



Industrial Chemistry Research Institute

founded in 1916



**Industrial Chemistry Research Institute
Warsaw, Poland
<http://en.www.ichp.pl/>**

HR Excellence in Research Award

**A Human Resources Strategy for Researchers incorporating
the European Charter for Researchers and
the Code of Conduct for the Recruitment of Researchers**

INTERNAL GAP ANALYSIS AND ACTION PLAN

Warsaw, 10th FEBRUARY 2016

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1. INTRODUCTION and METHODOLOGY

1.1. Introduction

Industrial Chemistry Research Institute (ICRI) is one of the largest chemical institutes in Poland carrying out research activities focused on the development of the chemical industry and supporting innovations in the economy, supervised by the Ministry of Development. ICRI exists since May 1922 when, on Professor Ignacy Mościcki's initiative, the first research unit called the Chemical Research Institute was founded 30th October 1916 in Lvov. ICRI's activities are closely related to its main mission formulated by Professor Ignacy Mościcki and recorded almost 100 years ago in the Statute of the Chemical Research Institute as a major target: *"pioneering activities towards the scientific and creative work on the creation of chemical industry in Poland"*.

The result of ICRI's activity was the development of many technologies essential for the development of the chemical industry in Poland. Currently ICRI conducts innovative industrial and developmental research for the enterprises of the chemical industry, allowing to break down the barriers slowing the development of the Polish economy by creating a sustainable chemical industry

The main tasks of the Institute are scientific and development research on the following strategic directions: technology and processing of polymers, including engineering polymers, silicones, epoxies, polyesters, polyurethanes; proecological modernization of technology; organic and separation processes technology, electrometallurgy of non-ferrous metals and new technologies of industrial wastewater treatment, electrochemical energy sources, fuel cells, household chemicals, cosmetics and pharmaceutical intermediates. It should be emphasized that the Institute does not conduct educational activities

ICRI carries out activities for the benefit of the economy and society, assisting government authorities in the field of legislation concerning the prevention of major accidents, preparation of development strategies for sectors and the chemical industry enterprises. REACH & CLP Consulting Point of the Ministry of Economy and the Ozone Layer And Climate Protection Unit are operating in the Institute's structure.

ICRI has implemented a management system compliant with ISO / IEC 17025 certified by Research Laboratory Accreditation Certificate No. AB 113 issued by the Polish Centre for Accreditation. It is also notified in the European Union in the field of biodegradable detergents study.



ICRI has been positively validated by the European Commission with regard to participation in EU Framework Programmes. ICRI, in collaboration with universities conducts an extensive development program for young researchers as demonstrated by the declaration of Commitment of ICRI to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers published on the European Commission website.



Professor Ignacy Mościcki

1.2. Methodology

1.2.1. Internal analysis of ICRI documentation and practices

The first step in the internal gap analysis was an accurate comparison between the provisions of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) and the legal principles and rules in force in the Industrial Chemistry Research Institute

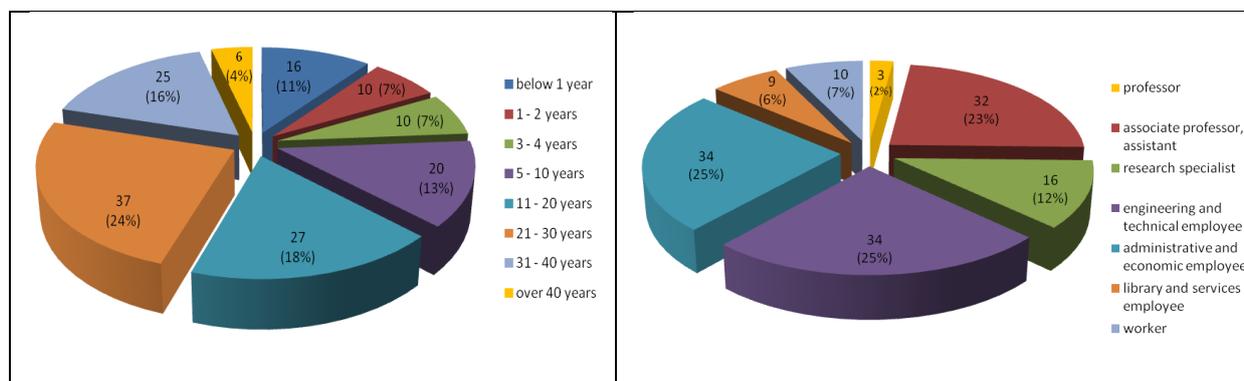
The analysis was performed based on the following documents:

- Act of 30 April 2010 on research institutes (Journal of Laws of 2010 No. 96 item 618, as amended)
- Industrial Chemistry Research Institute's Statute dated 2 February 2011
- Collective Bargaining Agreement of Industrial Chemistry Research Institute
- Professional Ethical Code elaborated by Science Ethical Committee in 2012.
- Decrees, decisions of the Managing Director
- Act dated 14 March 2003 on degrees and titles in science and art (Journal of Acts No. 65, item 595, as amended)

Based on the results of this analysis examined in detail by Directors of the Institute and the heads of the appropriate departments it was found that most of the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) have been implemented in the Institute. This is due to the fact that the Decrees and Decisions of Managing Director in recent years have been constantly updated and adapted to the principles recommended by the European Commission.

1.2.2. Survey

The next step was to analyze the results of an anonymous survey made among the employees. The survey was attended by 133 employees, including 70 women and 63 men. The following diagrams show the seniority and the type of position on which are employed the respondents:



The survey contained 27 questions with 1 to 9 subsections, the respondents could give 5 answers. The obtained results allow exact analysis of opinion and expectation of the employees.

1.3. Summary

The outcomes of the above two activities were discussed by the Management and heads of appropriate departments in respect of conformity with the Institute's rules with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) to indicate possible inconsistency.

2. INTERNAL GAP ANALYSIS

2.1. Ethical and professional aspects

1. Research freedom

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

The principle of research freedom is well-established at ICRI. The researchers working for ICRI are enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognized research methodology and ethical principles. The researchers are aware of the limitations of full freedom resulting from particular research circumstances. These limitations are related to the need to realize works as per schedule and the budget of research projects and intellectual property rights protection, which are regulated by agreements signed with Contracting Authority (Government Agenda and Industrial Enterprises) and the Regulations of ICRI Management.

Actions required:

None

2. Ethical principles

The European Charter for Researchers:

Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.

Relevant legislation and existing rules and/or practices at ICRI:

ICRI pays great attention to high ethical level of its researchers, their professionalism and to applying high standard to performed scientific researches. In accordance with the paragraph 12 of Industrial Chemistry Institute's Statute entitlements, duties and qualifications necessary to occupy relevant positions are determined by an act, Institute's statute, Collective Bargaining Agreement that are binding at ICRI, and outstanding issues are regulated by Labor Law. Researches should also obey to the rules of Professional Ethical Code elaborated by Science Ethical Committee in 2012. This Code was elaborated using The European Code of Conduct for Research Integrity and also the previous elaboration of Team for Ethics in Science KBN (KBN - The State Committee for Scientific Research) (2000) titled: "Good

Practice of Research Conduct. Recommendations” and Committee of Ethics in Science of Polish Academy of Sciences (2001) named: “Good Practice of Research Conduct. Collective Principles and Guidelines”. As per Art. 54 to 59 of the Act dated 30 April 2010 on Research Institutes (Journal of Laws of 2010 No. 96, pos. 618, as amended) in ICRI operates Disciplinary Proceedings Representative chosen by the Scientific Council and the disciplinary commission chosen according to the provisions of par. 13 of the Statute of the Industrial Chemistry Research Institute.

