EURAXESS

Internal Review

Case number

2019PL433083

Name Organisation under review

Łukasiewicz Research Network – New Chemical Syntheses Institute

Organisation’s contact details

Al. Tysiąclecia Państwa Polskiego 13A, Pulawy, 24-110, Poland

Submission date to the European Commission

11/09/2023

1. Organisational Information

*Please provide an update of the key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	**FTE**
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	96
Of whom are international (i.e. foreign nationality) *	1
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	58
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	2
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	3
Of whom are stage R1 = in most organisations corresponding with doctoral level *	39
Total number of students (if relevant) *	0
Total number of staff (including management, administrative, teaching and research staff) *	306

RESEARCH FUNDING (figures for most recent fiscal year)	**€**
Total annual organisational budget	3724250
Annual organisational direct government funding (designated for research)	2496215
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	563995
Annual funding from private, non-government sources, designated for research	664040

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The strategic mission of Łukasiewicz – New Chemical Syntheses Institute (Łukasiewicz - INS) is the provision of high quality services for chemical industry, fertilizer and inorganic branch in particular, which fosters the development of innovation and competitiveness of entrepreneurships both in the country and abroad. Over the last 10 years, Łukasiewicz – INS signed more than 100 domestic contracts and more than 70 contracts for the sale of technologies, licences and products to 15 countries. Thanks to unique installations for supercritical extraction of CO2 and competences in the scope of biodegradable technologies, Łuksiewicz - INS contributes to development of green chemistry.

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Note: Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

Ethical and professional aspects*

Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Strengths:

- research freedom (Researchers have influence on carrying out research through the selection of research topics and the methodology adequate to the problem being solved. Researchers can carry out independent research activity after having obtained the permission from the Director and based on the presented research plan and cost estimation. Such research should be compliant with the strategy, internal rules and financial possibilities of particular research departments).

- professional responsibility (The research carried out in the Institute is mainly of applied nature, is relevant to society and has an influence on different economic sectors, contributing to the growth and development of the national economy).

- contractual and legal obligations (All researchers are familiarized with *the Rules of management of copy rights, related rights and industrial property rights as well as commercialization of R&D in the Institute*).

- dissemination of results of scientific and research works is favoured by the system of rules of incentive bonuses which rewards active researchers for patents awarded and patents applications, papers published in scored journals, monographs etc.

Weaknesses:

- professional project management, no tool to monitor the realization of research projects.

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strengths:

- Research freedom (researchers have the influence on carrying out research by selecting research subject matter and methodology adequate to the issue being solved)
- Professional responsibility (research carried out at the Institute is of applicable nature, is important for society and has

the effect on different sectors of economy contributing to the increase and development of the national economy and its level of competitiveness)
- Contractual and legal obligations (all of the researchers are acquainted with management of copyrights and related rights, industrial property rights as well as with the rules regarding commercialization of research and development in the Institute)
- Dissemination of R&D results is promoted by the system of motivation bonuses which rewards active researchers for the granted patents, patent applications, scientific papers published in impact factor journals, monographs etc.

Weaknesses:

- Insufficient competence regarding the professional project management, lack of efficient instrument for monitoring the realization of research projects

Remarks (max 500 words)

The Action Plan involved two principles of the Charter and the Code in the area ethical and professional aspects. The specific actions that were supposed to be undertaken were as follows:

- development of Ethical Principles for Carrying out Research in Łukasiewicz - INS including defragmented regulations pertaining to ethical issues;

- introduction of the procedure regarding confidentiality of information and personal data protection, trainings for employees regarding the personal data protection.

Both actions were carried out. The procedure governing confidentiality of documentation and protection of personal data was implemented in Łukasiewicz – INS.

New actions:

- appointment of Anti-Discrimination Officer, implementation of internal regulations regarding discrimination,
- trainings increasing employees' awareness regarding equality, promoting positive attitudes to diversity,
- the creation of Project Management Office as the support for project managers and initiators of research projects in submission of project applications and in further monitoring of their implementation.
- introducing the Project Management Methodology, which regulates good practices and introduces uniform principles of management of project and project documentation.

