Human Resources Strategy for Researchers at Instytut Technologii Elektronowej (the Institute of Electron Technology)

Internal Gap Analysis and Action Plan

The European Charter for Researchers and
the Code of Conduct for the Recruitment of Researchers

Warsaw, November 2015

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1. INTRODUCTION

This document demonstrates the Institute's compliance with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, and relevant actions to be undertaken for fully adhering to the European Commission's recommendations.

Instytut Technologii Elektronowej (ITE)/The Institute of Electron Technology was established in 1966 by the Council of Ministers within the Polish Academy of Sciences in Warsaw. Its scientific activities focused mainly on basic and applied research in the area of semiconductor electronics and physics. In 1970, ITE was transformed into an industrial Institute supervised by the Ministry of Industry. ITE became part of the newly created Scientific and Production Centre of Semiconductors CEMI. The additional objectives at the time were to develop new semiconductor devices and technologies, transfer them into mass production at a semiconductor factory and supervise their production.

ITE left the CEMI Centre in 1991, becoming once again an independent R&D organisation under the Ministry of Industry with main focus on conducting scientific research at a level recognised by the international community and developing advanced semiconductor technologies for innovative products. In 2000, a silicon processing pilot line began operating within a new ITE laboratory in Piaseczno near Warsaw. By decision of the Ministry of Industry, the Research and Development Centre for Hybrid Microelectronics and Resistors located in Cracow was incorporated into ITE in April 2002. In December 2011, by ordinance of the Council of Ministers, the Research and Development Centre PREDOM-OBR was incorporated into the Institute forming a new Warsaw branch.

The mission of the Institute is to conduct basic and applied research in the area of semiconductor electronics and physics in order to develop and commercialise innovative micro- and nanotechnologies and their applications in semiconductor microelectronics, optoelectronics, photonics and micromechanics.

The research structure of ITE reflects *research acitiviti*:

- Infrared nanophotonics. InP, GaAs, GaSb based devices for industry, environmental protection and medicine;
- Nanoelectronics of heterogeneous microsystems and Si-based photonic devices, micro- and nanoprobes, microsystems and sensors for medical and technical diagnostics, Si-based ionising radiation detectors;

- Micro- and nanotechnology of wide bandgap semiconductors for radio-frequency and transparent electronics;
- Nano- and micromaterials for thick film technology.

The Institute's leading position in the area of advanced micro- and nanotechnology is the result of innovative research activities and their application in the following areas:
;

- semiconductor lasers and radiation detectors,
- micro- and nanoprobes,
- nuclear radiation detectors;
- microsystems and sensors for interdisciplinary use;
- application-specific integrated circuits and systems (ASIC).

Unique equipment and highly qualified staff provide favourable conditions for conducting domestic and international research projects as well as R&D projects with a view to industrial implementation. The Institute is also involved in educational and training activities for Polish and foreign Ph.D. students and engineers and its Scientific Council is authorised to award Ph.D. and D.Sc. degrees in the field of semiconductor electronics.

The Institute actively cooperates with universities, research institutions and industry in Poland and internationally. Under the 7th Framework Programme, the Institute coordinates and conducts the NANOHEAT project, and our researchers have conducted or conduct research for the purposes of COMON, CORONA, e-Brains, Guardian Angels, NANO-TECH, MORGaN, NANOSIL, PAR4CR, SENSIVIER, SE2A, SMAC, TRIADE.

In recent years, European and domestic programmes have contributed to the creation of the Centre of Microsystems and Electronic Nanotechnologies MINTE, the Centre of Nanophotonics, and the Laboratory of Multi-layered and Ceramic Technologies. All these units facilitate cooperation between the research community and entrepreneurs.

2. RESEARCH PROCESS

To build up HR Strategy for Researchers at ITE, the following steps were undertaken:

1) Forming the working group (WG),
2) Deciding on methodology, Conducting internal research, and Initial data analysis,
3) Internal gap analysis (In-depth data analysis) and Preparing Action Plan.

2.1 WORKING GROUP

A special working group (WG) was established with participation of representatives of key scientific and administrative position at ITE:

Supervision: Prof. Anna Piotrowska, Ph.D., Eng.- Director of ITE

Coordination: Piotr Dumania, Ph.D, Eng. - Deputy Director for Industrial Research and Implementations

Scientific division: Assoc. Prof. Janusz Kaniewski - Deputy Director for Scientific Affairs and Prof. Andrzej Czerwiński, Ph.D., Eng. - Manager of Research Unit Z8

Administration: Agnieszka Plewa, M.Sc. - Manager of HR Department, Maciej Pilch, M.Sc., Eng. - Director Office, and Aneta Milczarczyk, Ph.D - Department for Planning and Coordination of Scientific and Research Projects and Implementations

Additionally, WG was joined by Agnieszka Krochmal-Węgrzyn, M.Sc. - External Consultant and Przemysław Adamus, Ph.D. - Lawyer.

The working group was created to plan the process of building up the Strategy, conduct internal research, analyse data and prepare Action Plan. These steps were taken in order to make the ITE practices comply with the requirements enclosed in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.The final result of WG work is this document presenting HR Strategy for Researchers at ITE. WG is also responsible for the process of implementation of the HR Strategy in ITE. Moreover, the working group activity will also involve monitoring after acknowledgment of the Strategy by the European Commission. Then the aim of WG will be to monitor and evaluate the strategy realisation. The working group will carry out every year self-assessment of progress made and will document the results in a report. The self-assessment process according to the EC requirements will be performed at the latest 2 years after acknowledgement.

2.2 METHODOLOGY AND ANALYSIS

3 research tools were chosen to obtain information essential to build up the Strategy: Desk Research, Survey, and Working Meetings/Consultation.

1) Desk Research

Desk Research was conducted by a lawyer who cooperates with ITE. The aim of the research was to analyse Polish law and internal regulations, the basis of ITE operation, against expectations involved in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Analysis embraced documents such as ITE Statute, a number of ITE Regulations and HR documents, and several Polish law documents.

2) Survey

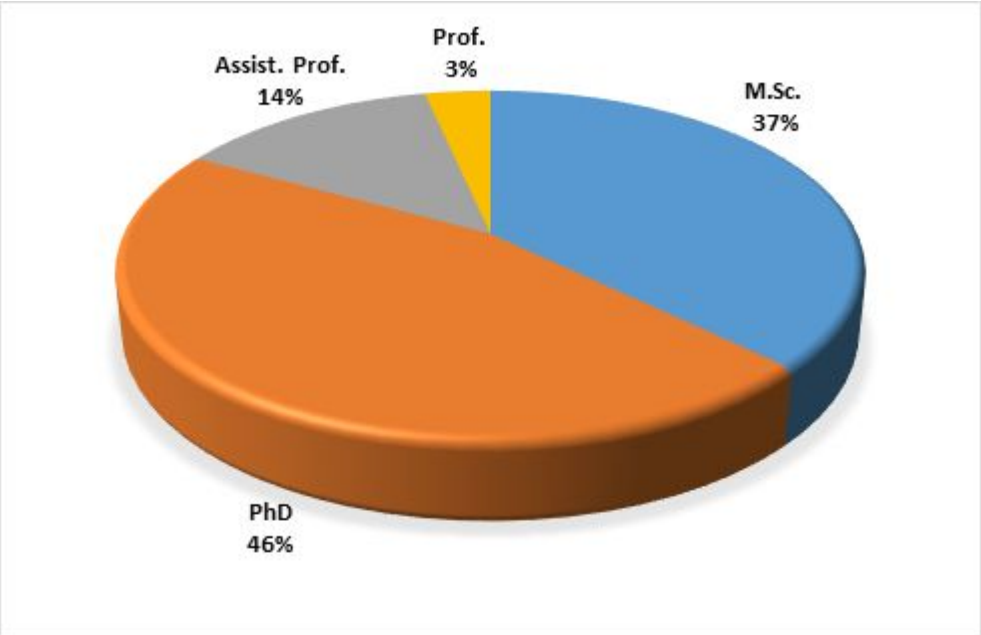
To collect as much as possible valuable both information on current practices at ITE, and propositions of improvements and changes, the working group has decided to use a survey as a research tool. The survey was sent to managers of research units with an aim to distribute it among researchers.

The survey is composed of 2 parts. The first part relates to general information about respondents such as a title/degree, gender and age range, as presented below:

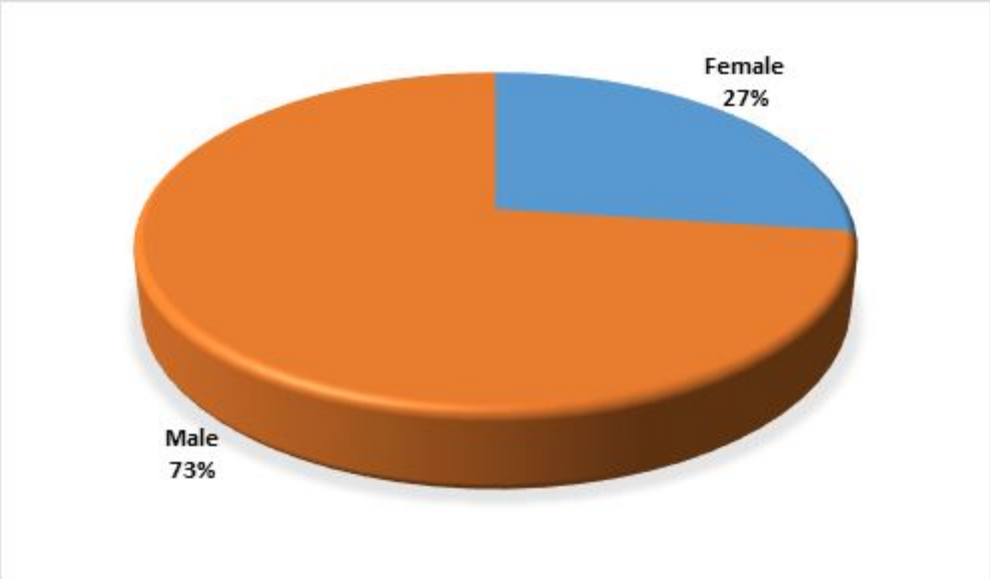
Title/degree	M.Sc. ☐ PhD ☐ Assist. Prof. ☐ Prof. ☐
Gender	Female ☐ Male ☐
Age range	24-34 ☐ 35-44 ☐ 45-54 ☐ 55-64 ☐ Over 65 ☐

59 respondents filled in the table above. Breakdown of respondents by:

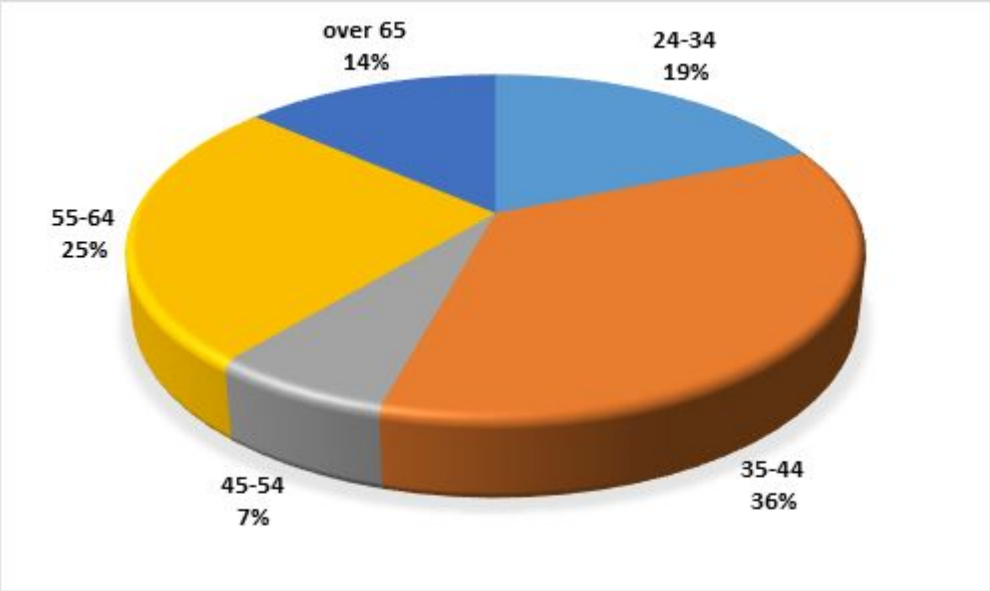
Title/degree



Gender



Age range



The second part of the survey consists of 40 points corresponding to 40 principles addressed in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The descriptions of principles were shortened (maintaining the meaning of each principle), translated into Polish (since all of the ITE employees engaged in research are Polish) and converted into statements. These statements relate to practices at ITE. Such processed principles constitute the points of the survey.

As the Strategy is for researchers, therefore, according to the bottom-up approach (data comes from the environment directly affected by the problem), researchers were asked to complete the survey. They had an opportunity to share their remarks and propositions freely as the survey is based on open statements to which they were asked to take a stance. This was a chance for them to speak about the issues that touch them directly and thus to participate in creating the Strategy.

<u>Examples of the survey points (surveys will be provided on demand):</u>

1. Professional responsibility

Researchers do not duplicate research and ensure that their studies are useful to society. They avoid plagiarism, and respect intellectual property rights and principles of joint data ownership. Researchers delegating some of the work are confident that the person who performs the task is competent.