Actions required:

None

3. Professional responsibility

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

In accordance with the provisions of the Section 1 of the Act of 30 April 2010 on research institutes (Journal of Laws of 2010. No. 96, pos. 618, as amended) and the Statute in ICRI there are carried out research and development work aimed at implementing the developed technologies and at applying in practice test results obtained, and therefore conducted research is relevant to the society. The developed technologies are evaluated in terms of the purity of the patent by the patent attorney office that cooperates with the ICRI on the basis of a relevant agreement. Moreover, in the Industrial Chemistry Research Institute is valid the Decree No. 14 of the Managing Director (dated 23.05.2012) concerning the management of intellectual property that specifies in detail the procedure for the protection of intellectual property and common ownership of original research results obtained by the ICRI research teams and in collaboration with research teams from collaborating research units. It also regulates principles of information dissemination on discovered invention, the method and the source of funds for patent protection and the remuneration for the inventors. In the ICRI is valid also the Managing Director’s Decree No. 4 dated 11.02.2015, determining the mode of issuing permits for publication.

Actions required:

None

4. Professional attitude

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

In the ICRI there are the following regulations according to which the researches can compete to get resources for their research projects: Official Order of the Managing Director of the Industrial Chemistry Research Institute dated 01.07.2013 on terms and conditions for procurement of application for external resources for the projects, The Managing Director's Decree No. 19 dated 28.12.2009 on establishing the Team for Coordination of Projects OPIE and setting procedures for preparation and realization of projects co-financed by European Regional Development Fund within the Operational Programme Innovative Economy, the Managing Director's Decree dated 30.12.2008 on projects co-financed from EU Structural Funds.

Researches employed at ICRI benefit on a regular basis from research training organized by institutions such as The National Centre for Research and Development, The Polish Agency for Enterprise Development. Moreover, ICRI is covered by the mentoring by National Contact Point for Research Programmes, that provides training on possibility and the rules of participating in projects fund by the European Commission such as Frameworks Programmes, currently HORIZON 2020. ICRI researches participate also in training organized at NCP EP Office. Researchers employed at ICRI participate actively in finding financial sources for the projects realized upon order of enterprises. A supporting document to facilitate the conclusion of agreements for the execution of research, implementation, license projects, etc. is the internal procedure called "Agreement preparing – internal instructions for the Department of Finance and Administration". It sets procedures required for concluding agreements and the range of information necessary to prepare contracts. It includes also attachments describing among others terms and conditions of the license agreement for using a patent for the invention, for the use of an inventive project proposed for protection in the Polish Patent Office or terms and condition of a contract for providing unprotected research results which are the secrets of the owner (know-how agreement). There is a specialized unite within the organizational structure of ICRI that deals with project management, highly qualified specialists monitor the progress of project realization in accordance with the planned schedule and in case of any irregularity or delay they take appropriate measures to fix the problems. The correctness of the project realization is also controlled by research unit managers. The achieved results are periodically presented at ICRI's seminars or project seminars.

Actions required:

None

5. Contractual and legal obligations

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

In ICRI there are many guidelines and regulations setting rules for researchers during applying for funding, performing the projects and proper delivering of their duties.

A supporting document to facilitate the conclusion of agreements for the execution of research, implementation, license projects, etc. is the internal procedure called “Agreement preparing – internal instructions for the Department of Finance and Administration”. It sets procedures required for concluding agreements and the range of information necessary to prepare contracts. It includes also attachments describing among others terms and conditions of the license agreement for using a patent for the invention, for the use of an inventive project proposed for protection in the Polish Patent Office or terms and condition of a contract for providing unprotected research results which are the secrets of the owner (know-how agreement). Moreover, in the Industrial Chemistry Research Institute is valid the Decree No. 14 of the Managing Director (dated 23.05.2012) concerning the management of intellectual property that describes in details the procedures for intellectual property protection.

