of their applications upon request <u>Indicator:</u> introduction of the new procedure	Representatives of the Committee	Before the end of 2017
<p>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.</p>		
Actions required	Who	When
Adding to the IGSO PAS' recruitment regulations the stipulation stating that career breaks and variations in career chronology order of CV's have no effect on recruitment process. <u>Indicator:</u> introduction of the changes in recruitment regulations	Director of the Institute	Before the end of 2017
<p>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.</p>		

Actions required	Who	When
Including provision securing gender balance in all job competition announcements for various scientific posts in the IGSO PAS. <u>Indicators:</u> a) Introduction of the new competition announcement template; b) Gender balance 40:60	Deputy Director responsible for the recruitment process	Without delay
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.		
Actions required	Who	When
A future professional career path of the newly-employed scientific staff (as well as researchers who have higher scientific degrees) should be discussed with the direct superior and put in writing in the form of independent working document. <u>Indicator:</u> introduction of the new procedure	Heads of departments	Before the end of 2017
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		
Actions required	Who	When
Information on career development opportunities (scholarship, collaboration in projects) should be placed by Secretariat on the Institute's website. <u>Indicator:</u> introduction of the new procedure	IGSO PAS' Secretariate	Without delay
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).		
Actions required	Who	When
Proposing changes in the Evaluation Regulation aiming at increasing the value of co-author contributions to the scientific	Director of the Institute / Scientific Council	In 2018 (before next evaluation)

publications. <u>Indicator</u> : introduction of the changes in the Evaluation Regulation		
34. Complain/ 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.		
Actions required	Who	When
E-mail letter to research workers, informing them about actual possibilities with regard to complaints and appeals. <u>Indicator</u> : introduction of the new procedure	IGSO PAS' Secretariate	Without delay
Informing newly employed researchers about available ways of submitting complaints and appeals in written form. <u>Indicator</u> : introduction of the new procedure	Person responsible for HR	Without delay

IV. Training		
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		
Actions required	Who	When
Introduction of a new provision in the IGSO PAS Work Regulation that junior researchers have <u>Indicator</u> : introduction of the new provision to the Work Regulation	Director of the Institute	2018

Action Plan Milestones:

- Improvement in information flow, including information related with recruitment proceeding (issue 5, 28, 30 and 34). Envisaged completion date: October 2017.
- Changes in the process of recruitment (regulation, job announcements, procedures, issues 14, 15, 17, 27) will be introduced without delay on the strength of decision taken by the Institute's Director. Envisaged

date: the nearest recruitment in the middle of October 2017.

- Carrying out training on back-up strategy (issue 7). Envisaged date: December 2017.
- Changes in the Work Regulation of IGSO PAS (issue 10). Envisaged date: due to procedural reasons this will be put into effect in January 2018.
- Changes in Work Regulation of IGSO PAS (issue 32), carried out (in case of voting through) by Scientific Council. Envisaged date: in fall 2018 (before the subsequent assessment).
- Improvement of gender balance in the IGSO PAS employment (issue 27); envisaged date: 2022 (as new research workers are employed and others retire).