Current practices	
Proposed improvements and/or changes	

15. Transparency (Code)

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

Current practices	
Proposed improvements and/or changes	

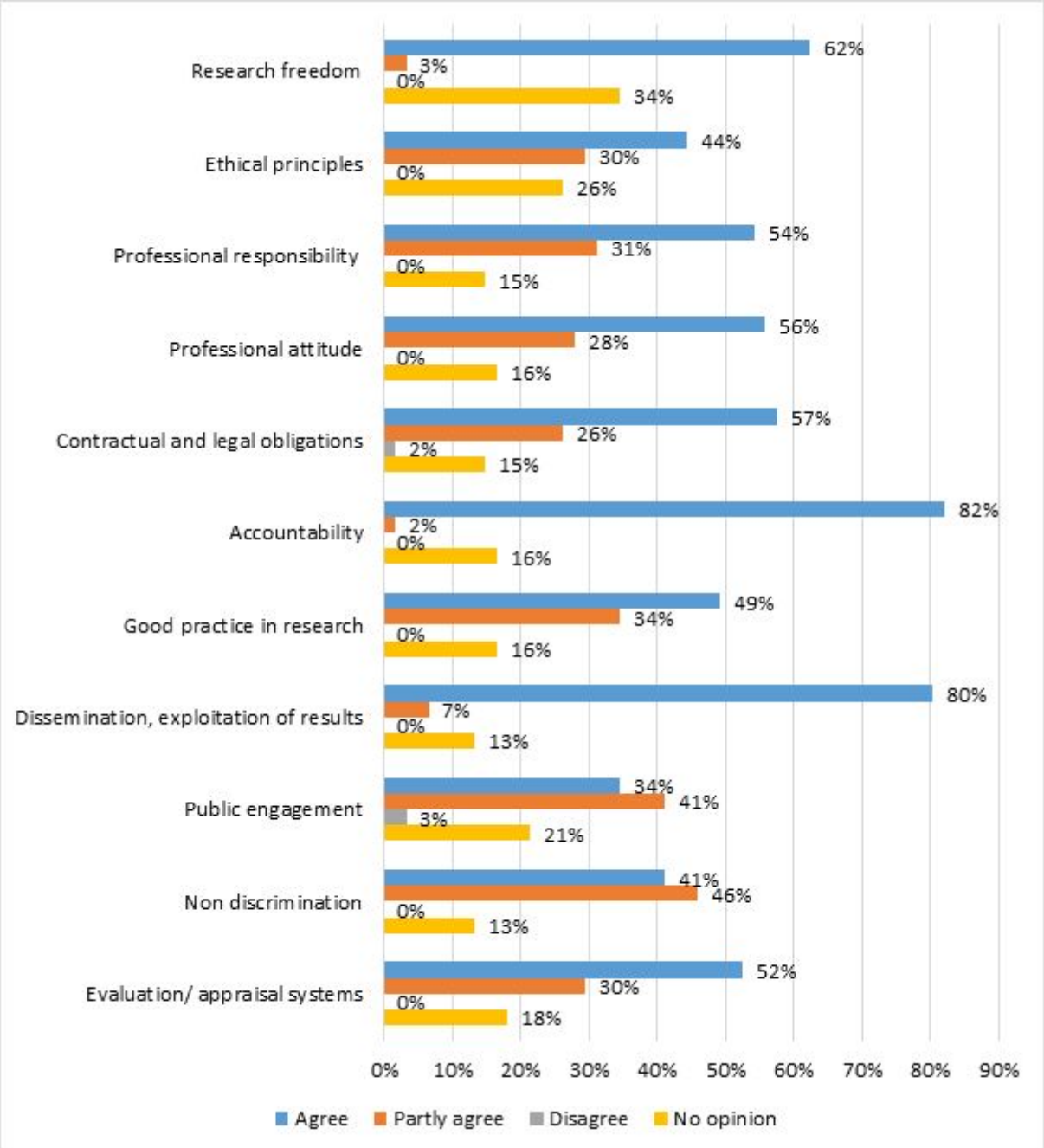
Respondents were also provided with the link to the European Commission website containing relevant documents on HR Strategy for Researchers in order to, if needed, learn more about the European Charter for Researchers, the Code of Conduct for the Recruitment of Researchers, and the process of building up the Strategy.

A total of 61 researchers completed the survey that stand for 79% of the researchers employed by ITE. ITE employs 77 researchers on two kind of post: 69 scientific employees, and 8 research and technical employees. Researchers filled in the survey anonymously and addressed only these issues they wanted to share their opinions on.

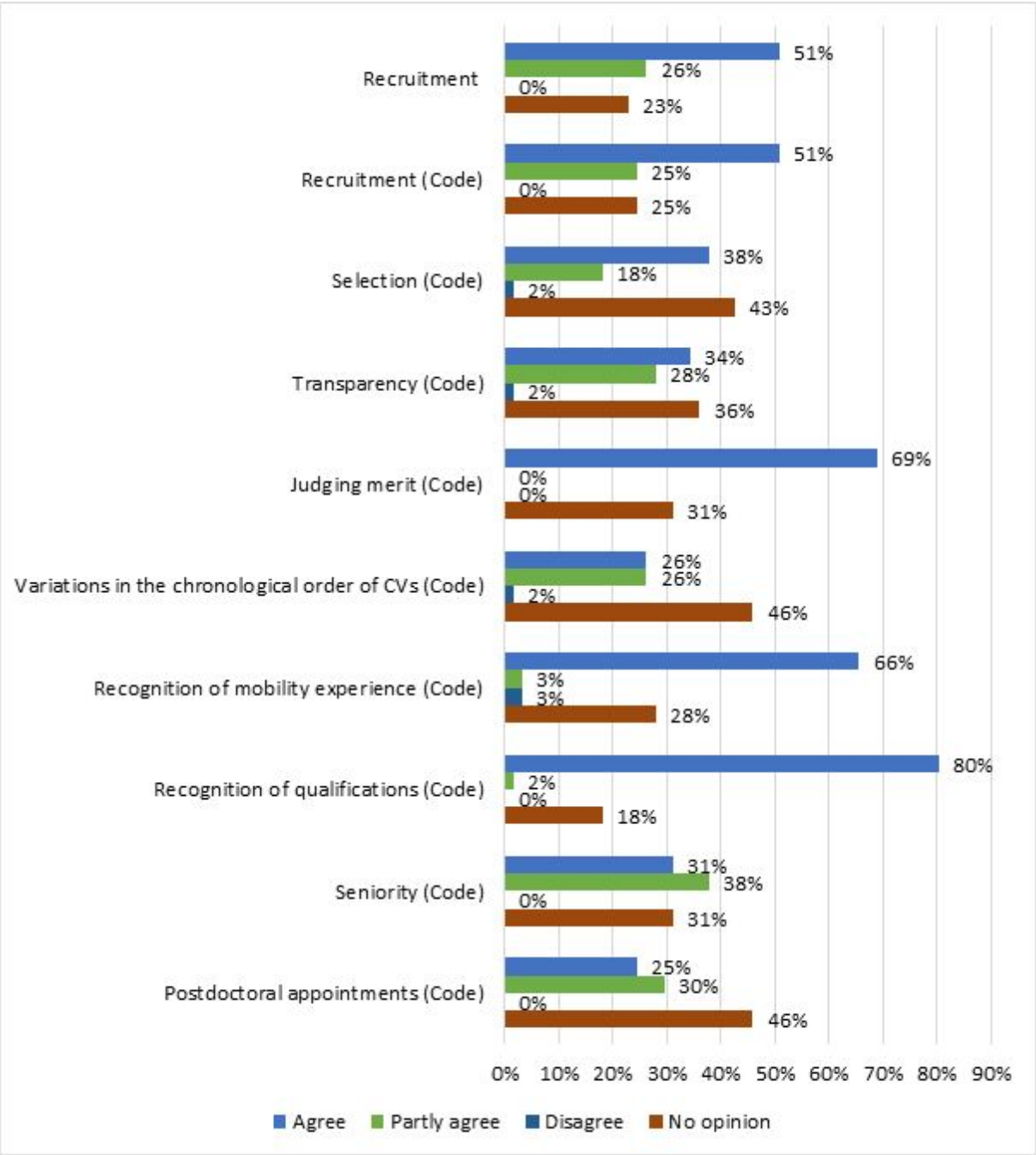
Answers of the respondents on current practices at ITE provided information on how they perceive the ITE operation regarding the matters enclosed in the 40 principles. These opinions were very helpful in understanding what is important for the researchers as they talked about the issues of their everyday experience, that is what directly touches them. Next, the answers were grouped into 4 types: ‘Agree’, ‘Partly agree’, ‘Disagree’, and ‘No opinion’, to show which issues should be particularly addressed. The answers under ‘No opinion’ are of such sort as “Do not know”, “Do not have knowledge about the issue”, and all the irrelevant answers, that is the answers that did not pertain to the described issues the researchers were asked about. ‘No opinion’ also includes the number of researchers who did not give any answers at all on particular issues.

Outcomes of data analysis:

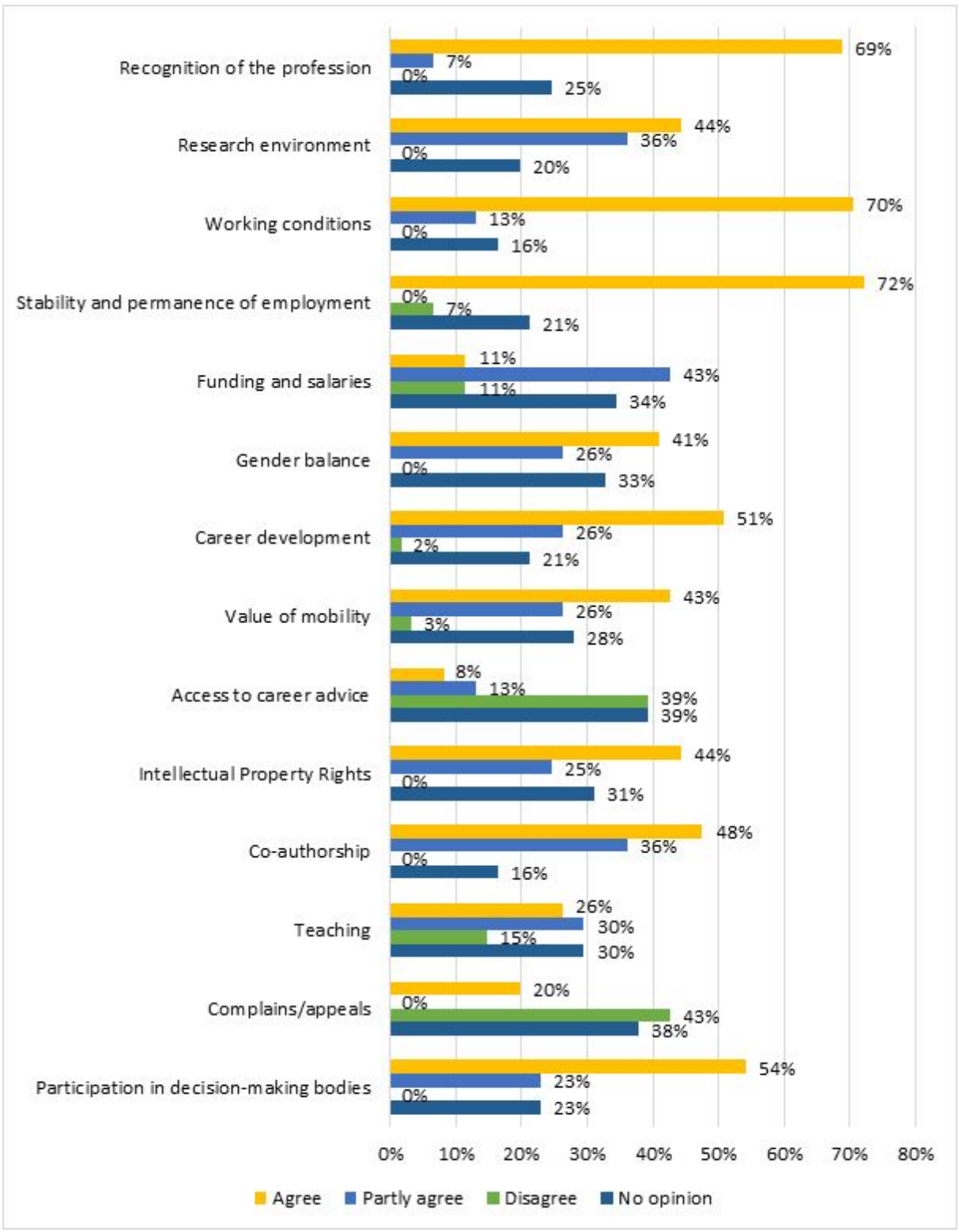
I. Ethical and professional aspects



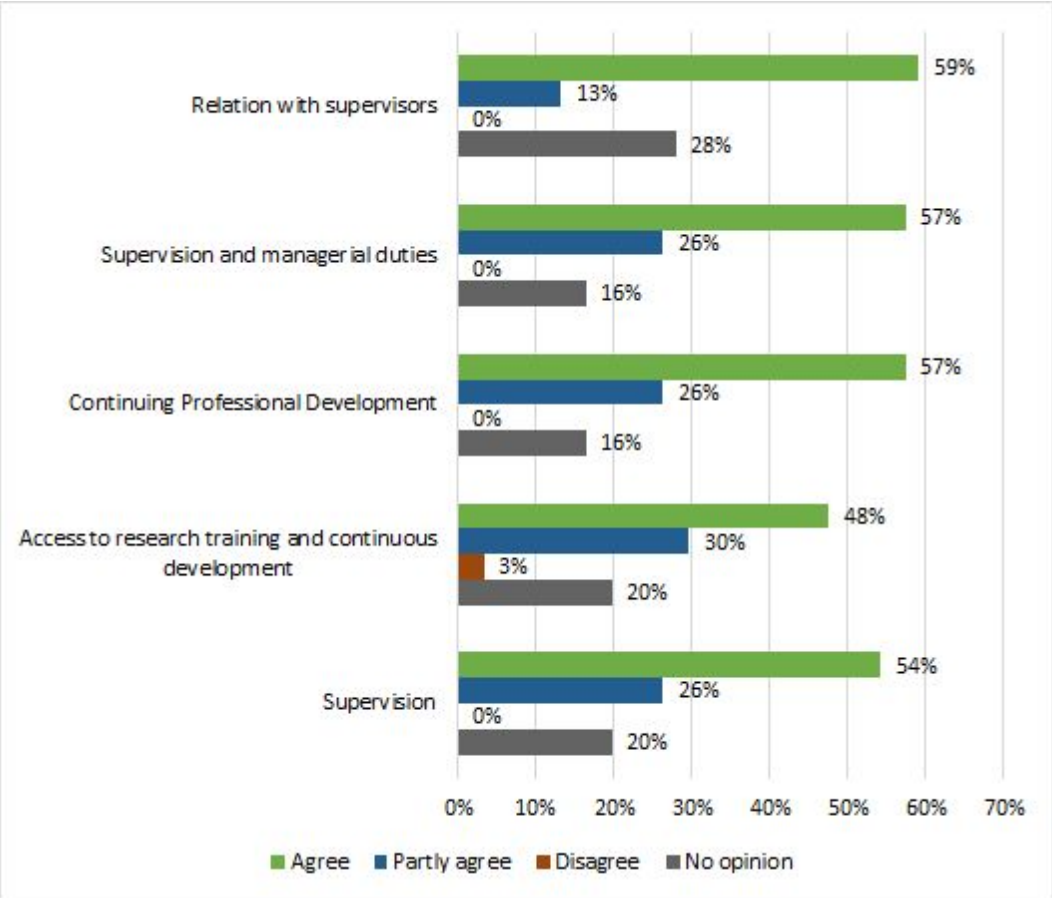
II. Recruitment



III. Working conditions and social security



IV. Training



The respondents' propositions as to improvements and/or changes of the particular practices at ITE were crucial for building up the Strategy. The next part presents Internal Gap Analysis and Action Plan that are based on the in-depth analysis of existing practices and the respondents' suggestions regarding the areas that need improvements/changes.