Actions required:

None

6. Accountability

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

Scientists pursuing at ICRI projects financed from the state budget and EU structural funds comply with the principles of sound, transparent and efficient financial management and cooperate with any authorized audits of their research, regardless of whether undertaken by their employers/funders. In the ICRI in years 2007-2015 there were realized 13 projects financed by structural and EU funds. The process of realization of these projects was subject to internal and external audit provided by grant funders and companies cooperating with them specialized in controlling project realizations, both in financial and substantial aspects. All audits were positive and the completed projects were fully accepted. Most projects had been controlled by independent external auditors. ICRI have cooperated with auditors always in harmony and the audits were completed within the time limit due to accurate preparation of financial and substantial documents.

Actions required:

None

7. Good practice in research

The European Charter for Researchers:

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

confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.

Relevant legislation and existing rules and/or practices at ICRI:

ICRI pays great attention to the safety and hygiene at work, because most experimental research are carried out in chemical laboratories using different kinds of chemicals. All employees are regularly trained on safety and hygiene at work and the laboratories meet all required standards in respect of safety at work. In the ICRI is binding the Decree No. 3 dated 06.07.2005 of the Managing Director of the Industrial Chemistry Research Institute which sets out detailed rules for training in the field of health safety at work, carried out as preliminary and recurring training.

At the ICRI there is a Department of Safety and Hygiene at Work which monitors issues related to safety and hygiene at work in a regular manner and it takes immediate actions in case of any irregularities. Each workplace in the laboratory has a card of risk assessment in the workplace, and for each chemical substance used in the laboratory is available a safety data sheet. Each device has an instruction manual in a prominent place. In addition, in the ICRI is binding Managing Director's Decree No. 18 dated 16.12.2013 regarding the list of particularly dangerous work, the list of works that must be carried out by at least two persons, in order to ensure belay and concerning safety instructions regulating these lists.

In the ICRI all information systems are backed up. Projects financed by industrial partners are subject to appropriate confidential agreements determining in detail the range and the principles of data protection. These agreements are signed at the preliminary stage of project negotiations.

Actions required:

None

8. Dissemination, exploitation of results

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

ICRI takes all necessary measures to ensure the promotion of obtained research results for their proper dissemination and use. Since 2015 in the ICRI there are binding Regulations on management of copyright and industrial property rights as well as on principles of commercialization of the results of research and development work elaborated on the basis of art. 24 paragraph 1a of the Act dated 30 April 2010 on research institutes (Journal of Laws of 2010 No. 96, pos. 618, as amended) and positively evaluated by the ICRI Scientific Council. ICRI pays great importance to appropriate commercialization of developed innovative technological solutions. For this purpose, Chem Spin Ltd., a special purpose vehicle was established, which is one of the tools of effective commercialization of the R & D results.

Actions required:

None

9. Public engagement

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

ICRI actively supports direct dialogue with the society aimed at increasing the level of public understanding of science through participation and organization of such events like science festivals, thematic lessons, broadcasts and popular publications. Within the activity of Competency Centre for Advanced Polymeric Materials of Industrial Importance POLMATIN created in the ICRI organizational structure and co-financed by the European Commission was developed a demonstration route of thematic tour by laboratories working on modern high-tech polymeric materials designed for high school students and university students. Moreover, ICRI systematically takes part in international invention fairs organized worldwide, receiving many rewards for its innovative technologies (in 2015, 2 Platinum, 12 Gold, 6 Silver and 3 Bronze Medals). ICRI joins also campaigns that aim in enhancing positive image of the chemistry, for example the Campaign "Polish Chemistry", whose aim is to strengthen the image of the branch as a sector that cares about the environment, promoting innovation, creating jobs, respecting the principles of sustainable development and socially responsible. The Campaign "Polish Chemistry" is the only one project of a kind promoting an industry sector so important for the Polish Economy. "Polish Chemistry" received a special emblem, created within the Campaign.