Recruitment and selection*

Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Strength:

- adoption of the Recruitment Policy of the Lukasiewicz Research Network that is in line with with the C&C.

Weaknesses:

- in the existing documents there are no regulations concerning proper conduct in INS, 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;

- no person appointed responsible for ensuring the proper conduct of the recruitment procedure;

- no precise evaluation criteria of recruitment.

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strengths:

- introduction of recruitment procedure pursuant to OTM-R policy
- vacancies are announced in the Polish and English language
- the person responsible for accurate proceeding of the recruitment process and contacts with candidates was appointed
- development of detailed evaluation criteria of candidates

Weaknesses:

- candidates do not receive feedback about strengths and weaknesses of their applications
- lack of appealing procedure

Remarks (max 500 words)

Action Plan for 2018-2022 assumed most changes in the area of recruitment and selection. It results from the analysis being carried out that the recruitment process is compliant with OMT-R policy to a large extent. Recruitment procedure is open, transparent and compliant with non-discrimination standards and it involves the evaluation of scientific achievements and qualifications of candidates for work.

Announcements of vacancies are published in the Polish and English language at webpage of Łukasiewicz – INS, at the webpage of the Ministry of Education and Science and EURAXESS, at least 30 days prior deadline for submission of applications. For acquiring the highest number of candidates, recruitment announcement is published at recruitment portals.

Members of Recruitment Committees have variable experience and qualifications, are unbiased, objective and obey the ethical rules included in the Charter and Code.

The first stage of the selection process is the formal evaluation of the submitted documents. The interview carried out by the Recruitment Committee is the second stage of the selection process. During interview, the Recruitment Committee carries out the evaluation of candidate based on the objective selection criteria paying special attention to:

- experience regarding mobility;
- multidimensionality of career path which is reflected in possibility of non-chronological acquisition of different experiences and in gaps in career path for acquisition of other qualifications;
- quality, number of scientific papers and the position among authors.

Based on the collected data, the candidate, who meets criteria to the largest extent, is recruited.

The implementation of platform (eRecruiter) allowed for the comprehensive carrying out of the recruitment process which enhances the procedure and ensures its safety with regard to the protection of personal data.

Working conditions*

Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Strengths:

- PhDs students receive substantive and financial support (doctoral scholarships) during doctoral studies;

- comfortable working conditions: researchers are provided with a modern infrastructure for carrying out research works; Lukasiewicz - INS modernizes buildings and laboratories using both its own funds as well as state and European funding improving constantly the quality of research works;

- the Institute provides flexible hours ensuring rational and effective use of time depending on the type of research; flexible working hours allow young parents to combine family and work, especially after their maternity, paternity or parental leaves are finished;

- Łukasiewicz - INS has the policy of re-employing researchers who due to their own reasons decided to leave to other units and want to be re-employed.

Weaknesses:

- salaries of researchers at a level that makes it difficult for Lukasiewicz - INS to compete with chemical industry companies and to prevent a transfer of valuable employees to these companies.

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strengths:

- employment stability
- social benefits (cinema tickets, swimming pool pass, gym pass)

- collective insurance
- extra medical care LUXMED
- flexible working hours which help to maintain work & life balance
- convenient working conditions (modern research infrastructure).

Weaknesses:

- remuneration of researchers hindering the competition with chemical companies and preventing the transfer of these employees to such companies.

Remarks (max 500 words)

With regard to preparation and development of Gender Equality Plan (GEP) in 2022, the survey regarding employees' needs, working conditions and remuneration was conducted and relevant questionnaire was filled in by employees.

Accordingly, the offered working conditions were evaluated as good with a special regard to social benefits and flexible working hours ensuring work & family life balance.

Issues regarding the necessity of adjusting the remuneration levels of Łukasiewicz – INS employees were taken into account into GEP for 2022-2024 i.e. equalization of remuneration level for particular posts or posts' groups.