3) Working Meetings/Consultation

The results of Desk Research and Survey were discussed both with researchers who directly deal with the issues at ITE and internally with WG. Moreover the WG examined additionally 2 JASPERS documents: **This working paper presents a structured approach to the recruitment of staff during the implementation phase of R&D projects;*

**This working paper provides guidelines based on best practices in staff management and development.*

in order to define the best practices.This all steps were taken in order to analyse the results and outline the actions required to improve the status quo.

3. INTERNAL GAP ANALYSIS

I. Ethical and professional aspects

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 and/or practices:

The principle of research freedom is well established at ITE, guaranteed in legal documentations (mentioned below) and put into practices. Researchers are free to express their ideas, identify scientific questions, and propose methods of research.This is confirmed by the surveys. The research facilities provided by the scientific unit shall be compatible with the research programme, internal regulations and financial capabilities of the scientific unit. Research freedom is generally limited by the the source of financing.The researchers are mainly aware of the regulations of limitations, both the national and international law and the internal regulations. The Institute carries out industrial research related to semiconductor technology. The scope of research must be relevant to the financing source. Few years ago, as was mentioned in the Institute's description above, research priorities have been determined and statutory funded research activity is harmonised with this areas. More research freedom is experienced in projects financed by Fundacja Nauki Polskiej or Narodowe Centrum Nauki, but projects financed in 7th Framework Program, EU ENIAC and H2020 are focused on fulfilling the contest requirements.

As it was mentioned above the principle of research freedom is guaranteed in legal documentations such as the Constitution of the Republic of Poland (art. 73). According to the article: “The freedom of (…) scientific research shall be ensured to everyone.” The basis of scientific activities is the Act of 30 April 2010 on Research Institutes. According to the art. 2:

1. The principal activities of the Institute shall include: 1) conducting research and development work; 2) adapting the outcome of the research and development work to practical applications; and 3) implementing the outcome of the research and development work.

2. In connection with its principal activities the Institute may: 1) disseminate the outcome of the research and development work; 2) carry out studies and analyses, as well as draft opinions and expert opinions with regard to the research and development work it is carrying out; 3) draft evaluation documents relating to the condition and development of the particular areas of science and technology, and sectors of economy which employ the outcome of research and development work, as well as evaluation documents with regard to the application of the achievements of the world’s science and technology in Poland; 4) conduct standardisation, certification and approval activities; 5) manage and develop databases related to the scope of activities conducted by the Institute; 6) conduct activity in the area of scientific, technical and economic information, invention and protection of industrial and intellectual property, as well as activity to support enterprise innovativeness; 7) produce, in connection with the research and development work it is involved in, apparatus, equipment, materials and other products, and carry out validation of research and measurement methods, as well as calibrate apparatus; and 8) conduct publishing activity related to the research and development work it is involved in.

3. In addition to the tasks referred to in Sections 1 and 2, the Institute may provide: 1) post-graduate and doctoral studies related to the research and development work it is involved in, provided that the Institute is entitled to grant academic degrees, has necessary resources, and meets the material and technical requirements; and 2) other forms of education, including training and professional development courses.

4. The Institute may conduct an activity other than as set forth in Sections 1 to 3. Such an activity shall be separate, in financial and accounting terms, from the activity referred to in Sections 1 to 3” of this Act.

These rules are confirmed in internal regulations such as the Statute of The Institute of Electron Technology and all the internal regulations (organisational rules and regulations and orders of Headmaster of Institute); Appendix No. 1 to Regulation No. 18/2013: Rules of realisation of the statutory research projects at the Institute of Electron Technology. (dated 11.10.2013) - regulation setting out the principles for initiating, implementing and accounting for research projects and contracts for research; Appendix No. 1 to Regulation No. 23/2006: Commission recommendation

of 11 March 2005 on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (dated 28.12.2006.).Following the recommendation, scientists should be guided by the good of mankind while enjoying the freedom of thought and expression as well as methods of solving problems.

Actions required: A newsletter or an e-mail - information on financial sources for research.

When/Who: Twice a year, first information April 2016 / Department for Planning and Coordination of Scientific and Research Projects and Implementations.

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 Ethi*cs.

Relevant legislation, Existing Institutional rules and/or practices:

The Institute's researchers follow recognised in ITE ethical principles and practices especially related to IP protection. Moreover, since teamwork prevails at the Institute, the problems related to falsification of data and publication of faked results is almost impossible. This kind of scientific fraud could be achieved only in organized groups of researchers. In the 50-year history of ITE such event has never occurred. Relevant regulation were introduced these are: Regulation No. 23/2006 on The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. (dated 28.12.2006) with appendix; Regulation No. 09/2008: introduction to the use of the Recommendation of the Commission of the European Communities on a Code of Conduct for the responsible conduct of research in nanosciences and nanotechnologies in ITE (dated 28.06.2008) with appendix.

The Regulation No. 23/2006 on The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. (dated 28.12.2006) implements the principles enshrined in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers used by all organs and cells of the Institute working in the recruitment and evaluation of academic staff. The Regulation assumes that all issued internal regulations of the Institute should - as far as possible in each case - implement the principles and rules expressed in the European Charter for Researchers EKN. Moreover Appendix No. 1 to Regulation No. 23/2006: Commission Recommendation of 11 March 2005 on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (dated 28.12.2006) constitutes a framework for researchers seems as an incentive for them to act responsibly and professionally in the work environment, as well as recognize each other as professionals. And the Regulation No. 09/2008: introduction to the use

of the Recommendation of the Commission of the European Communities on a Code of Conduct for the responsible conduct of research in nanosciences and nanotechnologies in ITE (dated 28.06.2008).

This issues are also regulated in the Act of 30 April 2010 on Research Institutes. According to the art. 39: “At a research Institute there may not be any subordinacy relationship between spouses or persons in second degree kinship inclusive or first degree affinity, or persons remaining in adoption, custody or guardianship relation”.

Actions required: Instructions for newly hired researchers to be drafted.

When/Who: April 2016 / HR Department (agreed with Deputy Director for Scientific Affairs).

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 and/or practices:

Preparation of publication and its review/authorisation is a multistage process conducted by the researcher’s supervisor and the Deputy Director for Scientific Affairs. Such a route minimises the risk of duplication and plagiarism, and also provides proper conduct of IP protection.

The detailed regulation is both in internal and external regulations. The most relevant is Copyright and Related Rights Act of 4 February 1992 and the Industrial Property Rights Act of 30 June 2000 regulates matters related to the granting and protection of exclusive industrial property rights at national level that defines inter alias the copyright subject (product), the copyright holder (author), the author's personal and property rights, the principle of fair use of copyrighted works and the rules for the transition of copyrights. The Act gives authorized operators the ability to prohibit another full use of work concepts or characters to be protected. In turn, the Industrial Property Law defines the relationship in the field of inventions, utility models, industrial designs, trademarks, geographical indications and topographies of integrated circuits, and the principles on which entrepreneurs may adopt rationalization projects and reward their creators. Both acts are the most important

regulations in the legal system of the Institute.Nevertheless ITE has also precise internal regulation: Annex No. 2 to Regulation No. 09/2011: Application for recognition part of research work carried out under duties arising from the employment relationship and the products that are the result of these works, as works and products constituting the subject of copyright law. (dated 23.03.2011); Regulation No. 06/2015 on introduction of the rules of management of copyright and related rights, and industrial property rights and the principles of commercialisation of the results of research and development works of the Institute of Electron Technology. (dated 26.03.2015) - the legal basis of the rules is Art. 24 paragraph 1a of the Act dated 30 April 2010 on research institutes. Rules determine among others the rights and obligations of the Institute, employees and PhD students in the field of protection and use of copyright and related rights, and industrial property rights, the principle of remunerating creators, rules for the distribution of funds obtained from commercialization between the creator being an employee of the Institute and the Institute, or the rules and procedures for commercialization of research results and development, and know-how associated with these results.

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 and/or practices:

Research staff of the Institute is well aware of the strategic goals of research environment and funding mechanisms, that is confirmed by the Survey. The general rules are defined the in the Act of 30 April 2010 on the principles of financing science, which lays down the principles of science financing from the funds determined for this purpose in a separate part of the state budget - "Science" and the financial resources of the Polish Science and Technology Fund, which are at the disposal of a minister responsible for science. Funding for research includes funds for the implementation of scientific, scientific-technical and innovation policy, in particular the research, development, and implementation of other tasks that are particularly important for the progress of civilization, economic and cultural development of the state. The law is the basis for the establishment of the National Research Programme and the Polish Roadmap for Research Infrastructures. The funds for science, among others, are used for: 1) strategic programs of scientific

research and development and other tasks financed by the National Research and Development Centre, 2) research and development for national defense and state security conducted within the framework of strategic programs in research and development. The Institute as such derives revenues - according to the Act on Research Institutes - in connection with its operations, including the sale of: 1) the results of research and development activities; 2) patents, trademark rights and licenses to use inventions and utility models; 3) implementation work, including the author's supervision; 4) production of devices and equipment, and other production or services.

Moreover ITE has a very detailed internal regulation in the documents such as: Regulation No. 18/2015 on updating regulations of Director of the Institute of Electron Technology of 20 April 2015 No. 9/15, 10/15 and 11/15 regarding procedures for submitting applications for the purchase of assets, materials and spare parts, and execution of external services (dated 16.06.2015) - this regulation introduces the application forms for the purchase of assets, materials and spare parts as well as external service order. Regulation No. 23/2015 on updating Regulation of Director of the Institute of Electron Technology No. 15/12 dated 20 April 2012 regarding contracts of mandate and contracts of specific work at the Institute of Electron Technology. (dated 09.07.2015) - the Institute may sign contracts of mandate and contracts of specific work related to activities of the Institute with its employees and individuals outside the Institute. The conclusion of these agreements cannot violate labor laws. Entering into such agreements is subject to a strict procedure defined in the above mentioned regulation. Appendix No.1 to DN ITE Regulation No. 17/04: Standards for Financial Control at the Institute of Electron Technology. The system consists of financial control, internal audit and instruments of central coordination system. It provides legal, economical, expedient and reliable management of resources of the Institute. The standards define, among others, the system of financial control environment, risk management and communication. Regulation No. 28/2015 on updating Regulation of Director of the Institute of Electron Technology No. 17/13 dated 10 October 2013 regarding external audits carried out at the Institute of Electron Technology. (dated 21.09.2015). Regulation No. 17/2004 on supplementing Regulation of Director of ITE No. 4/02 dated 1 March 2002 regarding the introduction of Internal Control Rules at the Institute of Electron Technology. (dated 22.09.2004; Regulation No. 10/2002 on implementation of the Quality Management System. (dated 11.06.2002). Regulation No. 04/2004 on implementation of the Quality Management System in the ITE Branch in Cracow. (dated 02.02.2004); Regulation No. 12/2003 on conditions and the financial matters mode of the ITE Branch in Cracow. (dated 08.10.2003); Regulation No. 16/2011 on introduction at the Institute of Electron Technology of the competition rules of procedure for projects financed from its own research fund. (dated 20.07.2011) .

As it was mentioned at the beginning of the answer the researchers are aware about the financial issues. The administrative personnel takes efforts in order to provide to the researchers new information about the possible financial sources (via e-mails and linking in the website of ITE), because statutory financing does not engage 100 % of scientific potential, and does not provide sufficient financial resources needed to support proper functioning of the Institute. Thus researchers are very active in search of national and international calls for new projects. Scientific, organizational and financial aspects of project proposals are checked and approved by the supervisors and agreed before they are submitted. Information related to all projects is gathered by the Institute's project manager and further transferred to the management unit.

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 and/or practices:

Compulsory training related to national and institutional regulations governing working conditions is a part of the standard employment process. Practical training related to regulations governing working conditions are organised for new hires before they start a job. Each new hire confirms the acceptance of his/her rights and duties by signing the relevant document “Karta Stanowiska Pracy”. Courses covering this subject are organised once a year also for current employees in order to refresh the knowledge in the matter.Researchers are also well aware of national IP Rights regulations,which was modernised: Regulation No. 06/2015 on introduction of the rules of procedure of management of copyright and related rights, and industrial property rights and the principles of commercialisation of the results of research and development work of the Institute of Electron Technology. (dated 26.03.2015); Appendix No. 1 to Regulation No. 06/2015: Rules of procedure of management of copyright and related rights, and industrial property rights and the principles of commercialisation of the results of research and development work of the Institute of Electron Technology (dated 26.03.2015). Also the new regulations was presented to the researches Regulation No. 20/2015 on announcing the uniform text of the organisational rules of procedure of the Institute of Electron Technology. (dated 30.06.2015); Appendix No. 1 to Regulation No. 20/2015: Organisational rules of

procedure of the Institute of Electron Technology (dated 06.30.2015). This is a good practice to keep researcher informed about the new regulations and amendments (mainly via mails or web. If the modernisation is very deep the workshops are foreseen. Researchers are well aware of fact that different streams of financing have their specific IP rules and thus signing contract will have to comply with them. The survey confirmed it, nevertheless there was a suggestion related to IPR workshop and better access to the legal support. Thus the ITE foreseen the proper action in 2016. Delivered research results are compliant with the above mentioned contractual and legal obligations.

Actions required: The new regulation on IPR regime of ITE will be accessible on the internal website (Apr 2016); moreover the workshop on the IPR regime and the commercialization will be organised (Oct 2016); additionally a newsletter periodically will support researchers.

When/who: April 2016 & October 2016 / HR Department, Director's Bureau, IT Unit.

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 and/or practices:

Researchers adhere to the principles of sound, transparent and efficient financial management. Purchase procedures are well defined and relevant regulations are listed below (table second row). Moreover the Institute’s financial activity is subject to yearly audit. Independently all domestically and internationally funded projects during realisation and after completion are audited by external auditors and such a control is often multilevel. However the survey’s authors suggested that it could be valuable to organise the workshop that raised the awareness of financial management of the projects (especially in the new financial perspective 2016-2020). Therefore the ITE foreseen the new actions. It is not decided yet whether the workshop will be organised internally or the researchers will be delegated to the external professional workshop. The second part of the table below shows internal regulations connected

with this subject. It covers rules and principles for projects financed from own research fund and from funds of the European Union.

Actions required: Workshop on financial management of the project.

When/who: November 2016 / Department for Planning and Coordination of Scientific and Research Projects and Implementations + Director's Bureau - It is not decided yet whether the workshop will be organised internally or the researchers will be delegated to the external professional workshop.

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 backup 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 and/or practices:

Safe working practices, compliant with national legislation, including necessary precautions for health and safety are already implemented and well entrenched into the ITE practice. The legal framework is described below (including internal regulations). As the Survey confirms the researchers are well informed about the rights and obligations in this aspects. A similar situation is related to protection of confidentiality. The responsibility to secure safe and adequate working conditions lies with the research institution or employer. The researchers are aware about the importance of confidentiality and data protection, thus the Non Disclosure Agreements is always signing at the beginning of cooperation with other entities. However, according to the surveys and in order to keep the high standard of security the actions related to familiarizing researchers with importance of data protection, seen from the IT system perspective, and effective means to secure it should be undertaken. Thus the proper action such as workshops and e-mail (as a reminder) are foreseen in the nearest future.