Actions required:

None

10. Non discrimination

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

ICRI fully implements a policy of equal opportunities for all scientists, regardless of their gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic status. In the table below is given for example the average age of the Institute's employees at different positions:

Table.1. The average age of the Institute’s employees at different positions

	As at:	
	31.12.2014	31.12.2015
Researchers – total, including:	48.7	50.3
• professors	62.6	63.1
• assistant professors	49.3	50.2
• assistants	37.4	39.1
Employees of R & D - technicians	52.4	48.5
Employees of engineering - technicians	47.1	50.1
Employees of administration and service staff	50.7	51,0
Workers	49,7	49.5
TOTAL:	49.2	50.2

Projects carried out at ICRI have a positive influence on the implementation of the policy of equal opportunities for men, women and disabled people, as they relate to the results of modern materials such as high-tech and innovative technological solutions. A survey made in 2007 for The Polish Agency for Enterprise Development which results were presented in detail in the report: “The role of women in innovative enterprises of high technology”, has proved that working in the field of modern technologies creates better conditions for professional development for women when compared to other sectors. In the sector of high-tech there are many highly qualified specialists, which are few in the job market and which is increasingly difficult to acquire for companies. Therefore, employers are forced to offer better job benefits and professional development opportunities and female, male and disabled people are getting better valued also for their high qualification. Implementation of the results of projects realized in the ICRI contributes to the creation of new jobs associated with the high-tech sector, creating more employment opportunities for both men, women and persons with disabilities in positions fully consistent with their professional skills.

Actions required:

None

11. Evaluation/appraisal systems

The European Charter for Researchers:

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.

Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career progression.

Relevant legislation and existing rules and/or practices at ICRI:

According to art. 29 item 12 of the Act of 30 April 2010 on research institutes (Journal of

Laws of 2010 No. 96, item 618, as amended) the responsibility of the Scientific Council of ICRI is to make a periodic assessment of achievements in science and technology of scientific and research-technical staff. Periodic assessment of achievements in science and technology of scientific and research-technical Institute's staff is carried out in accordance with the provisions of the Act on the research institutes art. 43 every 2 years, with the exception of independent researchers who are assessed every 4 years. The Commission for HR and organizational matters of the Scientific Council of ICRI develops a Charter of the assessment of professional activity based on the provisions of Article 44 section 2 of the Act of 30 April 2010 on research institutes (Journal of Acts of 2010 No. 96, item. 618, as amended) and the Regulation of the Minister of Science and Higher Education on the criteria and procedure for granting research units the scientific categories. This procedure provides the use of criteria consistent with the requirements for ICRI at its parametric evaluation. After a positive opinion of the Charter of the assessment of professional activity by the Scientific Council, Director of the Institute issues the appropriate decree defining the rules of assessment. For the evaluation of the 2014-2015 is effective Managing Director's Decree No. 15 of 12.16.2013, on the introduction of the Regulations of periodic assessment of achievements of scientific and research-technical staff at the Institute of Industrial Chemistry for 2014-2015. The results of the latest periodical evaluation are discussed with the evaluated researcher.

Actions required:

None

2.2. Recruitment

12. Recruitment

The European Charter for Researchers:

Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning of 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 and existing rules and/or practices at ICRI:

Recruitment in the ICRI is conducted in accordance with the provisions of the national legal documents such as the Labour Code and Art. 42-50 of the Act of 30 April 2010 on research institutes (Journal of Acts of 2010. No. 96, item. 618, as amended). ICRI respects the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers, using for the employment of researchers the competition mode.

Actions required:

None

13. Recruitment (Code)

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

The procedure of recruitment of employees is open, efficient and transparent, based on competition procedures adherent to article 43 point 7 of Act dated 30 April 2010 on research institutes (Journal of Acts of 2010 No. 96, item 618, as amended). An employment of a researcher is preceded by a competition. The criteria and procedures for conducting and announcing the contest are specified in the statute of the Institute. Announcements of the competition procedure are placed on the ICRI website and also on the website of the Ministry of Science and Higher Education in the Public Information Bulletin.

Actions required:

None

14. Selection (Code)

The European Charter for Researchers:

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.

