



Puławy, 22nd May 2017

European Commission
Directorate General for Research&Innovation

Declaration of Commitment of the New Chemical Syntheses Institute to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers

The New Chemical Syntheses Institute, represented by its Director, Cezary Możeński Ph. D. Eng., prof. of INS endorses and supports the Recommendation of the European Commission published on March 11th 2005 on the “European Charter for Researchers” and “Code of Conduct for the Recruitment of Researchers”.

Most of the general principles of the Charter and Code have already been implemented and are common practice at INS to support the work of researchers and to maintain the high quality of research. The complete adoption of the Charter and Code will provide additional guidelines of orientation for further improvement.

The INS supports this initiative and we declare taking all necessary measures, specified in the Action Plan, to assure consistency of rules prevailing in the Institute with the principles of the Charter and Code.

Yours sincerely,

Cezary Możeński Ph. D. Eng., prof. of INS



**THE HUMAN RESOURCES STRATEGY
FOR RESEARCHERS OF THE NEW
CHEMICAL SYNTHESSES INSTITUTE**

AMENDMENTS

to HR Strategy for Researchers of the New Chemical Syntheses Institute
according to the conclusions of the e-mail dated 24th March 2017

Puławy, May 2017

1. Endorsement of the top hierarchy is not visible for carrying out the process (only the result is approved on the last page)

Declaration of the commitment of the New Chemical Syntheses Institute to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (Charter and Code) has been expressed by the Director of INS and attached to the amendments. The declaration will be placed on the INS website together with the approved HR Strategy for Researchers of the New Chemical Syntheses Institute.

2. Additional details on the level of researchers involved in gap analysis and on survey results in terms of respondents' profiles would help understand how their input was taken into account in defining the action plan.

More details on the methodology that was established to carry out the Gap analysis would help (how the Working group worked together, how choices of action were made, number of meetings? How the information was shared in the Working group? Validation process of proposed actions?).

In April 2016, the Institute appointed a Working Group (WG) to formulate a proposal for the HR Strategy for the development of coordinated and structured follow-up initiatives, for the application of the Charter and Code by INS, and their assessment. The members of the Working Group were appointed among both the research staff (including the Scientific Director) and the administrative staff of INS who support researchers in their professional development and research. The Working Group consisted of the following panel:

- Professor Janusz Igras eng. – INS Scientific Director,
- Marcin Konkol Ph.D. – Scientific Secretary,
- Józef Sas Ph.D. eng. – Director's Plenipotentiary for Contacts and Relations with External Partners,
- Jolanta Kobus – the head of Planning and Analyses Department,
- Waldemar Wawer – the head of Administrative & Law Department,
- Leszek Kalisz – the head of Human Resources Department,
- Anna Czarnecka-Staszyńska – Translator,
- Marcin Wójcik – IT specialist.

The WG met four times between April and September. At the WG's kick-off meeting the concept of the HRS4R process and its advantages were presented. The main aims were a) to carry out the gap analysis of the provisions and recommendations provided in the Charter and Code and current practices and legal documents in force at INS, b) elaborate and carry out the survey among the research staff of INS on the actual implementation of principles of the Charter and Code in INS, c) establish an action plan based on the identified discrepancies and d) to elaborate a final proposal for the Human Resources Strategy for presentation to the Director and subsequently to the European Commission with a request for acknowledgment in September 2016. The analysis conducted by members of the WG covered all regulations and processes in force in Poland and at INS that may have an impact on the fulfilment of obligations stemming from the Charter and Code. The results of the work were discussed during the second meeting that was attended by WG members as listed above. During this meeting, the outline of the survey was also planned. During the third meeting the results of the survey were discussed and the action plan was proposed. The fourth meeting

concerned the HR Strategy for Researchers of the New Chemical Syntheses Institute before the presentation to the director of INS.

The survey was prepared using an existing intranet platform (Microsoft Sharepoint) – the survey was published on our intranet. It was anonymous, the respondents could get an access to the survey from their personal computers upon providing identification data (login and password). Each person could answer a particular question only once with an editing possibility. However, upon confirming the completion of the survey no further possibility of editing was given. The questionnaire forms were drafted in Polish. The respondents were asked to fill in the questionnaire composed of 40 rules which should be fulfilled in order to obtain the logo HR Excellence in Research. The respondents' task was to specify to what extent the particular provisions are met, having the following scale:

- 0 – not at all,
- 1 – to a very low extent,
- 2 – to low extent,
- 3 – to a moderate extent, neither agree or disagree,
- 4 – to a great extent, the rule was provided but not observed systematically,
- 5 – to a very great extent/ completely observed.