The internal regulations: Regulation No. 18/2004 on the Industrial Safety Management System. (dated 08.10.2004) - According to PN-N-18001 and improving the quality of health and safety , among others, a constant hazard is identified and occupational risk updated, prevention of accidents at work and supervision over compliance with regulatory requirements take place. Regulation No. 13/2005 on actions to increase industrial safety and environmental protection. (dated 12.10.2005) - It concerns updating records containing information about the amount and types of gases or dust into the air, leak testing of air conditioning and refrigeration equipment containing HCFC 22. Regulation No. 13/2015 on determining the composition of the

Industrial Safety Committee and consultation on industrial safety at the Institute of Electron Technology. (dated 15.05.2015). Regulation No. 17/2015 on appointment of the team for coordination of activities associated with obtaining the industrial safety certificate by the Institute of Electron Technology in Warsaw and the entrepreneur status with a particular economic and defense significance. (dated 03.06.2015 r.). Regulation No. 21/2015 on introduction of the Personal Data Security Policy and the Instructions for IT system management used to process personal data at the Institute of Electron Technology. (dated 30.06.2015) Appendix No. 1 to Regulation No. 21/2015: Personal Data Security Policy (dated 30.06.2015). Regulation No. 27/2015 on implementation of the up-to-date Fire Safety Instructions at the Institute of Electron Technology in Warsaw (dated 17.09.2015); Appendix No. 1 to Regulation No. 27/2015: Fire Safety Instructions for the Buildings IV, V, VI, VII and XII in ITE in Warsaw (dated 17.09.2015).

Actions required: A good practice workshop and e-mails (reminder).

When/Who: June 2016 (workshop), twice a year - ongoing process (e-mails, reminder) / Director's Bureau and IT Unit.

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 and/or practices:

The ITE policy in in line with the presented rule. The new adopted Regulation No. 06/2015 on introduction of the rules of procedure of management of copyright and related rights, and industrial property rights and the principles of commercialisation of the results of research and development work of the Institute of Electron Technology. (dated 26.03.2015) with the Appendix No. 1 to Regulation No. 06/2015: Rules of procedure of management of copyright and related rights, and industrial property rights and the principles of commercialisation of the results of research and development work of the Institute of Electron Technology (dated 26.03.2015) - rules defines the object of copyright and industrial property rights, know-how, the result of scientific research commercialization. The Rules define in particular the rights and obligations of the Institute, employees and PhD students in the field of protection and use of copyright and related rights, the principle of creators remunerating, rules for the distribution of funds obtained from commercialization between the creator being an employee of the Institute and the Institute, commercialization rules and

procedures of research results and development, and know-how associated with these results. It is worth to mentioned that all the strategy is based on the The Act of 30 April 2010 on Research Institutes. allows for the commercialization of the results of research and development work. The law requires, inter alia, introduction of the rules of management of copyright and related rights, and industrial property rights and the principles of commercialization of the results of research and development work. The Institute may, in order to commercialize the results of research and development, carry out activities in the field of technology transfer and dissemination of science, and raise funds for statutory activity, with the consent of the supervising minister, establish capital companies and take or acquire shares in such companies, and generate revenues from this title. Thus, the information policy is an important part of the Institute's activity conducted by researchers. It is realised in many forms such as conference presentations, scientific articles, popular articles, TV and radio interviews with ITE researchers, as well as information published on the following web page: http://www.ite.waw.pl/en/promotion.php. Additioanlly, the activity related to international research is available on http://www.ite.waw.pl/en/ec_projects.php, and the results related to statutory activity can be found on the department's website, e.g.: http://www.ite.waw.pl/en/Z01.php?klawisz=Reports. Nevertheless the Surveys shows the necessity of closer cooperation with legal experts (on commercialisation , spin offs) and public relation specialist. Thus the ITE is considering the possibilities of creation the new tasks within the existing departments.

Actions required: The ITE's website (English version) to be extended and rebuild in order to facilitate the access to legal documents (such as IPR Regulation, access to the lab, procedures) and the ITE's offer;
Moreover closer cooperation with legal experts (on commercialisation, spin offs) and a public relation specialist is foreseen if necessary - the training will be organised and the guide prepared (will be accessible on the website of ITE) - the structure of that cooperation /action is still in consideration (external or internal).

When/Who: March 2017 (cooperation guide and training) & December 2017 (ITE website rebuilding) / IT Unit, Deputy Director for Scientific Affairs, external experts if necessary.

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 and/or practices:

According to the ITE internal regulation Appendix No. 1 to Regulation No. 18/2013: Rules of procedure of realisation of the statutory research projects at the Institute of Electron Technology. (dated 11.10.2013) The purpose of the statutory activity is to improve the scientific workshop and conducting exploratory research in new prospective directions for the development of a scientific discipline and potential applications. The objective is the development of young scientists. Regulation No. 25/2010 on introduction of the evaluation system of scientific and technical achievements of scientific employees, research and technical employees, and technical and engineering employees at the Institute of Electron Technology in Warsaw (dated 26.11.2010.). Publishing and activities related to practical implementation of the results of research and development work are subject to evaluation.The duties of the researcher include implementation of the statutory tasks of the Institute, in particular by putting into practice the results of research or development and dissemination of scientific achievements, also through publications and active participation in academic life. Thus, the results of research activity is mainly realised by publishing popular press articles which highlight the aim of conducted research, obtained results and their potential. The website http://www.alphagalileo.org is used as a "seed" to provide a broad dissemination of such information. The Surveys confirmed the need to focus on promotion and public engagement. It was also suggested that the workshops on that topic should be foreseen. Thus the ITE will consider feasibility of position of Public Relation Manager. To improve ITE reach to broad public, participation at the science festival will be considered.

Actions required: Participation at Science Festival 2016.

When/Who: 2016 - yet to be specified by organizers / Director's Bureau, Researchers (must provide stand content, artifacts and stuff, the Institute's administration stand arrangements and logistics).

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 and/or practices: ITE does not discriminate 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. Such problems have never been noticed or raised up at the Institute - the Survey confirmed it. The legal regulations established in ITE also guarantee the non discrimination system:

The Act of 26 June 1974 - Labour Code (Chapters II and IIa) contains a number of obligations imposed on employers and grants corresponding employee's rights. The employer is obliged to respect the dignity and other personal rights of the employee. Employees have equal rights resulting from the performance of identical duties; This applies in particular to the equal treatment of men and women in employment. Any discrimination in employment, direct or indirect, in particular with regard to gender, age, disability, race, religion, nationality, political opinion, trade union membership, ethnic origin, religion, sexual orientation, and also because of the employment for a definite or indefinite period or on full-time or part-time work - is unacceptable. It is noteworthy that the Labor Code Chapter IIA relates entirely to the issue of equal treatment in employment. Moreover there is Regulation No. 03/2011 on introduction of the Rules of Procedure of the competition for hiring a researcher at the Institute of Electron Technology (dated 03.02.2011 r.) It is worth noting that the manifestation of compliance with the above rule is the employment rule in regard to a researcher that defines the competition. The criteria and procedures for conducting and announcing the competition are defined by internal regulations of the Institute. The competition notice is also placed on the website of the Minister responsible for Science in the Public Information Bulletin and on the website of the European Commission in the European Researcher's' Mobility Portal that is dedicated to publishing job offers targeted at scientists. This solution is used to support young researchers, thus to eliminate any discrimination among scientists because of their age and achievements.

Actions required: None

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 and/or practices: All employed researchers are evaluated on yearly basis. Rules and procedures are transparent and available on the intranet. According to the Act of 30 April 2010 on Research Institutes researchers are subject to periodic assessments of scientific and technical achievements carried out by the Scientific Council. The Scientific Council, in its assessment, take into account in particular the number and quality of patents, implementation, scientific publications, and ongoing and planned research or development. Employees in positions of professors and associate professors are assessed not less than once every 4 years, and employees in positions of assistants and tutors at least once every 2 years. The Interim evaluation mode is defined by the Rules established by the Director. Moreover the internal regulations are complete:

Regulation No. 22/2011 on introduction of the rules of procedure defining the procedure of interim evaluation of scientific, and research and technical employees of the Institute of Electron Technology. (dated 17.10.2011), Appendix No. 1 to Regulation No. 22/2011: Rules of procedure defining the procedure of interim evaluation of scientific, and research and technical employees of the Institute of Electron Technology. (dated 17.10.2011); Regulation No. 28/2014 on updating Annex 1 to Regulation of Director of the Institute of Electron Technology No. 22/11 dated 17 October 2011, re. introduction of the rules of procedure defining the procedure of interim evaluation of academics and research employees. (dated 04.11.2014).

Actions required: None

II. Recruitment

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 and/or practices:

There are clearly set standards at ITE that need to be met by applicants. These standards define education, specialization, experience, technological developments, patents, publications in national and international journals, and presentations at national and international conferences. General rules are defined by: the Act of 26 June 1974 - Labour Code and relevant articles of The Act of 30 April 2010 on Research Institutes and Institutes regulations are in accordance with them. In brief: according to the art. 183a of the Labor Code, employees should be treated equally as regards the establishment and termination of employment, conditions of employment, promotion and access to training in order to raise occupational qualifications, particularly regardless of sex, age, disability, race, religion, nationality, political, trade union membership, ethnic origin, religion, sexual orientation, and regardless of employment for a definite or indefinite period or full or part-time work. What's more according to the Act on Research Institutes Employment of a researcher is preceded by a competition. The criteria and procedures for conducting and announcing the competition is specified in the Statute of the Institute. The

competition notice is also placed on the website of the Minister responsible for Science in the Public Information Bulletin and on the website of the European Commission in the European Researchers' Mobility Portal where job offers for researchers are published. Moreover there are many regulations regarding these subject which are summarised in the table below. These regulation put in harmony internal procedures of the Institute with EU regulations: Regulation No. 03/2011 on introduction of the rules of procedure of the competition procedure for hiring a researcher at the Institute of Electron Technology. (dated 03.02.2011); Regulation No. 12/2012 on updating Annex 1 to Regulation of Director of the Institute of Electron Technology No. 3/11 dated 3 February 2011. Introduction of the competition rules of procedure for hiring a researcher at the Institute of Electron Technology. (dated 03.04.2012) The Rules of Procedure introduce the objective criteria that preclude the use of discrimination in the hiring procedure. Moreover Regulation No. 04/2011 on introduction of the rules of procedure for carrying out actions in the promotion process of a person holding a doctoral degree for the position of Associate Professor at the Institute of Electron Technology. (dated 03.02.2011) Appendix No. 1 to Regulation No. 04/2011: Rules of procedure for carrying out actions in the promotion process of a person holding a doctoral degree for the position of Associate Professor at the Institute of Electron Technology. (dated 03.02.2011) The Rules of Procedure introduce the objective criteria for the use that preclude the use of discrimination of any kind. Regulation No. 12/2011 on introduction of the rules of procedure of division of special purpose subsidy to conduct research and development work, and related tasks contributing to the development of young scientists at the Institute of Electron Technology. (dated 18.04.2011). Appendix No. 1 to Regulation No. 12/2011: Rules of procedure of division of special purpose subsidy to conduct research and development work, and related tasks contributing to the development of young scientists. (dated 18.04.2011)**.** The Survey confirmed that the ITE procedures are well known and clear. Thus the only action that could be useful is to create the short manual of recruitment procedure with the contact person (especially useful for foreigners) - available of the website.

Actions required: A short manual of recruitment procedure with the contact person (especially useful for foreigners) to be prepared - English version.

When/Who: January 2017 / HR department.

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 and/or practices:

Recruitment procedure is transparent and done in accordance with Polish law contained in relevant part of The Act of 26 June 1974 - Labour Code, The Act of 30 April 2010 on Research Institutes (mainly described in pont 12). Advertisements are prepared in accordance with template prepared by Ministerstwo Nauki i Szkolnictwa Wyższego (Ministry of Science and Higher Education). Advertisement are published on Ministry and Institute's www sites at the Bulletin of Public Information section. Thus advertisements requirements are fulfilled in and prospects for development are described. Relevant information is resumed in the table below. Having in mind that ITE takes effort to establish good international cooperations the HR dep is going to expand the possible spots where the announcement can be published (e.g. LinkedIn; http://ec.europa.eu/euraxess/, etc.)

Actions required: The list of www addresses where the announcement of the ITE's available research position will be published.

When/Who: March 2016 / HR department.

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 and/or practices:

The ITE selection procedure takes into account the international standards. The internal legal framework are mentioned in point 12. Nevertheless it is worth to mentioned that in 2012 the new standards were drafted in Regulation No. 12/2012 on updating Annex 1 to Regulation of Director of the Institute of Electron Technology No. 3/11 dated 3 February 2011 re. introduction of the competition rules of procedure for hiring a researcher at the Institute of Electron Technology. The Rules of Procedure introduce the objective criteria that preclude the use of discrimination in the hiring procedure. The Regulation No. 04/2011 on introduction of the rules of procedure for carrying out actions in the promotion process of a person holding a doctoral degree for the position of Associate Professor at the Institute of Electron Technology. (dated

03.02.2011) Appendix No. 1 to Regulation No. 04/2011: Rules of procedure for carrying out actions in the promotion process of a person holding a doctoral degree for the position of Associate Professor at the Institute of Electron Technology. (dated 03.02.2011)The Rules of Procedure introduce the objective criteria for the use that preclude the use of discrimination of any kind. Thus the selection is carried out in accordance to mentioned regulations. The wide range of selection practices such as external expert assessment and face-to-face interviews are used in ITE. The Survey confirmed the importance of face to face interviews. The recruitment committee always composes of persons of recognized scientific rank on international level. In the case of research positions there are mostly professors. The existence of good practice in this area is confirmed in the Survey. Moreover, recent of three hired researchers are: one is from St. Petersburg (Ioffe Institute), one returned from USA. It shows clearly that it is unbiased employment policy, non-discrimination.