Relevant legislation and existing rules and/or practices at ICRI:

The selection committees rely on documents required during the recruitment completion announcement and on an interview with the candidates. The required documents must be delivered in the form and within the time described in the advertisement. The members of the selection committees have got all relevant experience, competence and are adequately trained to assess the candidates.

Actions required:

None

15. Transparency (Code)

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

Information of the process of recruitment and the selection criteria, number of available posts and career development prospects are available on the websites together with the advertisement. They candidates are informed about the selection results by e-mail and directly by phone.

Actions required:

None

16. Judging merit (Code)

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

During assessment of the experience and achievements of the candidates, all research attainments are taken into account, both purely scientific achievements and the experience in the cooperation with the industry and in the implementation of technologies, which is important for the ICRI that operates in the field of industrial chemistry. The level of creativity and independence is also assessed on the basis of the achievements presented by the candidate and based on a job interview.

Actions required:

None

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

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

The Competition Committee takes into account all documents presented by the candidate. All experience resulting from a career path is judged as a potentially valuable contribution to the candidate's additional experience, having positive influence on the creativity.

Actions required:

None

18. Recognition of mobility experience (Code)

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

ICRI engages willingly employees with experience both in the field of international mobility, as well as mobility from one discipline or sector to another, treating them as an additional factor evidencing the opportunities for the development of a scientist.

Actions required:

None

19. Recognition of mobility experience (Code)***The European Charter for Researchers:***

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 and existing rules and/or practices at ICRI:

ICRI recognizes this type of non-formal qualification as stipulated in the Act dated 14 March 2003 on degrees and titles in science and art (Journal of Acts No. 65, item 595, as amended) and takes this into consideration during the assessment of all scientists.

Actions required:

None

20. Seniority (Code)***The European Charter for Researchers:***

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 and existing rules and/or practices at ICRI:

ICRI fully respects this principle, following during the selection of an employee his qualifications and achievements.

Actions required:

None

21. Postdoctoral appointments (Code)***The European Charter for Researchers:***

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 and existing rules and/or practices at ICRI:

This principle is implemented in the ICRI according to Polish law pursuant to the provisions of relevant laws regulating these issues, primarily in the Act of 14 March 2003 on academic degrees and titles and on degrees and title in art (Journal of Acts No. 65, item 595, as amended).

Actions required:

None

2.3. Working conditions and social security

22. Recognition of the profession

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

In the ICRI in accordance with the requirements of Art. 42 of the Act of 30 April 2010 on research institutes (Journal of Laws of 2010 No. 96, item. 618, as amended) all scientists are considered to be professionals.

Actions required:

None

23. Research environment

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

ICRI has well equipped research laboratories suitable for providing appropriate working conditions for industrial chemistry sector. Research facilities have been improved significantly during the years 2006 - 2015 due to the structural funds and private source from depreciation write-offs. In addition to the typical research equipment such as FTIR (Fourier Transform Infrared Spectroscopy), SEM (Scanning Electron Microscope), AAS (Atomic Absorption Spectrometry), HPLC (High Performance Liquid Chromatography), ICRI has a unique equipment for research and development and application: test stands for processing of polymers, nano-filtration, supercritical extraction and others. In addition, at ICRI is available equipment for testing in a pilot-scale, both in organic synthesis, processing of polymers and the polymer composites. In the ICRI research laboratories an adequate standard of safety and hygiene is guaranteed, which is extremely important in chemical laboratories. ICRI organizes

adequate specialized training for employees and provides opportunities for cooperation with related research institutions in Poland and abroad through participation in consortia and research networks carrying out important projects.

Actions required:

None

24. Working conditions

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

Work conditions are defined in the Collective Bargaining Agreement settled between Institute's Management and Works Council of the Trade Union NSZZ Solidarność. According to the regulations in this Agreement are provided, inter alia, flexible working hours, the possibility of part-time working, benefit package including funding recreation, fees for nurseries and kindergartens, supplementary pension package, oncological medical care, subsidies for train tickets. Employees raising academic qualifications can benefit from a sabbatical and study grants. Working conditions in the ICRI enable both women and men to combine family and professional life, having children and developing career.