In addition, each questionnaire point included a text box in which the respondents (voluntarily) could enter their suggestions and proposed actions for improving the state of the given issue and implementation of the provisions of the Charter and Code at INS. The questionnaire contained the detailed definitions of particular rules provided in the Charter and Code to enable respondents to fully understand and learn about these rules. Moreover, the respondents were asked to specify the five most important rules. 132 researchers at all career stages were requested to participate in the survey. The participation indicator was 60.6% which means that 80 employees filled in the questionnaire. Among 80 people who took part in the survey, 56% are women (Figure 1). The level of researchers involved in the survey is summarized in Figure 2. More than 50% of respondents belong to three major groups: assistant professors, scientific researchers and technical and administrative personnel. The age of respondents is presented in Figure 3. 1/3 of the surveyed employees are persons aged 31-40 years old, while the percentage of the oldest staff (>60 years old) is 19%. The employment structure of respondents is presented in Figure 4.

Respondents selected five most important Charter and Code principles: Professional Attitude, Career Development, Stability and Permanence of Employment, Funding and Salary – the detailed results are presented in Figure 5.

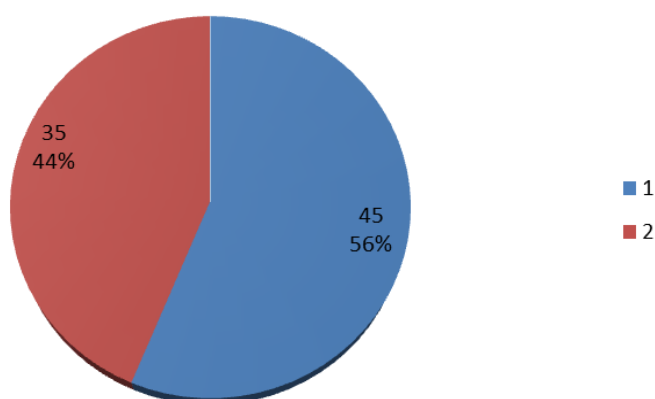


Figure 1. Gender of respondents (1 - woman, 2 - man).

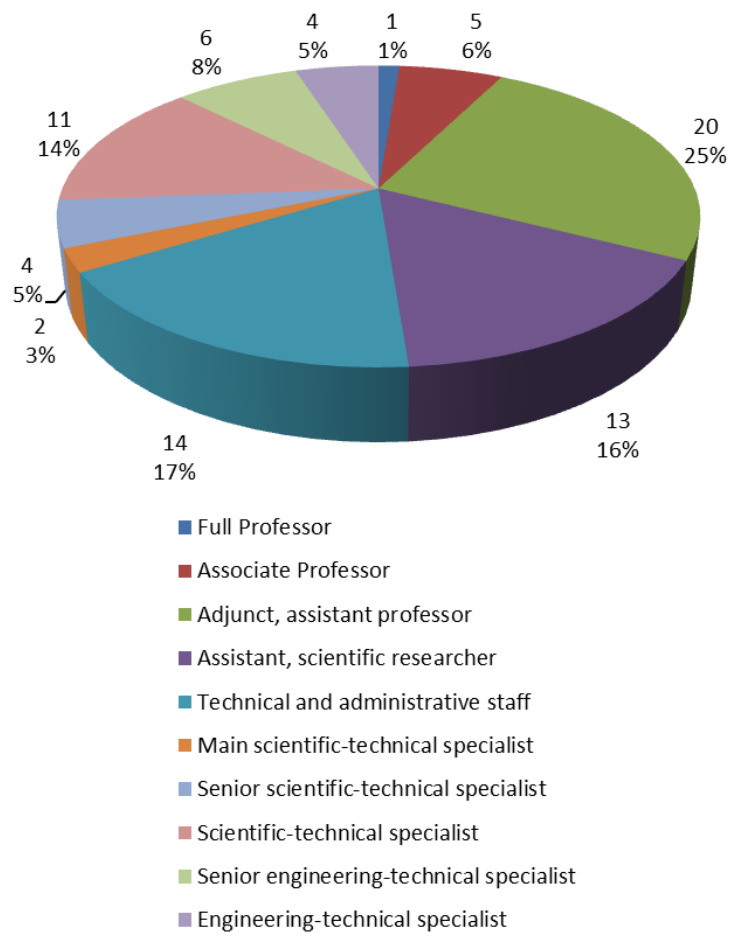


Figure 2. Professional profile of respondents.