Actions required: None

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 and/or practices:

The recruitment regulations are mentioned in the Labor Code, Act on Research Institutes and ITE Statute (and other internal regulation). Employment of a researcher is preceded by a competition. The criteria and procedures for conducting and announcing the competition is specified in the Statute of the Institute. The competition notice is also placed on the website of the Minister responsible for Science in the Public Information Bulletin and on the website of the European Commission in the European Researchers' Mobility Portal where job offers for researchers are published. According to the Regulation No. 03/2011 on introduction of the competition rules of procedure for hiring a researcher at the Institute of Electron Technology. (dated 03.02.2011) - the Rules of Procedure introduce the objective criteria that preclude the use of discrimination in the hiring procedure. The Rules of Procedure specify the minimum content of the competition announcement, including a job title, organizational unit, defined candidate requirements, needed documents. Rules for selection of members of the Commission appointed by the Director of the Institute are based on the procedure defining the equality of employment.The recruitment process is two-stage. Firstly, applicants orally present their achievements, and next there is a conversation on topics related to applicants' achievements and future work. Scientists are informed about the strengths and

weaknesses of their applications. The only weaknesses of the feedback of the selection procedure is luck of " the official standard form". It is considered to create that kind of "form". Moreover the Survey suggested that the professional development plan should include possibilities of improvement the skills of close cooperation with the market (entrepreneurs). Thus ITE foreseen the training actions regarding the technology transfer and other soft skills in the point 31 of the Action Plan.

Actions required: The formal sheet is to be drafted.

When/Who: April 2016 / HR Department.

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 and/or practices:

The selection procedure in ITE is described in the legal documents (transparent criteria). Among other things, in Art. 183a of the Labor Code, employees should be treated equally as regards the establishment and termination of employment, conditions of employment, promotion and access to training in order to raise occupational qualifications, particularly regardless of sex, age, disability, race, religion, nationality, political, trade union membership, ethnic origin, religion, sexual orientation, and regardless of employment for a definite or indefinite period or full or part-time work. Regulation No. 03/2011 on introduction of the competition rules of procedure for hiring a researcher at the Institute of Electron Technology. (dated 03.02.2011) The Rules of Procedure introduce the objective criteria that preclude the use of discrimination in the hiring procedure. The Rules of Procedure specify the minimum content of the competition announcement, including a job title, organizational unit, defined candidate requirements, needed documents. Rules for selection of members of the Commission appointed by the Director of the Institute are based on the procedure defining the equality of employment. Regulation No. 04/2011 on introduction of the rules of procedure for carrying out actions in the promotion process of a person holding a doctoral degree for the position of Associate

Professor at the Institute of Electron Technology. (dated 03.02.2011) Appendix No. 1 to Regulation No. 04/2011: Rules of procedure for carrying out actions in the promotion process of a person holding a doctoral degree for the position of Associate Professor at the Institute of Electron Technology. (dated 03.02.2011) The Rules of Procedure introduce the objective criteria for the use that preclude the use of discrimination of any kind. A person with a PhD, with outstanding scientific achievements, design, construction or technological employed as a research assistant professor in the Institute may be promoted to a associate professor. In the procedure must be presented, among others, the following documentation: a paper about the achievements and accomplishments, the list of achievements in scientific and research work applied in practice, information about membership and cooperation with institutions, organizations and scientific societies at home and abroad. It is a good practice in ITE to take into account the skills such as management of research and innovation, public awareness activities, knowledge transfer, teaching, supervision, teamwork. Of course the importance of particular criteria depends on the position offered. The Survey suggested to draft the guide that would be a support tool or the selection committee (description of the soft skills and other values mentioned in this point of Code).

Actions required: The guide for the selection committee is to be drafted - soft skills / entrepreneurial skills.

When/Who: January 2017 / HR Department, Deputy Director for Scientific Affairs + external help would be valuable.

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 and/or practices:

ITE does not have a special regulation related to the cv form. Nevertheless the good practice are used: the procedure enables the candidate to describe the achievements, participation in the project's , scientific interest, autoreferat is also foreseen as an interesting toll of presentation. Career breaks are the signal of certain disturbance of scientific development. However, ITE does not eliminate scientists with career breaks as every case is different. Therefore the causes of such breaks are discussed during the meeting.

Actions required: None

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 and/or practices:

Experience, particularly in mobility, has a very large and positive impact on the assessment of the candidate. Although ITE does not have the legal regulation referred to that issue, however ITE supports and encourage the researchers to be professionally mobile. The Marie Curie Actions are frequently foreseen in ITE as the employee's duties. ITE also helps in visa and hotel matters. The Surveys confirmed how important for ITE is mobility of the researcher. During the WG discussion, having in mind the international strategy of ITE's research projects and cooperation the new actions have been foreseen: the new space on website of ITE will be dedicated on "international exchange" (exchange of researchers and/or knowledge, including exchange the knowledge of entrepreneurs), the researchers will be informed about the webinars and others e-learning platform, the mobile researchers platform will be linked (such as euraxess, mc, eniac, eureka).

It is worth to mentioned that the according to The Act of 30 April 2010 on Research Institutes - Institutes can cooperate as scientific and industrial centers, hereinafter called "centers". The condition for the establishment of the center is cooperation establishment in science and business in order to carry out tasks by at least one research institute and at least one unit of economic sector. The center tasks include, among others:

1) organization of periodic exchange of staff and students between institutes and universities and businesses;

2) implementation of programs of internships for academics with a doctoral degree, in centers units, with particular emphasis on business;

3) initiation and coordination of the institutes, businesses and universities participation in international research programs;

4) acquisition and operation of international research projects, joint research projects financed from national and European funds.

Regulation No. 04/2011 on introduction of the rules of procedure for carrying out actions in the promotion process of a person holding a doctoral degree for the position of Associate Professor at the Institute of Electron Technology. (dated 03.02.2011) Appendix No. 1 to Regulation No. 04/2011: Rules of procedure for carrying out actions in the promotion process of a person holding a doctoral degree for the position of Associate Professor at the Institute of Electron Technology. (dated 03.02.2011) A person with a PhD, with outstanding scientific achievements or in design, construction or technology employed as a research assistant professor in the Institute may be promoted to an associate professor. The following documentation must be presented in the procedure: a paper presenting the achievements and accomplishments, the list of achievements in scientific and research work applied in practice, information on membership and cooperation with institutions, organizations and scientific societies at home and abroad.

Actions required: New space on website of ITE will be dedicated to “international exchange” (exchange of researchers and/or knowledge)

When/Who: June 2016 / IT Unit + Department for Planning and Coordination of Scientific and Research Projects and Implementations, Deputy Director for Scientific Affairs.

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 and/or practices:

International mobility combined with achievements has a large, positive impact on the evaluation of the candidate. The internal regulations define some frameworks in this matter however in ITE this is a good practice known by all researchers (which is confirmed in the Survey). However WG decided that this good practice will be included in the Guide for selection committee, mentioned in point 16.

The Act of 26 June 1974 - Labour Code that ITE is obliged to obey says that the employer is obliged to enable an employee professional development. Each of the following ITE Regulations refers, in their own terms, to the above-mentioned guideline.Regulation No. 23/2006 on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. (dated 28.12.2006). Appendix

No. 1 to Regulation No. 23/2006: Commission Recommendation of 11 March 2005 on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (dated 28.12.2006). The principles contained in the regulations above are regulated by the European Charter for Researchers. This Charter is to provide a basis for making any internal regulations such as: Regulation No. 03/2011 on introduction of the rules of procedure of the competition procedure for hiring a researcher at the Institute of Electron Technology. (dated 03.02.2011). Regulation No. 04/2011 on introduction of the rules of procedure for carrying out actions in the promotion process of a person holding a doctoral degree for the position of Associate Professor at the Institute of Electron Technology. (dated 03.02.2011). Appendix No. 1 to Regulation No. 04/2011: Rules of procedure for carrying out actions in the promotion process of a person holding a doctoral degree for the position of Associate Professor at the Institute of Electron Technology. (dated 03.02.2011).

Actions required: The guide for the selection committee (one chapter).

When/Who: January 2017 / HR Department, Deputy Director for Scientific Affairs**.**

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 recognised.

Relevant legislation, Existing Institutional rules and/or practices:

ITE respect this rules in practice. Each work placements are assessed individually. Reputation of the teams in which the candidate worked is considered as important. The relevant regulation of ITE are: Regulation No. 23/2006 on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. (dated 28.12.2006); Appendix No. 1 to Regulation No. 23/2006: Commission Recommendation of 11 March 2005 on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (dated 28.12.2006); Regulation No. 03/2011 on introduction of the competition rules of procedure for hiring a researcher at the Institute of Electron Technology. (dated 03.02.2011); Regulation No. 04/2011 on introduction of the rules of procedure for carrying out actions in the promotion process of a person holding a doctoral degree for the position of Associate Professor at the Institute of Electron Technology. (dated 03.02.2011); Appendix No. 1 to Regulation No. 04/2011: Rules of procedure for carrying out actions in the promotion process of a person holding a doctoral degree for the position of Associate Professor at the Institute of Electron Technology. (dated

03.02.2011); Regulation No. 12/2012 on updating Annex 1 to Regulation of Director of the Institute of Electron Technology No. 3/11 dated 3 February 2011 re. introduction of the competition rules of procedure for hiring a researcher at the Institute of Electron Technology. (dated 03.04.2012)

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 and/or practices:

The regulations are clear for the recruitment and appointment of postdoctoral researchers - national regulations and internal one. Nominations are strictly dependent on the weight of scientific achievements and experience. This procedure is highly formalised by state law which is reflected at Regulation No. 04/2011 on introduction of the rules of procedure for carrying out actions in the promotion process of a person holding a doctoral degree for the position of Associate Professor at the Institute of Electron Technology. (dated 03.02.2011) with appendix. However, this section (postdoctoral app.) is considered as the important chapter of the Guide.

Actions required: The guide for the selection committee (one chapter).

When/Who: January 2017 / HR Department, Deputy Director for Scientific Affairs**.**

III. Working conditions and social security

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 and/or practices:

Current legislation on the national level, as well as its implementation in the Institutes legislation clearly define possible career paths and their milestones. Newly employed person may be a member of scientific, research and technical staff or engineering and technical staff. For the purpose of this document first two categories are relevant. Newly employed member of scientific starts career as asystent and if succeeds can become a full professor. The rules are part of national legislation: The Act of 14 March 2003 – the Act Academic Degree and on Degree and Title in Art. The Act of 30 April 2010 on Research Institutes. There are special Institue regulation which help young scientist commence at the beginning of their scientific careers *(*Regulation No. 12/2011 on introduction of the rules of procedure of division of special purpose subsidy to conduct research and development work, and related tasks contributing to the development of young scientists at the Institute of Electron Technology. (dated 18.04.2011) with appendix). Person employed as a research and technical staff started career as a specialist and may become a chief specialist.

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 and/or practices:

As of today the Institute has a modern equipment. This was achieved through carefully planned purchases and completion of few bigger infrastructure projects (2007-2014), e.g. Centrum Nanofototoniki, Mikrosystemy i nanotechnologie elektroniczne dla innowacyjnej gospodarki (MINTE). As a result researchers have access to laboratories with modern infrastructure which make them attractive in european research community including participation in international projects also with remote collaboration over research networks e.g. JU ENIAC. All such activity at Institute premises is conducted in accordance with national regulations concerning health and safety (H&S). More than 10 different regulations regarding H&S subject are regulating behaviour of Institute staff. Working environment is periodically controlled by appropriate external control institutions (e.g. environment regulations). As it is mentioned ITE act in line with described rules, having in mind the suggestions of the Survey ITE decided to put more attention on developing the management skills (management of the projects and management of the infrastructure). Within the last two years the administrative staff of ITE participated in the SIMS project (support the

management of the infrastructure) and now the internal workshops are going to be prepared. The guide about the management of infrastructure will be distributed among all interested persons.

Actions required: Internal workshops on management the infrastructure; distribution of the guide.

When/Who: May 2016 / Department for Planning and Coordination of Scientific and Research Projects and Implementations, Deputy Director for Scientific Affairs.

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 and/or practices:

Each group of scientists is provided with appropriate working conditions. However, the amenities offered do not mean reducing requirements for employees. Most of technological activity is done in the cleanrooms dealing with chemicals and complicated equipment these environment makes flexible working hours, part-time working, tele-working hard to obtain: flexible working hours (used at the employee's request to the Director), part-time working (labor code, changing working time at the employee's request to the Director), Tele-working (may be used on demand however ITE has no example of a person with a signed telework agreement). The legal framework are described in Labor Code and the internal rules: Regulation No. 17/2012 on introduction of the labour rules of procedure at the Institute of Electron Technology. (dated 06.07.2012), Appendix No. 1 to Regulation No. 17/2012: Labour Rules of procedure at the Institute of Electron Technology (dated 06.07.2012).

Ensuring the working conditions for disabled researchers will be difficult however can be realised due to the fact that Państwowy Fundusz Osób Niepełnosprawnych (State Fund for Disabled Persons) has resources for adaptation of the workplace for such employees. In Institute history there was no application from the disabled person. Moreover our search for disabled programmers was unsuccessful.

Actions required: Search for the financial sources that could support the adaptation of workplace for disabled person.

When/Who: April 2017 / HR Department and Administration Department.

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 and/or practices:

The legal framework (EC, national and internal) defined by Labour Code and Act on Research Institutes are very clear. It is worth to mentioned that the new regulation related to stability of employment come into force on 22 Feb. 2016. Concluding the third and successive fixed-term contracts. The period of employment under a fixed-term employment contract, as well as the total period of employment under fixed-term employment contracts concluded between the same parties within the employment relationship cannot exceed 33 months and the total number of such contracts cannot exceed three. Agreement between the parties during the fixed-term employment contract re. a longer period of work under this contract is considered to be the conclusion, from the day following the day on which the termination of this contract was expected, a new fixed-term contract. The ITE act in line with the legal framework. In case of new employed young scientist permanent contract is obtained after two temporary contacts. New entrants are informed about this custom when he decides to start working in the Institute. All the regulations are available on the ITE website. All the researchers are going to be informed about the forthcoming regulation this month.

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 and/or practices:

Employment procedures of the Institute is done in accordance with existing national legislation (The Act of 26 June 1974 - Labour Code) and was approved by labour union. The Act says that each employee is entitled to fair remuneration for work. Terms of the realization of this right is governed by labor law and state policy in the field of wages, in particular by setting a minimum wage. In relation to the Act, the Institute applies a series of internal regulations, which are aimed at financial security of employees. For example: Appendix No. 1 to Regulation No. 16/2009: Rules of procedure of the Social Fund at the Institute of Electron Technology (dated 22.12.2009) says that the Institute has the Fund that is a pool of money managed by the Institute as an employer for financing of social activities in the Institute. The funds accumulated, from compulsory annual write-offs made by the Institute, can be used for financial and material aid (for example, in the form of grants, vouchers or Christmas gifts) or funding for summer or winter holidays for both children and adolescents, as well as for the employees themselves (so-called vacations in the countryside). Unused resources of the Fund in a given calendar year are transferred to another. The amount of the grant or aid is strictly dependent on the social situation of the employee.