In 2022, the Rules for Conflicts Resolution between employees were prepared and enforced via the General Director's Decree and the Representative for Conflict Resolution was appointed.

Training and development*

Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Strengths:

- researchers have opportunities of scientific promotion provided in the Institute, Lukasiewicz - INS cooperates with academic centres (UMCS, Wrocław University of Technology, Warsaw University of Technology, Rzeszów University of Technology etc.) in the scope of appointing doctoral and postdoctoral degree;

- researchers can be promoted for higher positions either based on their scientific achievements or technical achievements (patents, original designs or constructions or technological solutions, utility or industrial models);

- the Institute ensures opportunities of professional development for researchers who have organizational and management skills by appointing them on the positions of heads and deputy heads of scientific departments;

- the Institute provides all researchers at any stage with access to trainings and seminars, researchers are given an opportunity of the participation in national and international conferences, trainings and postgraduate studies are also financed.

There is a procedure of reporting training needs in the Institute for the next year in order to adjust the budget for the development of the employees. Thus, HR department supports in a controlled manner scientists in the organization and the purchase of trainings i.a. for improvement of qualifications of employees.
We organize and take part in scientific and brand conferences in Poland and abroad.
We have got a motivation system for the managerial staff and other employees. The employees who are the most creative and productive in the research field (patents, implemented technologies, publications etc.) and develop constantly (scientific degrees) get financial bonuses and rewards.

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strengths:

- researchers are provided with opportunities of scientific promotion, Łukasiewicz - INS cooperates with academic centres (i.a. UMCS, Warsaw University of Technology, Rzeszów University of Technology) regarding the procedures for obtaining the

doctoral and post-doctoral degrees

- researchers can be promoted for higher posts based on their scientific or technical achievements (patents, original projects, constructions, technological solutions, utility models, designs or industrial models)

- Institute ensures the possibility of professional development for researchers having the organizational and management skills by appointing them for heads and deputy heads of departments

- Institute ensures access to trainings, courses, seminars to all researches and participation in national and international conferences is encouraged, post-degree studies are also financed

Remarks (max 500 words)

The procedure for notification of trainings for the subsequent year is available in the Institute for planning the sources of financing of the activities dedicated to support employees' development. Thereby, the HR Department supports researchers in organization and payment of trainings in order to improve their qualifications.

In 2022, Rules for Improving Professional Qualifications were enforced in Łukasiewicz – INS.

The HR Department is the unit responsible for coordination of all the trainings and development activities initiated both by employer and heads of organizational units.

Employees of the Institute take part in the specialized trainings related to the subject matter of their research as well as in those related to soft skills.

We have the motivating system for management staff and other employees of the Institute. Employees who are the most creative and productive in research (patents, implemented technologies and scientific papers) and who are constantly developing (obtain higher scientific degrees) receive bonuses and financial awards. Moreover, the project activity is appreciated and financial awards are given to researchers for the submitted project applications which are granted for financing.

Have any of the priorities for the short- and medium term changed? (max 500 words)

With regard to the substantive aspects, none of short term and medium term priorities have changed. In 2019, the implementation deadlines changed due to incorporation of the Institute to the Łukasiewicz Research Network.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

Currently, especially after pandemics, every organization faces the challenges regarding the necessity of adjusting its operation manner to dynamic and changeable external conditions. Therefore, the attitude to management of human resources changed, especially with regard to ensuring the continuity of performing tasks also by providing the possibility of remote work. In the Institute, such solution was implemented during pandemics, now it is governed by legislator and it is enforceable in the whole country.

Additionally, due to incorporation to the Łukasiewicz Research Network, the Institute is subject to procedures, instructions and guidelines specified by the Łukasiewicz Centre regarding i.a. issues related to entering into additional employment contracts.

It should be emphasised that all regulations specified for the entire Łukasiewicz Research Network, are compliant with standards of the HR Excellence in Research award. Three of twenty two entities incorporated into the Łukasiewicz

Research Network have the implemented Human Resources Strategy. Our solutions prepared on the basis of our experiences are noticed in the entire Network and the issue of entering into HR Excellence in Research Programme by other Institutes of the Network is being discussed.