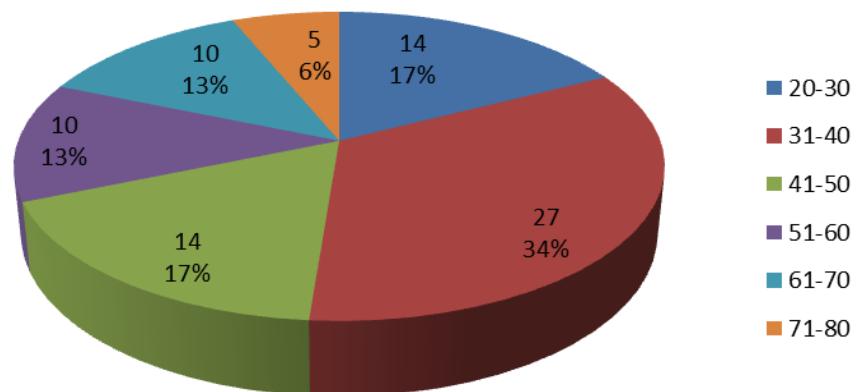


Figure 3. Age of respondents.

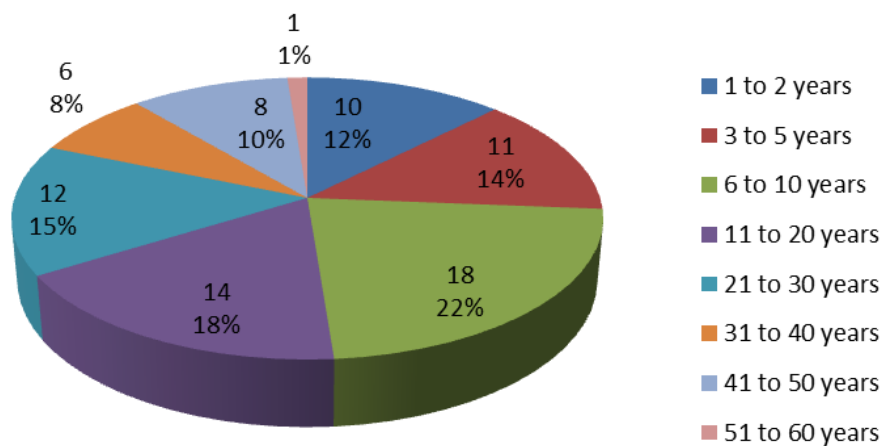


Figure 4. Employment structure of respondents.

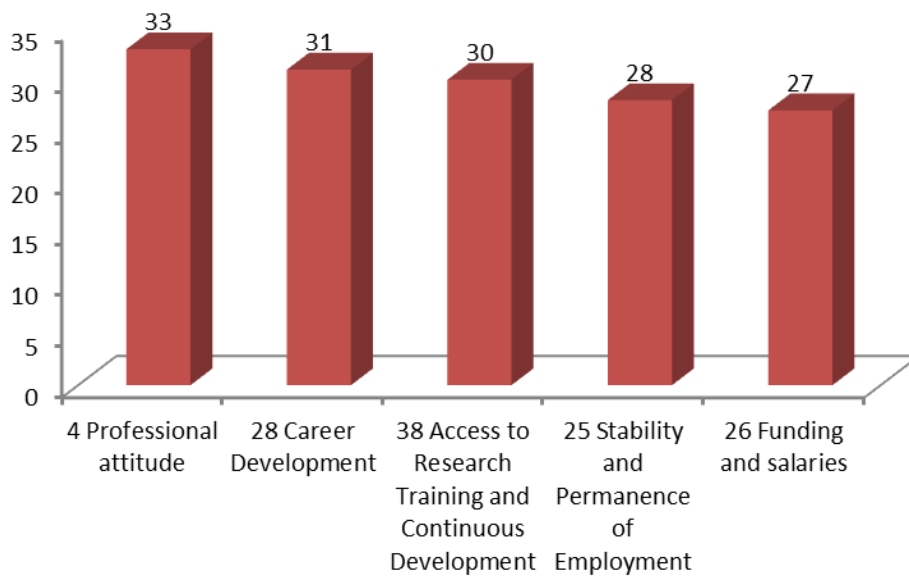


Figure 5. Five most important Charter and Code principles selected by respondents.