ITE has the Collective Labour Agreement (Zakładowy Układ Zbiorowy Pracy) described in Regulation No. 10/2011 on termination of the Collective Labour Agreement of Employees of the Institute of Electron Technology and on the entry into force of the new Collective Labour Agreement of Employees of the Institute of Electron Technology. (dated 25.03.2011), and Appendix No. 1 to Regulation No. 10/2011: Collective Labour Agreement of Employees of the Institute of Electron Technology. (dated 25.03.2011). The Collective Labour Agreement sets out the principles of remuneration and granting other monetary benefits arising out of employment at ITE. The Collective Labour Agreement provides for allowance for seniority, wages according to engagements, reclassification, service awards and other awards. Principles of remuneration of research projects are governed by the agreement for the implementation of these projects.

Actions required: None

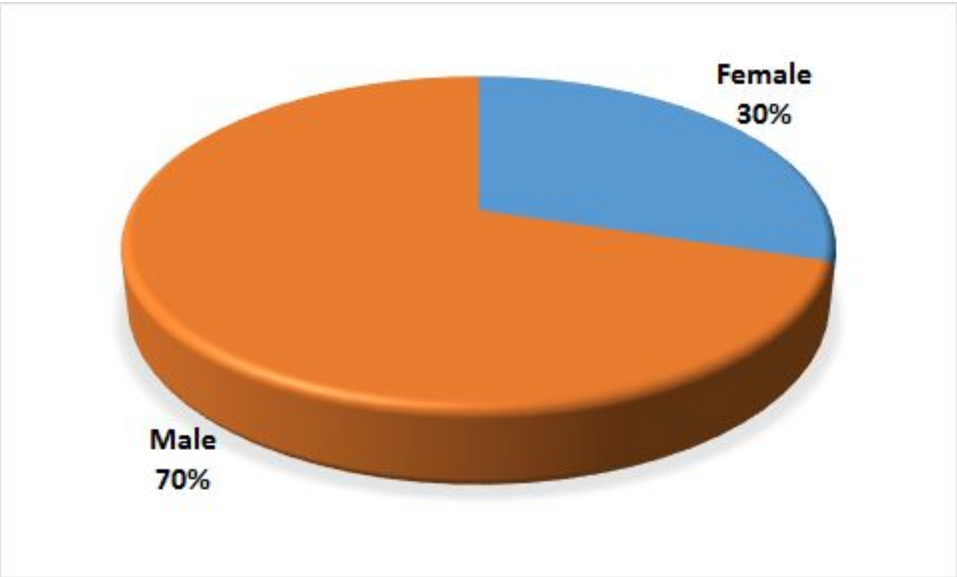
27. Gender balance

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 and/or practices:

The legal regulation (e.g. The Act of 26 June 1974 - Labour Code: non-discrimination in a workplace) and the practice (the outcome of the Survey) confirmed that there are non-discrimination action in ITE in that area. Moreover the women are encourage to work in ITE and to manage the highest position in ITE. The best example of that practice is at the recent contest for a director's position a woman was recommended (by Scientific Council), chosen (by supervising Ministry) as a director of the Institute. However the true is that there are more male than female researchers at ITE. It is caused by the fact that males visibly dominate in the number of technical graduates, and that quality and competence criteria take precedence at recruitment. Apart from the state of affairs described Institute has no influence on, ITE follows the equal treatment principle.

ITE researchers by gender



Actions required: None

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 and/or practices:

At the moment Institute doesn't have institutionalised unit to help devise specific career development strategy. It is done more as the master apprentice model when young employee activity is supervised by senior worker. This relationship is fruitful, young researchers are completing their doctoral thesis in the Institute. Institute has right to conduct postdoc prequalification procedure applications (D. Sc.). The best of our D. Sc. are becoming a full professors, nominated by President of Polish Republic. The most recent such event was is 2015 clearly showing the proper conduct of career development at the Institute. However the ITE has some legal regulation supporting this kind of action: Regulation No. 14/2010 on updating the "Rules of procedure for realisation of projects, and scientific and research contracts at the Institute of Electron Technology" (dated 09.07.2010); Appendix No. 1 to Regulation No. 14/2010: Rules of procedure for realisation of projects, and scientific and research contracts at the Institute of Electron Technology (dated 09.07.2010); Regulation No. 25/2010 on introduction of the assessment system of academic and technical achievements of scientific, research and technical, and engineering and technical employees at the Institute of Electron Technology in Warsaw. (dated 26.11.2010); Appendix No. 1 to Regulation No. 25/2010: The assessment criteria of academic and technical achievements of staff employed in research posts. (dated 26.11.2010); Regulation No. 04/2011 on introduction of the rules of procedure for carrying out actions in the promotion process of a person holding a doctoral degree for the position of Associate Professor at the Institute of Electron Technology. (dated 03.02.2011); Appendix No. 1 to Regulation No. 04/2011: Rules of procedure for carrying out actions in the promotion process of a person holding a doctoral degree for the position of Associate Professor at the Institute of Electron Technology. (dated 03.02.2011) Information regarding fellowships, training which is obtained from public sources or received by e-mail is distributed either via bulletin board or e-mails. The Survey suggested that the career development plan [CDP] should be created to each young researcher and the supervisors mentoring and coaching assistant should be more appreciated. Thus the guidelines on the CDP will be drafted by WG and the researchers of ITE, however the natural role of Group Leaders / supervisors (as a mentor and coach with the flexibility) will be preserved.

Actions required: E-mailing/bulletin - Information regarding fellowships, training; the guidelines on the Career Development Plan [CDP] is to be created for young researchers.

When/Who: June 2017 / HR Department, Deputy Director for Scientific Affairs.

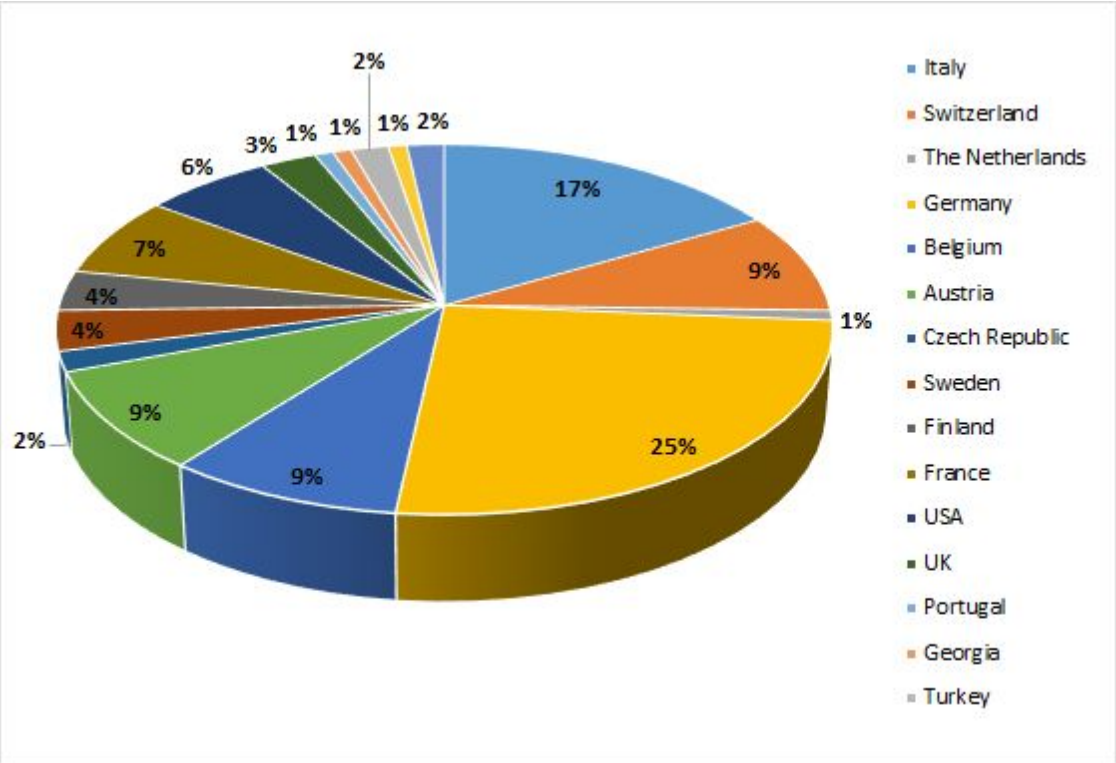
29. Value of mobility

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 and/or practices:

The mobility of researchers is important for their development. Therefore, they can count on various forms of the support and encouragement from the Institute. Institute participates in Maria Curie programs in two roles, as beneficiary and as hosting organisation since 1995. Moreover during international projects a few week traineeships is often planned and took place. Another possibility is connected with outstanding presentation of achieved results on international conferences it often finishes with offer of staff placement or common project realisation at partner premises. During such visit social security provisions are secured. Institute staff can also take place in events organised by Narodowe Centrum Badań i Rozwoju (National Center for Research and Development), the most recent was was SIMS. Thus, it is visible that ITE support and encourage to all kind of mobility. Having in mind the importance of close relation with the market the training on commercialisation and technology transfer were delivered in ITE. The SMART Project supported ITEs actions related to commercialisation. That kind of actions are foreseen in the future in cooperation with SMEs. As for the Action Plan ITE foreseen to reorganise the website in order to clarify the offer for the entrepreneurs.

Business trips of ITE researchers by country (2014)



Actions required: Support of Career Assistance Manager; website - information on mobility opportunities; reorganisation of website - offers for the market and cooperation with SMEs, career development.

When/Who: April 2017 / IT Unit , HR Department, Director's Bureau.

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 and/or practices:

ITE does not have the separate legal regulation that ensure career advice assistance. nevertheless it is a good practice in Institute that the supervisor supports and/or assists the younger researcher. For young researchers completing Ph thesis it is done by thesis promoter for D. Sc. candidates such help is provided by Scientific Deputy (D. Sc). or Director (full professor). Moreover the internal training, workshops and conferences are organised. The employers are also encouraged to participate in the events organised outside the ITE. In 2014 the employees participated in more than 80 conferences, seminars and workshops. Nevertheless ITE after the suggestions of the Survey and the internal discussion decided to create the part-time

position in ITE that will assist the researchers; also the space on the website will be prepared.

Actions required: A new task for HR related to career assistance to be implemented; counselling services: www, newsletters and e-mails about the meetings, twinnings and opportunities (from the web portals, etc.).

When/Who: April 2017 / HR Department (Career Assistant), Department for Planning and Coordination of Scientific and Research Projects, and Implementations, Director's Bureau.

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 and/or practices:

Protection of Intellectual Property Rights, including copyrights is defined by Polish law (The Act of 30 April 2010 on the principles of financing science.Copyright and Related Rights Act of 4 February 1992 and the Industrial Property Rights Act of 30 June 2000 regulates matters related to the granting and protection of exclusive industrial property rights at national level. Institute's practice in this subject is defined by : Regulation No. 06/2015 on introduction of the rules of procedure of management of copyright and related rights, and industrial property rights and the principles of commercialisation of the results of research and development work of the Institute of Electron Technology (dated 26.03.2015) and the Appendix No. 1 to Regulation No. 06/2015: Rules of procedure of management of copyright and related rights, and industrial property rights and the principles of commercialisation of the results of research and development work of the Institute of Electron Technology (dated 26.03.2015). Although the regulation is very specific the ITE provides the legal support in every individual case. There are also the trainings in which the researchers can participate and the e-mails informed about the existing support tools (helpline like www.ipr-helpdesk.org, e-learning platform and model contracts bridge.gov.pl) are regularly send to the researchers. Nevertheless having in mind the transformation of Polish legal system related financing research and IPR regulation for researchers it would be useful to put into practice the new legal regulations. It is

confirmed by the survey where the need of guideline and the IPR expert as a contact person is underlined. That is why ITE foresee the new actions.

Actions required: The workshop to be organised; the guide to be prepared + newsletter.

When/Who: June 2016 / Patent Agent.

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 and/or practices:

In the institute co-authorship is viewed positively, mechanism which allocate publication merits to co-authorship is a part of evaluation practice. This an obvious practice in research which demands extensive knowledge in different area of expertise (design, technology, characterisation) to complete projects. There are many practical examples of inter departmental cooperation, cooperation on national and international level as well as researcher's cooperations. As it was already mentioned in part 31 Regulation No. 06/2015 on introduction of the rules of procedure of management of copyright and related rights, and industrial property rights and the principles of commercialisation of the results of research and development work of the Institute of Electron Technology. (dated 26.03.2015) with appendix is relevant to this subject. This regulation is in accordance with Copyright and Related Rights Act of 4 February 1992 and the Industrial Property Rights Act of 30 June 2000 regulates matters related to the granting and protection of exclusive industrial property rights at national level and The Act of 30 April 2010 on the principles of financing science.

Actions required: None

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 and/or practices:

The main activity of the institute is research. ITE also conducts, however to a limited extent, educational activities for students of higher schools (technician universities and universities) as well as for its own employees. All employees can participate in seminars organized at the Institute. These works are carried out for extra money and do not hinder scientists' own research work.

The Institute as such does not have the obligation of teaching. According to the Act on Research Institutes the principal activities of the Institute shall include conducting research and development work and implementing the outcome. However according to the Act Institute may provide post-graduate and doctoral studies related to the research and development work it is involved in. Thus ITE established the relevant regulation presented below. Moreover the ITE provides the lectures / workshops / training both internally (for employers, trainees, docs, post-docs) and externally (for students on Universities and in a Secondary Schools). According to the survey this topic does not concern so much the researchers of ITE: teaching responsibilities are not excessive and don't prevent researchers, moreover teaching duties are adequately remunerated.

Actions required: None

34. Complaints/ 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 and/or practices:

Complaints/ appeals are proceeded on case basis by middle layer of management and problem which cannot be resolved in Departments are escalated to the Director. The procedure is well established nevertheless the survey clearly showed that the awareness of the existing procedure is very low. Therefore the ITE foresee the action that on one hand raise the awareness of the existing procedure and on the other hand may start the discussion how to innovate the procedures. Cases which could end up in judiciary system could have been directed to be resolved to Conciliation Commission of the Institute. Due to the lack of complaints (for over 5 years) Commission was abolished since 1 of November 2015.

The most important regulations are in the Labour Code and internal Regulation No. 25/2011 on appointment of the conciliation commission at the Institute of Electron Technology. (dated 26.10.2011); Regulation No. 26/2014 on updating Regulation of Director of the Institute of Electron Technology No. 25/11 dated 26 October 2011 re. appointment of the conciliation commission at the Institute of Electron Technology. (dated 03.11.2014).

Actions required: Workshop with discussion on the existing procedure to be organised; a report to be prepared and presented to all participants of the workshop.

When/Who: June 2016 / HR Department, Director's Bureau.