In spite of the change of the General Director since the Human Resource Strategy was implemented, the proposed activities were continued and realized in the consecutive years.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

Currently, the Development Strategy for the Łukasiewicz Research Network for 4 and 10 years is being developed. This strategy includes issues related to management of human resources and the HR understood in its broad sense. Therefore, because of being incorporated to the Łukasiewicz Research Network, trends and changes are laid down by the Łukasiewicz Research Network but with regard to the specificity of particular Institutes. Priorities specified in these documents overlap with Action Plan and they relate to:

- developing and strengthening brand of employer (strategic actions regarding employer branding and implementation of the concept of experience path of the candidate and employee of the Network)

- increase in remuneration level and ensuring the system of incentives for entering into employment contract with Łukasiewicz (development of standards, improvement of HR and payroll processes, remuneration systems and provision of additional benefits are planned)

- ensuring the professional development and staff management (by improving the training processes, professional development, career paths and knowledge management in the organization i.e. talents programme, promoting the knowledge sharing practices)

- creation friendly working environment and improving the organizational culture

- actions for DEI (ang. Diversity, Equity, Inclusion) and sustainable development and respect of diversity.

All of the above-mentioned strategic HR priorities will allow to develop the full potential of the Institute and complement the actions undertaken in the Institute.

Change of the President of the Łukasiewicz Research Network, which took place this year after four years of functioning of the Network, is the external factor which has the effect on the attitudes and the strategic objectives with their allocated activities. In our opinion, however, this poses no threat to the continuity of implemented solutions regarding HR, as they have been coherently implemented since the time the Network was established and each of the Institutes is permitted to implement solutions resulting of the separate specificity of working environment.

3. Actions

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also add new objectives.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS

Proposed ACTIONS

Action 1
Development of "Ethical rules of conducting research at INS" incorporating defragmented regulations regarding ethical issues

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles	1st quarter 2019	Administrative & Law Department	Internal code of ethics in force at INS

Current Status	Remarks
COMPLETED	Code of ethics of a scientific employee in force at Lukasiewicz - INS. Generally applicable in the Lukasiewicz Research Network Code of Ethics and Good Practices.

Proposed ACTIONS

Action 2
Introduction of the procedure regarding confidentiality of documentation and protection of personal data

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research	2nd quarter 2018	Administrative & Law Department	Procedure regulating confidentiality of documentation and protection of personal data in force at INS

Current Status	Remarks
COMPLETED	Procedure governing confidentiality of records and RODO policy in place at Lukasiewicz - INS.

Proposed ACTIONS

Action 3
Training for employees in the scope of personal data protection

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research	3rd quarter 2019	Administrative & Law Department	100% of R&D employees trained

Current Status	Remarks
COMPLETED	200 employees have been trained concerning RODO policy

Proposed ACTIONS

Action 4
Including non-discrimination provisions included in the C&C into the existing documents/regulations at INS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
10. Non discrimination	3rd quarter 2019	Administrative & Law Department	Amended internal regulations in force at INS

Current Status	Remarks
COMPLETED	The recruitment policy of Lukasiewicz - INS is in accordance with the principles of the Charter and the Code. Training was implemented: "Anti-Discrimination and Violence" - training for Directors and Managers.

Proposed ACTIONS

Action 5
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.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment	4th quarter 2020	Administrative & Law Department	Rules of conduct for researchers in INS

Current Status	Remarks
COMPLETED	Generally applicable in the Lukasiewicz Research Network Code of Ethics and Good Practices.

Proposed ACTIONS

Action 6
Uploading Rules for Recruitment in Polish and English on website (incl. 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.)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
13. Recruitment (Code)	3rd quarter 2019	Scientific Secretary/ Research Support Department	Rules for Recruitment with detailed specification available on INS website

Current Status	Remarks
COMPLETED	Recruitment policy of the Lukasiewicz Research Network for all Institutes has been recently elaborated that is in accordance with the C&C. It has been uploaded on the Institute's website. On the website there are internal rules of the competition procedure preceding the employment of a researcher at Lukasiewicz - INS and a personal questionnaire (in Polish and English): http://ins.pulawy.pl/index.php/pl/praca.

