

Amendments

to HR Strategy for Researchers in line with CONSENSUS REPORT FORM
Instytut Technologii Elektronowej (ITE)/The Institute of Electron Technology

Gap Analysis

1) It is not clear whether the staff participated to the survey referred only to permanent positions

The survey was addressed to all researchers at Instytut Technologii Elektronowej, employed both on permanent and temporary positions. As the survey was anonymous, the exact number of researchers on permanent positions who filled it in is not known. However, 94% of the researchers at ITE are employed on permanent positions since only 5 researchers out of 77 ITE researchers are employed on fix-duration contracts.

Assuming that all researchers employed on temporary positions (5 persons) participated in the researched where 59 researchers filled in the survey, it means that the majority of the researchers who filled in the survey were employed on permanent positions (92%).

Gap Analysis and Further recommendation for the future

2) Recommendation to consider other methodologies of surveying in the future

The exploitation of open-ended questions may lead to difficulties in interpreting the answers and develop sustainable actions to fix eventual gaps, however as the aim of Instytut Technologii Elektronowej was to precisely define the gaps in the ITE HR policy in order to build up the most efficient HR Strategy for Researchers, ITE to achieve that used qualitative research techniques. These techniques allow to find accurate issues lying behind the research problem and having to be addressed since open-ended questions encourage participants to go beyond one-size-fits-all responses in order to uncover their true opinions. The aim of qualitative research is to “engage in research that probes

for deeper understanding rather than examining surface features” (Johnson, 1995:4)¹ because it is the method open to reveal unexposed facts and undeveloped concepts. A qualitative approach can refer to study about inter alia organizational functioning (Strauss & Corbin, 1998)² and is based on studying a phenomenon in detail in order to provide with its detailed description (Patton, 1990)³.

Since HR Strategy for Researchers based on Gap analysis needed such a research method in order to accurately determine gaps to be addressed, ITE has adopted a bottom-up approach that allowed researchers to take an initiative according to the principle of ‘nothing for them without them’. For this reason the Institute has used open-ended questions that do not impose answers but allow to learn about the reality under study as it is.

Bearing in mind the above, qualitative research methods have been recognized as valuable research methods equal to quantitative methods. It means that interpretation of their findings, performed according to accepted guidelines by experienced qualitative researchers, are equally valuable as quantitative methods, and eventual ambiguity in reference to result analysis may occur in both qualitative and quantitative research. The qualitative research method applied for the purpose of this study has not weakened the credibility and effectiveness of the proposed action plan but on the contrary, it has enriched it since the researchers were able to express their opinions freely without being limited by a list of suggested answer choices. This further means that the chosen method did not bring the risk of addressing false gaps but it highlighted the true ones.

Future research related to HR Strategy for Researchers will be conducted to assess the action plan realization. At that level Instytut Technologii Elektronowej plans to use different methodology suitable for the evaluation stage (e.g. structured questions with multiple answers to choose plus possibility to give suggestions/comments; discussions with researchers/workshops on the realisation of particular points of Action Plan may be organised that will allow to effectively verify the accomplishment of the action plan’s points).

¹ Johnson, S.D. (1995), “Will our Research Hold up under Scrutiny?”, in: *Journal of Industrial Teacher Education*, Vol. 32, No. 3, pp. 3-6.

² Strauss, A. and Corbin J. (1998), *Basics of Qualitative Research. Techniques and Procedures for Developing Grounded Theory* (2nd edition). Thousands Oaks: Sage Publications.

³ Patton, M.Q. (1990), *Qualitative Evaluation and Research Methods* (2nd edition). Newbury Park: Sage Publication.

Institutional HR Strategy for Researchers / Action Plan

3) It was not always evidenced the real action's duration ("when" column is reported but it is not always clear the beginning of the relative action)

The duration of particular actions were introduced when needed as showed in the table below.