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 and/or practices:

The rules and procedure are clearly defined in legal regulation: The Act of 30 April 2010 on Research Institutes, and internal regulations establishing rules of procedure regarding composition, and principles and procedures for operation of the Electoral Committee for election of members of the Workers Council, as well as establishment of the Committee for conduct of elections to the Workers Council at the Institute of Electron Technology. The rules are well known to each of researcher in ITE they can be retrieved from intranet page of our Institute these are: 1. Regulation No. 10/2010. introduction of the rules of procedure regarding composition, and principles and procedures for operation of the Electoral Committee for election of members of the Workers Council, as well as establishment of the Committee for conduct of elections to the Workers Council at the Institute of Electron Technology (dated 27.05.2010) with appendix and annex. 2. Regulation No. 02/2011 on introduction of the rules of elections to the Scientific Council of the Institute of Electron Technology. (dated

03.02.2011) with appendix. Apart from two statutory governing organs i.e. Director and Scientific Council there are often informal gathering of the heads of research departments (Kolegium Kierowników Zakładów) and labour union. Scientific Council is composed of all group of employees, however all group scientists form a majority of council staff. All important issues regarding Institute are presented and discussed here. At the moment six women are members of Scientific Council and there are no young researchers (below 35). As a comment to these fact two factors must be underscored a) that underrepresentation of above mentioned groups reflects their share in the institute staff, b) council members are elected by all hires.

Good forum are recently started Director's meetings with young scientists (without presence of their supervisors). Also the labour union is included into decision process in accordance with Polish law. Nevertheless each researcher is always welcome to present his/her opinion either to the supervisor or directly to the Director of ITE.

Actions required: Regular e-mail information for the Institute's employees related to current activity, invitation to consulting group; website serving communication for decision-making bodies to be improved.

When/Who: April 2016 / Director's Bureau, IT Unit.

IV. Training

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 and/or practices:

ITE is aware of the importance of appropriate supervision for the development of early stage researchers. The appropriate procedure are foreseen in the ordinance of ITE. According to the survey the researchers are well informed about the procedure and no actions are needed. The following regulation has the basic rules: Regulation No. 04/2011 on introduction of rules for carrying out actions in the promotion process of a person holding a doctoral degree for the position of Associate Professor at the Institute of Electron Technology. (dated 03.02.2011); Appendix No. 1 to Regulation No. 04/2011: Rules for carrying out actions in the promotion process of a person holding a doctoral degree for the position of Associate Professor at the Institute of

Electron Technology. (dated 03.02.2011); Regulation No. 20/2012 on introduction of rules and the Doctoral Studies Program at the Institute of Electron Technology in Warsaw (dated 30.07.2012); Appendix No. 1 to Regulation No. 20/2012: Rules of Doctoral Studies at the Institute of Electron Technology in Warsaw (dated 30.07.2012); Annex No. 2 Regulation No. 20/2012: Doctoral Studies Program at the Institute of Electron Technology in Warsaw. (dated 30.07.2012)

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 and/or practices:

At ITE the legal regulation provide the rules for carrying out actions in the promotion process of a person holding a doctoral degree for the position of Associate Professor, moreover the introduction of rules and the Doctoral Studies Program is established. What is more important the supervisors truly build up a constructive and positive relationship with the early-stage researchers that the survey confirmed. According to the answers no special actions are needed. However, having in mind the transformation of relation between the researchers and business in Poland the researchers (especially the young one) should also learn how to transfer the knowledge to the business (legal and economic conditions). That actions is foreseen above (IPR regime). The most important rules are in the following regulations: Regulation No. 04/2011 on introduction of rules for carrying out actions in the promotion process of a person holding a doctoral degree for the position of Associate Professor at the Institute of Electron Technology. (dated 03.02.2011); Appendix No. 1 to Regulation No. 04/2011: Rules for carrying out actions in the promotion process of a person holding a doctoral degree for the position of Associate Professor at the Institute of Electron Technology. (dated 03.02.2011); Regulation No. 20/2012 on introduction of rules and the Doctoral Studies Program at the Institute of Electron Technology in Warsaw (dated 30.07.2012); Appendix No. 1 to Regulation No. 20/2012: Rules of Doctoral Studies at the Institute of Electron Technology in Warsaw (dated 30.07.2012); Annex No. 2 Regulation No. 20/2012: Doctoral Studies Program at the Institute of Electron Technology in Warsaw. (dated 30.07.2012).

Actions required: The newsletter is foreseen; the space on ITE website will be prepared (exchange the information related to the conferences, trainings, workshops, e-learning platforms).

When/Who: May 2016 / IT Unit, Department for Planning and Coordination of Scientific and Research Projects, and Implementations, Deputy Director for Scientific Affairs.

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 and/or practices:

ITE has the procedures (legal regulations) that influence on expanding the skills and competence of researchers. The internal regulations of the Institute include the appropriate decrees, the aim of which is monitoring the scientific development of the Institute. The following are examples: Regulation No. 16/2005 on the new evaluation scheme for ITE employees (dated 16.11.2005).Appendix No. 1 to Regulation No. 16/2005: Rules of procedure for the new evaluation scheme for ITE employees (dated 16.11.2005). This statute is supposed to be helpful in selecting employees for professional training to raise their qualifications, in regrouping and promoting employees, granting awards and transferring employees if they do not meet the essential requirements in their current position. The heads of the research departments are also subject to verification. It is their achievements that influence to a great extent the level and scientific position of the Institute all over the country and in the world. They have a significant impact on the financial situation and the future of the Institute. There are also the following regulations: Appendix 3 to Regulation No. 16/2005: Instructions for staff evaluation and scoring principles in the assessment sheet (dated 16.11.2005); Regulation No. 17/2005 on introduction of the evaluation system for managers of scientific and research units. (dated 22.11.2005).Regulation No. 25/2010 on introduction of the assessment system of academic and technical achievements of scientific, research and technical, and engineering and technical employees at the Institute of Electron Technology in Warsaw. (dated 26.11.2010); Appendix No. 1 to Regulation No. 25/2010: The assessment criteria of academic and technical achievements of staff employed in research posts. (dated 26.11.2010); Regulation No. 22/2011 on introduction of rules defining the procedure of interim evaluation of scientific, and research and technical employees of the Institute of Electron Technology. (dated 17.10.2011); Appendix No. 1 to Regulation No. 22/2011: Rules defining the procedure of interim evaluation of scientific, and research and

technical employees of the Institute of Electron Technology. (dated 17.10.2011). According to the survey the researchers confirmed good practices in ITE, nevertheless in order to improve procedures, especially in the dissemination aspects, the new actions are foreseen.

Actions required: The guide on HR management and mentoring to be prepared and relevant training to be organized; the newsletter is foreseen; the space on ITE website to be prepared (exchange of the information related to the conferences, trainings, workshops, e-learning platforms).

When/Who: November 2016 / HR Department, Deputy Director for Scientific Affairs, External experts.

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 and/or practices: ITE has recently established the system of doctoral and postdoctoral scientific and research projects based on a competitive process. This step was taken in accordance with the principles of the European Charter for Researchers that aimed at increasing the attractiveness of recruitment conditions for scientists to ensure the best possible conditions for the development of scientific and technical research.

Young scientific employees, and research and technical employees of ITE (below 35 years), engaged in research, holding a master's degree or a Master of Science degree in technical sciences or exact sciences can apply for the establishment of doctoral scientific and research projects. Science employees of ITE, engaged in research, holding a PhD degree in technical sciences or exact sciences can apply for the establishment of postdoctoral scientific and research projects. However, financial aspects are a barrier for providing ITE researchers with more opportunities to develop.

This rules are also regulated in the Act of 26 June 1974 - Labour Code which states that the employer is obliged to facilitate the professional qualifications improvement of the employees; and in internal regulation of ITE in Regulation No. 12/2011 on introduction of the rules of procedure of division of special purpose subsidy to conduct research and development work, and related tasks contributing to the development of young scientists at the Institute of Electron Technology (dated

18.04.2011); Appendix No. 1 to Regulation No. 12/2011: Rules of procedure of division of special purpose subsidy to conduct research and development work, and related tasks contributing to the development of young scientists (dated 18.04.2011). The statute specifies a detailed procedure of financing the activities carried out by young employees with a doctor's degree, with an amount of 75% of the designated subsidy granted by the minister competent for science.

Actions required: The space on intranet to be prepared (exchange of information related to the conferences, trainings, workshops, e-learning platforms); the guide on procedures tol be prepared (including the good practices and possibilities of exchanges and fellowships); the need of Public Relation Manager position is discussed.

When/Who: March 2016 / IT Unit, HR Department, Deputy Director for Scientific Affairs, Public Relation Manager.

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 and/or practices:

ITE is aware of the importance of appropriate supervision for the development of early stage researchers. The answers in surveys fully confirmed the awareness of the researchers and the good practices that exist in ITE. The legal documents presented below specified basic rules: The Act of 30 April 2010 on Research Institutes - The administrative powers of the Institute are the following: 1) The Director 2) The Scientific Council. The Director is subject to the strict recruitment procedure specified by the rules and regulations of the aforementioned act. The Director establishes a clear organizational structure of the Institute. As for the Scientific Council, it is the Institute's constituting body, which initiates, expresses the opinion, and advice on statutory activities and the development of scientific as well as research and technical staff. Moreover according to the Appendix No. 1 to Regulation No. 20/2015: Organizational Rules of Procedure of the Institute of Electron Technology (dated 06.30.2015 r.) every employee is acquainted with the afore-named statute, which defines, inter alia, the organizational structure of the Institute, cooperation between the departments, the flow of documents and

information, handling complaints and proposals and client service. The rule that the Institute abides by is the rule of one-person management, according to which there is only one manager at the head of each department, and every employee is subjected to the orders of his superior and is responsible for fulfilling his duties and commands given by that superior. There are also others related internal regulations of ITE:Regulation No. 04/2011 on introduction of rules for carrying out actions in the promotion process of a person holding a doctoral degree for the position of Associate Professor at the Institute of Electron Technology. (dated 03.02.2011); Appendix No. 1 to Regulation No. 04/2011: Rules for carrying out actions in the promotion process of a person holding a doctoral degree for the position of Associate Professor at the Institute of Electron Technology. (dated 03.02.2011); Regulation No. 20/2012 on introduction of rules and the Doctoral Studies Program at the Institute of Electron Technology in Warsaw (dated 30.07.2012); Appendix No. 1 to Regulation No. 20/2012: Rules of Doctoral Studies at the Institute of Electron Technology in Warsaw (dated 30.07.2012); Annex No. 2 Regulation No. 20/2012: Doctoral Studies Program at the Institute of Electron Technology in Warsaw. (dated 30.07.2012).

Actions required: None

4. ACTION PLAN AND CONCLUSIONS

The Survey results and Gap Analysis were discussed by WG. Deliverables of the meeting are presented below. Interpretation of the results was done in line with principles and rules within the European Charter for Researchers and the Code of Conduct for Recruitment of Researchers. Moreover the WG has also given some clues how to increase awareness of the scientific society in ITE of the above principles, and rules as well as their influence on the attractiveness of ITE environment for researchers.

Taking into account aforementioned results from surveys and direct proposals from Working Group strength and weaknesses were defined:

Strengths:

- High scientific level of the institute, highly motivated staff, adequate legal solution.

Weaknesses:

- Are connected with the expected lack of stable financing for the Institute for 2017-2020. Proposed in this report amendments require additional financial means for implementation. Statutory financing is obviously not sufficient. Newly implemented regulations for domestically funded research strongly limit possibility of participation in domestic projects. Nowadays projects (except consortial) have chance to be financed only when enterprise propose project and the Institute is subcontractor. The problem is that in our field of competence there are very few enterprises, so market need for our services is very limited.

It was very valuable to read the open question/answer in the Survey.

Key positive feelings mentioned in questionnaires are:

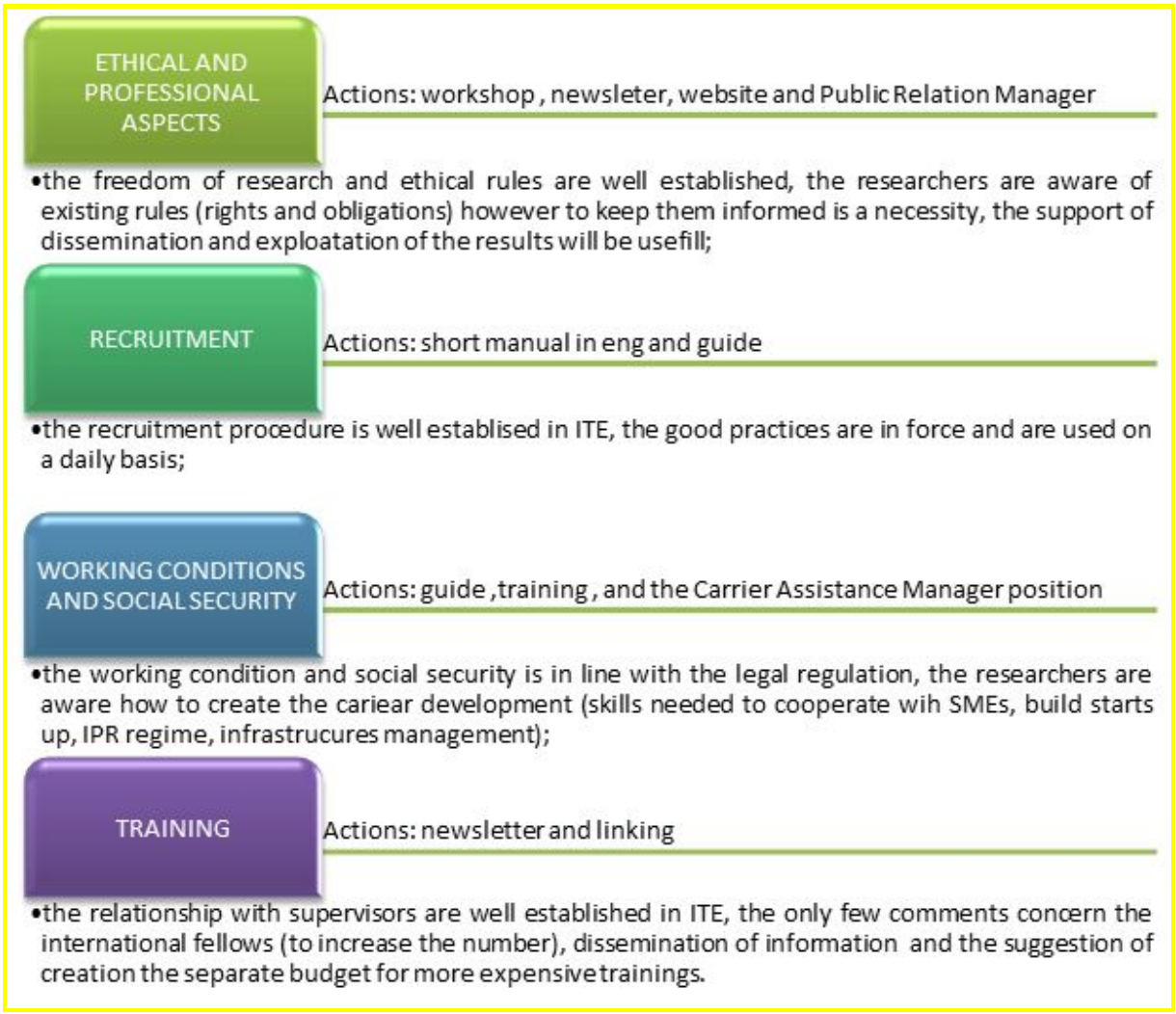
- good practice are well known and used by the researchers (especially supervisors, especially in recruitments procedure) even in cases where there is a lack of formal regulation that forces the behaviors;
- there is no need to create a large numbers of formalities in order to comply the HR CC - good practice already exists;
- there is already the awareness of need the soft skills (especially related to commercialisation);
- there is already the awareness of importance the creation of Career Development Plan (CDP) for young researchers (the coach and mentoring actions are a good practice).