The working group for HR Strategy used an internal analysis of legal acts and the results of the survey to take decisions aimed at removing any inconsistencies that existed at INS in respect to the provisions of the Charter and Code. The results were presented and discussed during the meeting with the participation of directors, heads of research departments as well as key administrative employees. The outcome of the meeting was development of the actions to be undertaken in order to reduce discrepancies between the current practices as well as legal documents in INS and the provisions of the Charter and Code. After developing the HR strategy with a plan of corrective actions, the documents were sent to the EC in accordance with the procedure for applying for the HR logo.

3. Actions being presented would benefit from being more specific (the plan comprises only 11 short-term actions, all within a year's time) and from including mid-, and long-term actions (over 3-4 years) that clearly relate to gaps observed in the gap analysis. Including milestones, indicators and a more precise monitoring plan would also help greatly.

The action plan has been amended and improved in accordance with the suggestions. The actions have been divided into short- (2017), mid- (2018) and long-term (2019) and this division is reflected in more realistic deadline for completion. Due to the delay of the assessment of our HR strategy, the entire schedule has been shifted, starting from mid-2017.

Action plan

Following the analysis and summary of the results of all three stages, i.e. the review of procedures and practices in force at INS, as well as national rules against the principles of the Charter and Code and the results of the survey, specific measures have been lined up. Persons responsible for their implementation, schedules and expected indicators have been defined.

The plan includes the following types of measures:

- corrective: related to procedural shortcomings (changes to be introduced into regulations and practices applicable at INS),
- information: measures aimed at raising employees' awareness of procedures in force at INS.

No.	C&C principle	Specific measures	Type	Deadline for completion	Responsible person	Indicator
2	Ethical principles	Development of "Ethical and organizational rules of conducting research at INS" incorporating defragmented regulations regarding ethical issues	Long-term	January 2019	Administrative & Law Department	Internal code of ethics in force at INS
7	Good practice in research	Introduction of the procedure regarding confidentiality of documentation and protection of personal data	Medium-term	June 2018	Administrative & Law Department	- Procedure regulating confidentiality of documentation and protection of personal data in force at INS - 100% of R&D employees trained
		Training for employees in the scope of personal data protection	Long-term	July 2019	HR Department	
10	Non-discrimination	Including non-discrimination provisions included in the C&C into the existing Operational Rules	Medium-term	January 2018	Administrative & Law Department	Amended internal regulations in force at INS
12	Recruitment	Development of procedures for proper conduct in the Institute, including good habits and practices in mutual contact, indication of the behaviors that are considered by the employer as objectionable and specification of how to respond to the cases of psychological harassment or discrimination.	Long-term	January 2019	Administrative & Law Department	Rules of conduct for researchers in INS
13	Recruitment procedures	Uploading Rules for Recruitment in Polish and English on website (inlc. detailed specification of the selection criteria and the scope of responsibilities related to each function, information about the recruitment process, number of vacancies, personal development opportunities etc.)	Medium-term	April 2018	Scientific Secretary/ Research Support Department	Rules for Recruitment with detailed specification available on INS website

15	Transparency	Appointment of the person responsible for correct operation of recruitment procedure and contacts with candidates	Short-term	October 2017	Scientific Director	
16	Judging merit	Provisions of specified and detailed judging merits for evaluation of candidates - Introducing qualitative measures for the evaluation of scientific achievements. - Introducing the assessment of soft skills.	Medium-term	July 2018	Scientific Secretary	Amended Rules for Recruitment of Researchers with precise evaluation criteria in force at INS
17	Variations in the Chronological Order of CVs	Including provisions of variations into the Chronological Order of CVs in Rules for Recruitment of Researchers	Short-term	December 2017	Administrative & Law Department	Amended Rules for Recruitment in force at INS
18	The Value of Mobility	Recognising non-academic experience and mobility as assets in the evaluation of candidates. Including provisions of recognition of the value of mobility into Rules for Recruitment of Researchers	Short-term	December 2017	Administrative & Law Department	Amended Rules for Recruitment in force at INS
31	Intellectual Property Rights	Periodic trainings for research staff on the applicable procedures and regulations pertaining to intellectual property protection.	on an on-going basis		Research Support Department	- A minimum of 1 training session per year.
34	Complaints	Appointment of a mediator for examining and handling complaints made by researchers including issues related to conflicts between heads of departments/ scientific supervisors and subordinate employees/early stage researcher. Drawing up internal regulations governing conflict resolution at INS.	Short-term	October 2017	INS Director	Internal regulation establishing the position of a mediator.
37	Mentorship (Supervisions) and Managerial Duties	Introduction of systemic solutions improving the transfer of knowledge from senior researchers (e.g. at retirement age) to early-stage researchers in order to maintain the scientific continuity	Long-term	December 2019	Director, Administrative & Law Department	Internal regulation on the transfer of knowledge from senior researchers to early-stage researchers