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 (twice a year)	Department for Planning and Coordination of Scientific and Research Projects and Implementations	April 2016
2	Ethical principles	Instructions for newly hired researchers to be drafted	HR Department (agreed with Deputy Director for Scientific Affairs)	March - April 2016
3	Professional responsibility	None	-	-
4	Professional responsibility	None	-	-
5	Contractual and legal obligations	New bookmark on Intranet for regulations on IPR regime of ITE to be created	HR Department Director's Bureau	April 2016 (new bookmark creation)
		The workshop on research commercialisation to be organised	IT Unit	October 2016 (workshop)
		Periodic newsletter on current regulations on training matters and work conditions to be issued		October - December 2016 (newsletter)
6	Accountability	The workshop on financial management of the project (to be decided whether the workshop will be organised internally or the	Department for Planning and Coordination of Scientific and Research Projects	November 2016

		researchers will be delegated to the external professional workshop)	and Implementations Director's Bureau	
7	Good practice in research	Workshop on good practice in research to be organised Guide on good practice procedures, exchange and scholarships possibilities to be prepared E-mails (reminder) - twice a year	Director's Bureau IT Unit Health and Safety, Fire Protection, and Environment Protection Office (K4) External experts support if needed	June 2016
8	Dissemination, exploitation of the results	Closer cooperation with legal experts on commercialisation, spin offs to be initiated (the structure of that cooperation /action to be decided - external or internal) Training to be organised and the guide prepared (will be accessible on the website of ITE) ITE's website (English version) to be extended and rebuilt in order to facilitate the access to legal documents (such as IPR Regulation, access to the lab, procedures) and ITE's offers	Deputy Director for Scientific Affairs IT Unit External experts if necessary	January - March 2017 (cooperation initiation; training organisation and guide preparation) September - November 2017 (ITE website rebuilding)
9	Public engagement	Participation at Science Festival 2017 or/and Science Picnic 2017	Director's Bureau Researchers (must provide stand content, artefacts and stuff, Institute's administration stand arrangements and logistics)	2017 (exact date to be yet specified by organisers)
10	Non-discrimination	None	-	-

11	Evaluation/ appraisal systems	None	-	-
Recruitment				
12	Recruitment	A short manual on recruitment procedure with a contact person to be prepared - English version	HR Department Deputy Director for Scientific Affairs	November 2016 - January 2017
13	Recruitment (Code)	The list of www addresses where the announcement of the ITE's available research position will be published	HR Department	March 2016
14	Selection (Code)	None	-	-
15	Transparency (Code)	The formal recruitment sheet to be drafted	HR Department	April 2016
16	Judging merit (Code)	One chapter of the guide for the selection committee on requirements towards candidates to be drafted	HR Department Deputy Director for Scientific Affairs External help would be valuable if needed	January - March 2017
17	Variations in the chronological order of CVs (Code)	None	-	-
18	Recognition of mobility experience (Code)	New space on website of ITE to 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	June 2016

			Deputy Director for Scientific Affairs	
19	Recognition of qualifications (Code)	One chapter of the guide for the selection committee on the academic and professional qualifications assessment system to be prepared	HR department Deputy Director for Scientific Affairs	January - March 2017
20	Seniority (Code)	None	-	-
21	Postdoctoral appointments (Code)	One chapter of the guide for the selection committee on the postdoctoral researchers recruitment and appointment to be prepared	HR department Deputy Director for Scientific Affairs	January - March 2017
Working conditions and social security				
22	Recognition of the profession	None	-	-
23	Research environment	Internal workshop on research infrastructure management to be organised The guide on research infrastructure management to be distributed	Department for Planning and Coordination of Scientific and Research Projects and Implementations Deputy Director for Scientific Affairs	May 2017
24	Working conditions	Search for financial sources supporting the workplace adaptation for the disabled	HR Department Purchasing, Investment, Appliance Economy of Assets Department	April - May 2017
25	Stability and permanence of employment	None	-	-
26	Funding and salaries	None	-	-