Proposed ACTIONS

Action 7
Appointment of the person responsible for correct operation of recruitment procedure and contacts with candidates

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
15. Transparency (Code)	1st quarter 2020	Director	

Current Status	Remarks
COMPLETED	The Recruitment Committee appointed by the Director of the Institute for each recruitment is responsible for the proper conduct of the recruitment procedure. The Recruitment Committee includes, among others, a person from the HR department providing support to job candidates.

Proposed ACTIONS

Action 8
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.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
16. Judging merit (Code)	2nd quarter 2020	HR Department	Amended Rules for Recruitment of Researchers with precise evaluation criteria in force at INS

Current Status	Remarks
COMPLETED	With the introduction of the Recruitment Policy, detailed criteria for evaluating job applicants have been developed.

Proposed ACTIONS

Action 9

Including provisions of variations into the Chronological Order of CVs in Rules for Recruitment of Researchers.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
17. Variations in the chronological order of CVs (Code)	3rd quarter 2019	Administrative & Law Department	Amended Rules for Recruitment in force at INS

Current Status	Remarks
COMPLETED	Lukasiewicz - INS Recruitment Policy. The admissions committee takes into account the overall course of a candidate's scientific career during the admissions process. Deviations from the chronological order of resumes are viewed as developments in the scientific career.

Proposed ACTIONS

Action 10
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.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
18. Recognition of mobility experience (Code)	3rd quarter 2019	Administrative & Law Department	Amended Rules for Recruitment in force at INS

Current Status	Remarks
COMPLETED	Lukasiewicz - INS Recruitment Policy. The evaluation of a job candidate is based on established objective selection criteria. A stay in another country/region or in a different scientific environment is viewed by the Recruitment Committee as a valuable contribution to the professional development of a researcher. The Institute supports and encourages employees to participate in foreign and domestic internships for exchange, acquisition, expansion of knowledge in R&D activities.

Proposed ACTIONS

Action 11

Periodic trainings for research staff on the applicable procedures and regulations pertaining to intellectual property protection.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
31. Intellectual Property Rights	on an on-going basis	Research Support Department	A minimum of 1 training session per year

Current Status	Remarks
COMPLETED	Two training courses were held at the Institute: - "Industrial Property Law in a Nutshell " conducted on February 20, 2018 by a patent attorney, 22 management staff of Lukasiewicz - INS attended. - "Procedures and regulations related to the protection of intellectual property" conducted on May 20, 2019 by external legal counsel, 19 management staff attended.

Proposed ACTIONS

Action 12
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.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
34. Complains/ appeals	1st quarter 2021	Director	Internal regulation establishing the position of a mediator

Current Status	Remarks
COMPLETED	In 2022, Regulations on conflict resolution between employees were developed and introduced by Decree of the Director of the Institute, and the Director's Representative for Conflict Resolution was appointed.

Proposed ACTIONS

Action 13
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.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
37. Supervision and managerial duties	4th quarter 2021	Director, HR Department, Administrative & Law Department	Internal regulation on the transfer of knowledge from senior researchers to early-stage researchers

Current Status	Remarks
IN PROGRESS	Lukasiewicz - INS employees are encouraged to share the knowledge and experience gained during their employment at the institute. Research teams that include experienced scientists and early-career researchers foster increased and enriched knowledge.

Proposed ACTIONS

Action 14
Organization of a workshop for research staff on the OTM-R policy to raise the awareness and provide necessary information on the implementation process.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
13. Recruitment (Code)	4th quarter 2020	HR Department	A minimum of one workshop

Current Status	Remarks
COMPLETED	Each academic employee has access to the internal network (Intranet), where all legal acts, orders, business orders are located. Employees are required to familiarize themselves with the applicable internal regulations.