Timeline for the first phase of the Human Resources Strategy for Researchers

The reorganization plan will be implemented over 3 years divided into two periods; short-term and medium-term actions will be implemented over the first 2 years (2017 and 2018), and long-term actions – over the third year (2019). The realization of individual tasks set out in the Action Plan will be delegated to particular persons. The HR Strategy coordinator appointed by the Director of INS will be responsible for implementing the schedule and sending reports to the European Commission.

No.	C&C principle	Responsibility	2017				2018				2019			
			1 st Q	2 nd Q	3 rd Q	4 th Q	1 st Q	2 nd Q	3 rd Q	4 th Q	1 st Q	2 nd Q	3 rd Q	4 th Q
2	Ethical principles	Administrative & Law Department												
7	Good practice in research	Administrative & Law Department/HR Department												
10	Non-discrimination	Administrative & Law Department												
12	Recruitment	Administrative & Law Department												
13	Recruitment procedures	Scientific Secretary/Research Support Department												
15	Transparency	Scientific Director												
16	Judging merit	Scientific Secretary												
17	Variations in the Chronological Order of CVs	Administrative & Law Department												
18	The Value of Mobility	Administrative & Law Department												
31	Intellectual Property Rights	Research Support Department												
34	Complaints	Director												
37	Mentorship (Supervisions) and Managerial Duties	Director/Administrative & Law Department												

Monitoring

This Action Plan will be constantly monitored. The INS Working Group that developed HR strategy will assess progress and results of the implementation of the planned activities at least once every half a year. People responsible for specific tasks will prepare reports on work performed (at the end of each year) that shall be reviewed during meetings of the Working Group. If necessary, on-going meetings will be scheduled, for instance in response to a problematic issue. After the implementation of the Action Plan, the Working Group will verify and evaluate the effectiveness of the strategy implementation and plan corrective measures if necessary. The corrective measures will be applied from IIIQ2019 to IVQ2019. The WG will then prepare an internal implementation report showing the progress made towards the objectives of its HR Strategy for Researchers and its compliance with the principles of the Charter and Code.

4. Post all English-language documents relating to their HRS4R on a visible area of the institutional website (home page or in relation to HR or Research)

According to the suggestion obtained from the EURAXESS Rights Team, the documents related to HRS4R have been placed on a visible area of the INS's website (bookmark About the Institute/HR Logo). The documents are accompanied by a short introductory text concerning the Charter and Code principles and the potential benefits to the Institute and researchers.

Introductory text concerning C&C principles and the potential benefits to the Institute and researchers

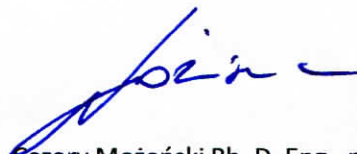
The New Chemical Synthesis Institute (INS) is applying to obtain a logo „*Human Resources Excellence in Research*” (HR logo). Awarding the HR logo is one of the activities of the European Commission in the framework of the strategy “*Human Resources Strategy for Researchers*” (HRS4R). This strategy aims at increasing the attractiveness of researchers' working conditions contained in “*European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers*” (Charter and Code). These activities are focused on raising the quality of scientific research and support the work of researchers at INS. Based on the conducted analysis, 12 principles were identified, out of 40 principles contained in the Charter and Code where certain actions are to be taken in order to eliminate existing gaps. The Action Plan was proposed in order to ensure and/or improve conformity with the Charter and Code principles. The New Chemical Syntheses Institute will take all necessary measures, specified in the Action Plan, to assure consistency of rules prevailing in the Institute with the principles of the Charter and Code.

According to the designed structure of the INS website, awards, prizes and achievements are placed on the home page and updated. Immediately after granting the „Human Resources Excellence in Research” logo to INS, it will be placed on the home page and linked with the HR strategy and all related documents.

ACCEPTANCE

The New Chemical Syntheses Institute represented by Director Cezary Możejki fully accepts the Human Resources Strategy for Researchers.

Puławy, 22nd May 2017



Cezary Możejki Ph. D. Eng., prof. of INS
Director of the New Chemical Syntheses Institute