Among key negative feeling we noted:

- lack of support in creation the CDP (especially nowadays when a lot of opportunities appears);

- luck of platform to exchange information;
- searching the motivation system and good management mechanism in the research team;
- not enough of promotion action and lack of Public Relation Manager (having in mind the need of technology transfer into the market and the need of mobile activities and internationalization).

The analysis showed the following results:



As described above, based on the outcome of the gap analysis, the member of WP selected principles that require support in the nearest future (actions in details):

C&C	*C&C principle*	*Actions required:*	*Who*	*When*
General Principles and Requirements applicable to Researchers				

1	**Research freedom**	Newsletter or e-mail - information on financial sources for research	Department for Planning and Coordination of Scientific and Research Projects and Implementations	Apr 2016 (first information, then twice a year)
2	**Ethical principles**	Instructions for newly hired researchers to be drafted	HR Department. (agreed with Deputy Director for Scientific Affairs)	Apr 2016
3	**Professional responsibility**	None	-	-
4	**Professional responsibility**	None	-	-
5	**Contractual and legal obligations**	New Regulation on IPR regime of ITE will be accessible on the website (Apr 2016) The workshop on the IPR regime and the commercialization will be organised (Oct 2016) Additionally a newsletter periodically will support researchers	HR Department Director's Bureau IT Unit	Apr 2016 Oct 2016
6	**Accountability**	The workshop on financial management of the project (it is not decided yet whether the workshop will be organised internally or the researchers will be delegated to the external professional workshop)	Department for Planning and Coordination of Scientific and Research Projects and Implementations Director's Bureau	Nov 2016
7	**Good practice in research**	A good practice workshop E-mails (reminder)	Director's Bureau IT Unit	June 2016 Twice a year (email)

8	**Dissemination, exploitation of the results**	The ITE's website (English version) to be extended and rebuild in order to facilitate the access to legal documents (such as IPR Regulation, access to the lab, procedures) and the ITE's offer Closer cooperation with legal experts (on commercialisation, spin offs) and a public relation specialist is foreseen if necessary - the training will be organised and the guide prepared (will be accessible on the website of ITE) - the structure of that cooperation /action is still in consideration (external or internal)	Deputy Director for Scientific Affairs IT Unit External experts if necessary	Mar 2017 (cooperation guide and training) Dec 2017 (ITE website rebuilding)
9	**Public engagement**	Participation at Science Festival 2016	Director's Bureau Researchers (must provide stand content, artifacts and stuff, the Institute's administration stand arrangements and logistics)	2016 (yet to be specified by organizers)
10	**Non-discrimination**	None	-	-
11	**Evaluation/ appraisal systems**	None	-	-
Recruitment				
12	**Recruitment**	A short manual of recruitment procedure with the contact person (especially useful for foreigners) is to be prepared - English version	HR Department	Jan 2017
13	**Recruitment (Code)**	The list of www addresses where the announcement of the ITE's available research position will be published	HR Department	Mar 2016

14	**Selection (Code)**	None	-	-
15	**Transparency (Code)**	The formal sheet is to be drafted	HR Department	Apr 2016
16	**Judging merit (Code)**	The guide for the selection committee is to be drafted - soft skills / entrepreneurial skills	HR Department Deputy Director for Scientific Affairs External help would be valuable	Jan 2017
17	**Variations in the chronological order of CVs (Code)**	None		
18	**Recognition of mobility experience (Code)**	New space on website of ITE will be dedicated to "international exchange" (exchange of researchers and/or knowledge)	IT Unit Department for Planning and Coordination of Scientific and Research Projects and Implementations Deputy Director for Scientific Affairs	June 2016
19	**Recognition of qualifications (Code)**	The guide for the selection committee (one chapter)	HR department Deputy Director for Scientific Affairs	Jan 2017
20	**Seniority (Code)**	None	-	-
21	**Postdoctoral appointments (Code)**	The guide for the selection committee (one chapter)	HR department Deputy Director for Scientific Affairs	Jan 2017
Working conditions and social security				

22	**Recognition of the profession**	None	-	-
23	**Research environment**	Internal workshops on management of infrastructure Distribution of the guide	Department for Planning and Coordination of Scientific and Research Projects and Implementations Deputy Director for Scientific Affairs	May 2016
24	**Working conditions**	Search for the financial sources that could support the adaptation of workplace for the disabled	HR Department Administration Department	Apr 2017
25	**Stability and permanence of employment**	None	-	-
26	**Funding and salaries**	None	-	-
27	**Gender balance**	None	-	-
28	**Career development**	E-mailing /bulletin - Information regarding fellowships, training The guidelines on the Career Development Plan [CDP] should be created for young researchers	HR Department Deputy Director for Scientific Affairs	June 2017 (ongoing process)
29	**Value of mobility**	Support of Career Assistance Manager Website - information on mobility opportunities Reorganisation of website - offers for the market and cooperation with SMEs, career development	HR Department Director's Bureau IT Unit	Apr 2017
30	**Access to career advice**	A new task for HR related to career assistance to be implemented Counselling services: www, newsletters and e-mails about the meetings, twinnings and	HR Department (Career Assistant) Department for Planning and Coordination of	Apr 2017 (ongoing process)

		opportunities (from the web portals, etc.)	Scientific and Research Projects, and Implementations Director's Bureau	
31	**Intellectual Property Rights**	The workshop to be organised The guide to be prepared Newsletter	Patent Agent	June 2016 (ongoing process)
32	**Co-authorship**	None	-	-
33	**Teaching**	None	-	-
34	**Complaints/ appeals**	Workshop with discussion on the existing procedure to be organised A report to be prepared and presented to all participants of the workshop	HR Department Director's Bureau	June 2016
35	**Participation in decision-making bodies**	Regular e-mail information for the Institute's employees related to current activity, invitation to consulting group Website serving communication for decision-making bodies to be improved	IT Unit Director's Bureau	Apr 2016 (ongoing process)
Training				
36	**Relation with supervisors**	None	-	-
37	**Supervision and managerial duties**	Newsletter is foreseen to inform the researchers about the most important conferences (quarterly) The space on ITE website will be generated for exchange of the information related to the conferences, trainings, workshops, e-learning platforms The need of Public Relation Manager position is to be discussed	HR Department IT Unit Deputy Director for Scientific Affairs Public Relation Manager External experts	March 2016 (website) May 2016 (newsletter)
38	**Continuing Professional Development**			
39	**Access to research training and**			

	continuous development	The guide on procedure re. HR management and mentoring to be prepared and relevant training to be organized		Nov 2016 (guide)
40	**Supervision**	None	-	-

One of the most important aims is to attract ambitious and motivated scientists, both from Poland and abroad. In order to provide foreigners (ITE want to become more open and more international organization) with complex assistance related to formal, administrative, and social matters regarding their stay in Poland (e.g., visas, health insurance arrangements, accommodations, and practical advice) the ITE will appoint one person from HR department to take care of all that tasks. Moreover ITE appoints one person from the Department for Planning and Coordination of Scientific and Research Projects and Implementations to act as a contact point for all foreign scientists who work at the Institute. She integrates them and disseminates practical information that might be of interest.

Therefore WG discussed how important should be for ITE to have a person acting as a Public Relation Manager (PRM). PRM should be responsible for internal communication, should contribute to the development of public engagement principles and horizontally enhance the overall process of implementing the Charter and Code Action Plan. The new Public Relations Manager should introduce new communication means and channels that will make information more accessible to all. The announcements and reports provided will refer directly to actions to be introduced within the Charter and Code strategy and convey information about the Institute and its performance. More informed and well-oriented staff members allow a better understanding and acceptance of any actions taken, processes implemented, and changes made at the institution.

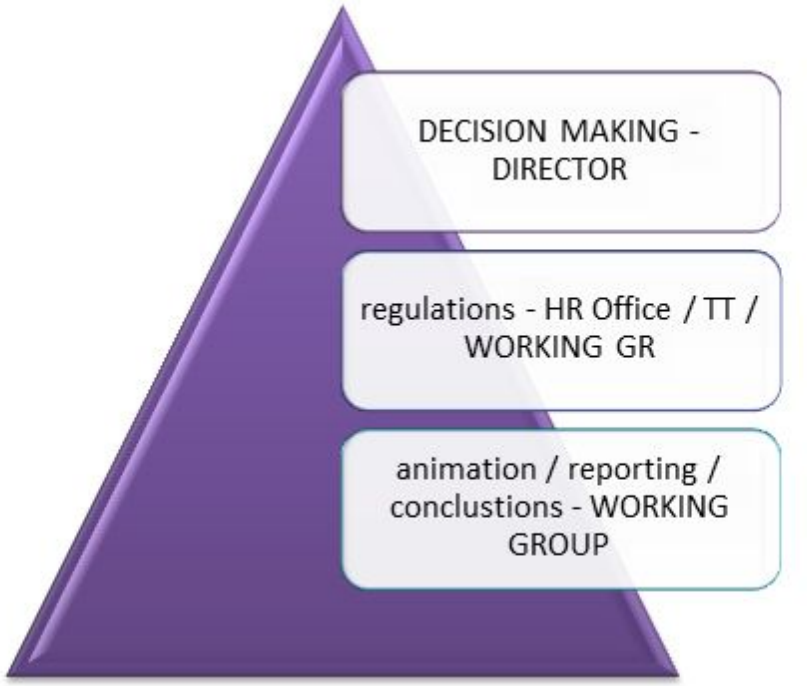
<u>Implementation and monitoring process:</u>

ITE want to start from fundamental problem of awareness about HR management and its potential in personal and team development. Later on ITE has to concentrate on stimulating visible changes through skills development and changing some rules (with continuing engagement of research staff) what finally will allow to promote precise cases and HR Strategy as well. Thus the process of HR Strategy implementation will consist of 3 steps: Awareness, Improvement, and Promotion. The aim of Awareness is to inform ITE researchers about the Strategy's goals, the implementation process, and expected results. This phase is planned to make researchers understand the idea behind the strategy and thus to gain their acceptance for the Strategy realisation. The next step is Improvement, that is the

realisation of particular actions described in the Strategy in order to bring about positive change in the current HR policy for researchers. The last phase is Promotion which aim is to inform the wider public about improvements that will take place at ITE and further to promote the Institute as a good employer for researchers.

It will be process that will last up to 4-5 years. During that time the whole range of tools will be used in order to improve the HR Strategy. The Strategy will be available on the website, the information will be send via e-mail to all ITE researchers, the presentation of the strategy during the workshops is also foreseen. WG started the process of raising awareness and improvement of high level of HR in ITE. All the actions will support the experts of particular areas (meetings and consultations also with foreign experts are foreseen - also video conferences and e-learning platforms can be used in order to receive the best outcome). The regulations, guides and manuals will be deeply consulted and evaluated. The acceptance of mentioned documentation by the Director will be preceded by a justification by the leader of the task and the proper expert. After each deep change WG will organise the training for the researchers in order to facilitate the use of regulation/procedure. The promotion includes not only trainings but also publications, lobbying form within public and private funding research project. If possible, the good practices and the ITE strategy will be presented also outside during the conferences, workshops, seminars. The process takes about 4-5 years, each 2 years the evaluation procedure is foreseen.

Each of the aforementioned aspects requires special tasks and tools that in details will be prepared by the Working Group in order to efficiently implement the Strategy. WG will be working as managing body for the whole implementation process and representatives of ITE units will be included in the process. The experts internal and external (if needed) are going to be involved in a second step process. All decisions will accept the Director of ITE. The Working Group will also be responsible for evaluation of the implementation activity and obtained results. Evaluation will be conducted on the basis of temporary interim reports and internal surveys.



In the last two years there have been many changes in ITE. New regime of Intellectual Property Right came into force, thus ITE had to change also the internal regulations. The researchers are more flexible, have rights and wider range of possible cooperation with entrepreneurs in order to implement the research results into the market. To be familiar with the new system takes time. Moreover in order to support the researchers the new department was created - the Department for Industrial Research and Implementation was created to organize the scientific collaboration and technology transfer to the industry international and domestic.The administrative tasks concerns financial planning, coordination and formal projects monitoring. One of the action plan tasks is internationalization of the staff. So far most of foreign employees at the Institute were hired with the support of Marie Skłodowska-Curie Action. In 2014 the ITE scientific staff improved their skills by taking part in a large number of national and international seminars and conferences, there were 14 such events in Poland with 20 participants and over 70 similar events (including working meetings and project planning meetings) which took place abroad with 102 participants from the Institute.

All the mentioned efforts seems to be a realisation of good ITE's strategy. The outcome is already visible - only recently the new researchers from abroad were hired : three recently hired researchers are: one is from St. Petersburg (Ioffe Institute), one after stage in USA and one from Italy. The Action Plan foresees the next very important step - creation of new positions Career Assistance Manager and

Public Relation Manager. It has to be decided if this responsibility is to be assigned to current employees or the creation of new positions (part time) will be more feasible.

Having in mind the importance of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers the new Strategy and Action Plan is a big progress and the added value for ITE (increasing the high standard of work and life).

Thus, to implement the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers is one of the most important steps. The proposed new HR certification mechanism will contribute to enhancement of performance in the transfer and sharing of knowledge, and to the career development of researchers.

Acceptance

The Director of the Institute accepts the Human Resources Strategy for Researchers.

Warsaw, 13 Nov. 2015.
Place/Date

Signature

Facts about the Institute - 2014:

• 64 publications in journals from JCR list

• 20 invited conference papers, 51 papers

• 22 patents granted by the Polish Patent Office

• 28 models and 11 prototypes of semiconductor devices

• 7 EC projects

• 6 large national projects

The Institute was involved on two of "Top Ten Physics Stories in 2014" published by the American Physical Society related with: the discovery of the new element 117 Ununseptium (set of detectors), the Rosetta mission (element for lander).