27	Gender balance	None	-	-
28	Career development	<p>Career Assistant to be employed/appointed</p> <p>Information regarding fellowships, training to be distributed via e-mails/bulletin (ongoing process)</p> <p>The guidelines on the Career Development Plan [CDP] to be created for young researchers</p>	<p>HR Department</p> <p>Deputy Director for Scientific Affairs</p>	September - November 2016
29	Value of mobility	<p>Information on mobility opportunities to be published on ITE website (ongoing process)</p> <p>Reorganisation of website - placing offers for the market and cooperation with SMEs, career development (ongoing process)</p>	<p>HR Department</p> <p>Director's Bureau</p> <p>IT Unit</p>	May - June 2016
30	Access to career advice	A new task for HR related to career assistance to be implemented - doctorate, post-doctorate. Personal counselling services as to information on career development, scholarships, internships, twinings to be implemented (ongoing process)	<p>HR Department (Career Assistant)</p> <p>Deputy Director for Scientific Affairs</p> <p>Director's Bureau</p>	September - October 2016
31	Intellectual Property Rights	<p>The workshop to be organised in cooperation with the Institute of Physics of Polish Academy of Science, the European IT Helpdesk and the Latin America IPR Helpdesk</p> <p>Appropriate booklet to be prepared (updated as required)</p>	Patent Agent	<p>May 2016 (workshop)</p> <p>May - June 2016 (booklet)</p>
32	Co-authorship	None	-	-
33	Teaching	None	-	-
34	Complaints/appeals	<p>Workshop with discussion on the existing procedure to be organised</p> <p>A report from the discussion to be prepared and presented to all participants of the workshop, and appropriate changes raised during</p>	<p>HR Department</p> <p>Director's Bureau</p>	June 2016

		the workshop to be introduced in practice		
35	Participation in decision-making bodies	Regular e-mail information for the Institute's employees related to current activity, invitation to internal and external consulting groups Website serving communication for decision-making bodies to be improved	IT Unit Director's Bureau	April - May 2016
Training				
36	Relation with supervisors	None	-	-
37	Supervision and managerial duties	Newsletter is foreseen to inform the researchers about the most important conferences/workshops/training (newsletter to be issued quarterly)	HR Department IT Unit	March - November 2016
38	Continuing Professional Development	The space on ITE website will be generated for exchange of the information related to the conferences, trainings, workshops, e-learning platforms	Deputy Director for Scientific Affairs	November 2016 (training organisation)
39	Access to research training and continuous development	The need of Public Relation Manager position is to be discussed The guide on procedure re. HR management and mentoring to be prepared and relevant training to be organized	Public Relation Manager (if appointed)	
40	Supervision	None	-	-

4) How the feedback from the survey was exploited or included in defining the Strategy Action Plan

Responses to survey questions given by the ITE researchers were a base for building up HR Strategy for Researchers. All of the responses have been taken into account either to confirm that the current principle related to the particular issue of HR policy at ITE is well established and therefore does not need any amendments or to point out that current principles need changes and propose those changes, or to state that there is no principles related to particular issues therefore there is a need to create and introduce them (create principles in a form advised by the ITE researches, and according to

national law, internal regulations and the Institute's capabilities). There are references in particular points of the strategy to the responses (findings) related to the corresponding points of the survey.

5) How the feedback will be used in the future to assess the action plan development

As mentioned above, feedback is the core of HR Strategy for Researchers since it was the first step for creating the strategy, thus it is embedded in the strategy. Understood as such it will be used as if indirectly to assess the action plan development where the realisation of the plan will be evaluated against set action steps.

Instytut Technologii Elektronowej anticipates to run a self-assessment in 2018 (two years after starting the realisation of HR Strategy) according to EC recommendations that such self-assessment should be conducted "at least every second year on the basis of which it may update its Human Resources Strategy as necessary". The exact structure of such a survey is to be discussed and decided in due time. However, as aforementioned, different methodology to that used for the strategy building will be used (e.g. structured questions with multiple answers to choose plus possibility to give suggestions/comments; discussions with researchers/workshops on the realisation of particular points of Action Plan may be organised).