Proposed ACTIONS

Action 15

Full implementation of the OTM-R policy at Lukasiewicz - INS.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
13. Recruitment (Code)	3rd quarter 2022	HR Department	OTM-R policy in force at INS

Current Status	Remarks
COMPLETED	A recruitment policy based on OTM-R was introduced at Lukasiewicz - INS in 2022.

Action 16

Monitoring of progress for HRS4R and OTM-R policy.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment	on-going basis	HRS4R Coordinator	

Current Status	Remarks
COMPLETED	A working task group (further referred to as Group) was established to monitor the implementation and execution of HRS4R.

Proposed ACTIONS

Action 17	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Appointment of an anti-discrimination officer, introduction of internal regulations on anti-discrimination. Training to raise employee awareness of equality issues. Strengthening positive fundamentals towards diversity.	10. Non discrimination	on-going basis	HR Department Administrative & Law Department	

Current Status	Remarks
NEW	

Unselected principles:

1. Research freedom 3. Professional responsibility 4. Professional attitude 5. Contractual and legal obligations 6. Accountability

8. Dissemination, exploitation of results 9. Public engagement 11. Evaluation/ appraisal systems 14. Selection (Code)

19. Recognition of qualifications (Code) 20. Seniority (Code) 21. Postdoctoral appointments (Code) 22. Recognition of the profession

23. Research environment 24. Working conditions 25. Stability and permanence of employment 26. Funding and salaries

27. Gender balance 28. Career development 29. Value of mobility 30. Access to career advice 32. Co-authorship 33. Teaching

35. Participation in decision-making bodies 36. Relation with supervisors 38. Continuing Professional Development

39. Access to research training and continuous development 40. Supervision

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.
Please provide the link to the dedicated webpage(s) on your organisation's web site *:

URL *: http://ins.lukasiewicz.gov.pl/index.php/pl/hr-pl (http://ins.lukasiewicz.gov.pl/index.php/pl/hr-pl)

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles (Initial Phase)

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

The process of the implementation of the OTM-R principles will be strongly dependent on the guidelines and regulations established by the Lukasiewicz Research Network.

Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)

Action Plan for 2018-2022 assumed most changes in the area of recruitment and selection. It results from the analysis being carried out that the recruitment process is compliant with OMT-R policy to a large extent. Recruitment procedure is open, transparent and compliant with non-discrimination standards and it involves the evaluation of scientific achievements and qualifications of candidates for work.

Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the award renewal phase. The extended version of the reviewed HR strategy including the OTM-R policy and actions should be published on your organisation's website.

4. Implementation

General overview of the implementation process: (max. 1000 words)

Implementation process of the Strategy was carried out in the manner adjusted to changing legal regulations and in compliance with conditions related to the incorporation of the Institute to the Łukasiewicz Research Network in 2019. Gradually, regulations compatible with the Rules of Charter and the Code were implemented in Łukasiewicz – INS and functioning of the internal procedures in this area was monitored and employees were informed about the appropriate realization of these procedures. In that period, a number of trainings which allowed standardisation of the knowledge level and broadened employees' competences and increased awareness of the values pertaining to diversity of employees in work teams, were carried out. As the result of changes made and opening of the Institute for carrying out activities at the international level and intensification of project activity, international mobility increased and scientific internships in Germany, Belgium, Spain and Greece were completed by researchers.

Based on the analysis of enforceable procedures and good practices of other institutions, significant changes in HR policy for researchers and candidates for employment in research department were made pursuant to the Code and principles of Open Transparent Merit-based Recruitment.

The person, whose responsibilities include coordination of activities regarding 'soft HR' i.e. analysing, proposing and implementation of solutions aimed at improvement of work quality and increasing the soft competences especially among managerial staff in the Institute, was employed in the HR department. The Representative for Settling Conflicts was appointed in the Institute and this fact is very important for diversified and open for changes work community. The group for development and implementation of Gender Equality Plan and for monitoring the effects of its implementation was appointed in the Institute (Gender Equality Plan was developed in 2022) and regulations regarding principles of equality and non-discrimination were enforced (Director's Decrees: regarding ethical principles of research work, rules for settling conflicts and rules for improving professional qualifications, project management methodology). Anti-discrimination policy is planned to be implemented.

Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail:

Note: Click on each question of the checklist to open the editor.

How have you prepared the internal review?*

Detailed description and duly justification (max. 500 words)

A starting point for development of this report was the analysis of documents and procedures implemented in the Institute regarding this area. Analysis was carried out by both the HR employees as well as by the Group for HRS4R, and the conclusions made were presented with regard to both strengths and success achieved during the process implementation as well as the specification of weaknesses or processes which in our opinion require further improvement in out Institute.

How have you involved the research community, your main stakeholders, in the implementation process?*

Detailed description and duly justification (max. 500 words)

The Institute has Intranet site which is the major source of information about the internal regulations and it includes drafts and samples of documents as well as guidelines necessary for realization of tasks with regard to formal terms. Under the separated tab: HR Excellence, HRS4R and all documents related to its implementation are uploaded. Intranet is available for all employees of the Institute providing constant access to updated versions of documents. Consultations with employees including researchers were held directly during meetings and webpage of the Institute and newsletter sent to all employees were used for sharing the information.

Do you have an implementation committee and/or steering group regularly overseeing progress?*

Detailed description and duly justification (max. 500 words)

At the stage of development of the strategy, all the activities were coordinated by one person. Currently, the Group composed of representatives of all activities, which regularly reviews the implemented undertakings and monitors their efficiency, operates in the Institute.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation’s research strategy, overarching HR policy *

Detailed description and duly justification (max. 500 words)

The current organizational policy is compliant with HRS4R. However, due to ongoing process of preparation the Development Strategy of the Łukasiewicz Research Network for 4 and 10 years, its objectives and their allocated activities may be changed. In our opinion, owing to high level of organization awareness and the implemented corporation order inspired by global institutions, there are no threats for continuity of the implemented solutions for the future.

How has your organisation ensured that the proposed actions would be also implemented?*

Detailed description and duly justification (max. 500 words)

Having the HR Excellence Logo is our pride and a distinguishing feature in extremely diversified and specialized research environment and it is regarded as incentive for further procedural improvement and maintenance of the highest organizational level. We observe benefits of our efforts made for implementation of the HRS4R in better internal cohesion of activities carried out and the specified strategic objectives with regard to HR and higher level of employees' awareness and competences. It poses a challenge for us for self-improvement and regular meetings of the Group dedicated to implementation of HRS4R, which monitors the effects of the strategy implementation and undertaken activities on ongoing basis, are held regularly.

Moreover, objectives specified by the Łukasiewicz Centre for the Institute for every year take into account activities in the HR area (so-called People perspective). This enables us to include elements of HRS4R implementation to strategic Action Plan of the Institute for each calendar year. Summing up, the implementation of the proposed actions is taken into account in our business plan and it is of top priority bearing in mind the importance of increasing the Institute's awareness and better transparency of procedures for the efficient creation of friendly work environment.

How are you monitoring progress (timeline)?*

Detailed description and duly justification (max. 500 words)

The implementation process is monitored by the Group for HRS4R analysing the functioning manner of the implemented processes, gathering experience of particular processes participants i.e. candidate experience (for recruitment) or user experience (gathering experience of the employees).

How will you measure progress (indicators) in view of the next assessment?*

Detailed description and duly justification (max. 500 words)

We plan further actions to be undertaken by the Group for HRS4R i.e. consultations with employees, meetings and monitoring of the objectives' achievement and enforced procedures.

How do you expect to prepare for the external review?*

Detailed description and duly justification (max. 500 words)

The preparation process for the external audit involves the review of internal documents and procedures and monitoring of the implementation effects of HRS4R, as well as consultations and gathering good practices provided by other institutions having the HR Excellence Logo.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)