6) The actions are quite general, mostly concerning the preparation of reports and documents to deliver. It seems that the greatest priority is in implementing a clear way of dissemination of already existing outcomes to increase the awareness of what is already established rather than a new policy to cover the gaps and provide for HR strategy "aligned" to the C&C issues

The description above is accurate, however the approach undertaken by ITE was according to the results of survey analysis that have shown that lack of knowledge of existing regulations is a serious obstacle to make decision process just and transparent. It means that lack of knowledge of actual procedures results in lack of knowledge of employees' rights, and this further in some cases results in improper application and proceeding. Such findings came out of survey analysis and as the aim of HR Strategy for Researchers is to improve the actual HR policy at ITE it needed to base on comments and propositions given by those for whom the strategy was created – that is the researchers working at ITE. As they have not seen the need for bigger changes in the existing policy, therefore ITE has built up the strategy in line with both their suggestions, and national law, internal regulations and the Institute's capabilities. It means that ITE HR Strategy for Researchers changes the methodology of implementing and developing of C&C from a top-down to more balanced approach. The process includes researchers, also young ones (it is extremely important to include this group of researchers in

such a process) as one of the sources of directing the change towards bigger transparency in an attempt to make the working environment more meritocratic.



Picture 1. Proposed scheme of C&C implementation process.

The policy to cover the gaps has been currently realised. There are two examples of recently implemented (November 2015) new regulations in order to apply the methodology and principles of the European Charter for Researchers into the Institute's practice, thus helping to improve attractiveness of researchers' working conditions and to ensure the best possible conditions for the development of scientific, and research and technical staff. These new regulations describe the contest procedure for scholarships for employees working towards a PhD, and the contest for PhDs to complete a DSc. Young scientific, and research and technical employees of ITE (below 35 years of age), engaged in the research, holding a master's degree or a Master of Science degree in engineering science or natural science can apply for the establishment of PhD research projects. Scientific employees of ITE employed in the research and holding a doctorate in technical science or natural science can apply for the establishment of postdoctoral research projects. The contests are to be organised yearly. Applications are to be processed by an appointed committee of senior researchers. Obtained progress will be checked on yearly basis and once a goal is achieved, the scholarship will be included in salary. Scholarships are to be funded from the statute from both the Scholarship Fund and the Own Research Fund. The first edition of the contests started in December 2015.

7) The report does not underline the willingness/motivation to perform structural changes, even if lasting for a long period and with small immediate impact. The Institution should evidence in the report the real impact expected from their actions' plan and the key points on which they foresee to have a possible change in the vision and an improvement toward the C&C

Structural changes at ITE are conducted and relied on existing or, if necessary, modified, or new regulations such as the two examples presented above when a new transparent regulation was introduced. This regulation has set clear and just rules which support scientific activity and will benefit young and experienced researchers.

If there is not a great number of structural changes proposed in ITE HR Strategy for Researchers it is because the researchers employed at Instytut Technologii Elektronowej who responded to the survey and units of the Institute such as Office of Deputy Director for Scientific Affairs or HR Department did not raise any issues demanding such changes. Moreover structural changes are perceived as modification of the research structure and relationship (scope of activity) between different units of the Institute. Since such a change must be introduced with a great care, this is the main reason why it was not placed in the action plan with a tight schedule.

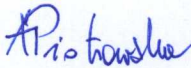
As mentioned above, the strategy was built basing on the impact received from the ITE researchers. The survey depicted that they have neither felt abused nor treated unjust so they did not express a need for more significant changes in the working environment. They perceived existing rules and practices at ITE as well balanced, just and honest. However, as ITE wishes not only to preserve the current positive situation but to become more effective, modern and innovative in the domain of HR policy for researchers, the Institute is aware that it needs to conduct constant monitoring and (incremental) according adjustments if necessary. Moreover, ITE will be alert and respond to any arising internal and external changes and opportunities.

Realisation of HR Strategy for Researchers will start at Instytut Technologii Elektronowej the constant process of making the institution more transparent for the researchers, with clearly defined and well-disseminated policy and guiding rules which are meant to suppress cronyism and unethical behaviour, and to create even more decent environment for researchers to work and develop.

Acceptance

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

WARSAW, 05.02.2016
Place/Date


Signature