Actions required:

None

25. Stability and performance of development

The European Charter for Researchers:

*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 and existing rules and/or practices at ICRI:

ICRI fully complies with the terms and conditions of employment laid down in the EU Directive and the Code of Labour on fixed-term employment.

Actions required:

None

26. Funding and salaries

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

ICRI's researchers are remunerated according to Collective Bargaining Agreement settled with the Management and the Works Council of the Trade Union NSZZ Solidarność. The remuneration system includes the provision of social security (including sickness and parental benefits, rehabilitation allowance, maternity leave, parental leave, pension rights) in accordance with applicable national regulations. Furthermore, according to the Collective Bargaining Agreement at ICRI is in force Bonus Incentive System specifying in detail the rules for creating incentive prize fund and its allocation and the rules for granting and payment of prizes.

Actions required:

None

27. Gender balance

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

ICRI observes the principles of gender balance at all levels of staff, including supervisory and managerial level.

In ICRI there are 267 workers in total, including 144 women and 123 men. The employment ratio is presented in the table 2.

Table 2: The employment ratio showing the gender balance in ICRI.

Group of workers	Women	Men
Researchers – total, including:	24	19
- professors	3	7
- assistant professors	13	10
- assistants	8	2
Employees of R & D - technicians	14	14
Employees of engineering - technicians	36	24
Employees of administration and service	70	66
Total:	144	123

From last three years the Managing Director of the Institute is Dr. Regina Jeziórska, D.Sc. Eng., prof. of ICRI, who won in 2012 a competition for the directorial post for four years term and the Deputy Director for Research is Dr. Maria Zielecka, D.Sc., prof. of ICRI, which is a fact worth noting because in the 100 year history of the ICRI directors have always been men. In the structure of ICRI operate 6 Research and Development Departments, whose managers are two women and four men. The gender balance of employment obtained in last years are in line with the implementation of equal opportunities policy, which is respected at all stages of professional career.

Actions required:

None

28. Career development

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

At ICRI career opportunities are consistent with the Act of 14 March 2003 on academic degrees and title and on degrees and title in art (Journal of Laws No. 65, item 595, as amended). In addition, in the ICRI is binding Managing Director's Decree No. 11 of 10.12.2011 on additional qualifications for the posts of research and technology. Acting in accordance with Decree No. 12 dated 23.04.2012 on the procedure and rules for the granting of financing / co-financing the costs of the PhD, postdoctoral and procedure for granting the academic title, the Managing Director of ICRI after obtaining the opinion of the Scientific Council decides to cover the costs of the procedures for the PhD, assistant professor and the title of professor. Employees at every stage of career benefit from the training and individual guidance by their leaders regarding the professional development.

Actions required:

None

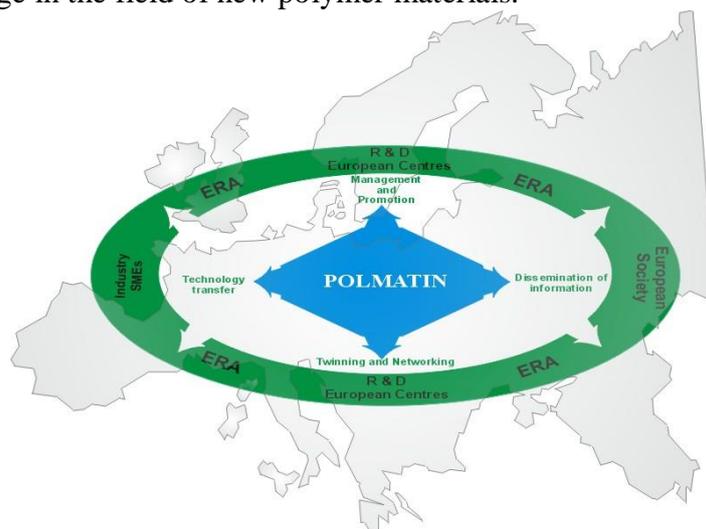
29. Value of mobility

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

ICRI greatly appreciates the positive impact of experience from both the geographical, cross-sectoral, inter- and trans-disciplinary mobility for professional development of researchers. Very positive impact on the mobility of the ICRI researchers had activity of the Centre of Competence for Advanced Polymeric Materials of Industrial Importance POLAMTIN that in 2003 received funding from the European Commission under the pre-accession funds (Project No. GMA1-2002-72029, contract No. G5MA-CT-2002-04052). The Centre's mission was to create a bridge between basic and application-implementing research, inter alia through the consolidation of existing and creation of new links of the European Research Area with the R&D centers (according to the diagram below) for better integration of Polish science and technology exchange in the field of new polymer materials.



From the beginning of the 6th Framework Programme ICRI's researchers take advantage from the possibility of gaining scholarship within the Marie Curie (now: Marie Skłodowska-Curie) Programme. Moreover, in the ICRI are used all necessary administration instruments, accordingly to the Polish Law, necessary for the transfer of grants and in the last two years, it was applied twice in connection with the change of place of work of two researchers.

Actions required:

None

30. Access to career advice

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

At ICRI on a regular basis, via the internal network, they are delivered to the employees informations about job opportunities within the European Union using the newsletter provided by the National Contact Point for Research Programmes of the EU. Information about vacancies for scientists are also available in the Public Information Bulletin of the Ministry of Science and Higher Education.

Actions required:

None

31. Intellectual Property Rights

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

ICRI pays great attention to the proper protection of intellectual property. The rights and responsibilities of researchers in this area are clearly defined in the Rules of management of copyright and industrial property rights and the principles of commercialization of research and development results of the Institute of Industrial Chemistry in Warsaw dated 31.03.2015. These Rules has been developed on the basis of the provisions of art. 24 paragraph 1a of the Act of 30 April 2010 on research institutes (Journal of Laws of 2010. No. 96, item. 618, as amended).

Actions required:

None

32. Co-authorship

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

ICRI fully respects Co-authorship of the research outcomes presented in project reports, in patents, publications, papers presented at conferences. In the forms, which are annexed to the respective Managing Director's Decrees, necessary both to make the patent application and to send the publication is included the percentage distribution among the co-authors confirmed with the signature of every co-author.

Actions required:

None

33. Teaching

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

ICRI does not conduct educational activities, which arises from the provisions of the Act of 30 April 2010 on research institutes (Journal of Laws of 2010 No. 96, item. 618, as amended). A time spent by staff with higher academic degree for training early-stage researchers is recognized as a part of their obligations under the contract of employment and suitably remunerated on the basis of this contract. Some scientists conduct educational activities at universities, so they are allowed for these activities and have days off when they need it on the basis of § 13 of the Regulation of the Minister of Labour and Social Policy of 15 May 1996.

Actions required:

None

34. Complains/appeals

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

In the ICRI, according to Art. 54-59 of the Act of 30 April 2010 on research institutes (Journal of Laws of 2010 No. 96, item 618, as amended) operates Disciplinary Committee and Disciplinary Proceedings Representative. In the ICRI the Disciplinary Proceedings Representative is appointed by the Scientific Council. According to the provisions of the above Act, the Disciplinary Proceedings Representative provides all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.

Actions required:

None

35. Participation in decision-making bodies

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

Researchers engaged in ICRI on full time can be elected as members of the information, consultative and decision making bodies such as: Scientific Council, Employees Council, Social Committee. Researchers who are members of The Independent and Self-Governing Trade Union SOLIDARNOŚĆ (eng.: Solidarity) can be elected for Factory Trade Union Committee of the this Union. Researchers have a wide range of possibility to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the Institute.

Actions required:

None

2.4. Training**36. Relations with supervisors*****The European Charter for Researchers:***

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 and existing rules and/or practices at ICRI:

In the ICRI both the department head and the project leader supervise on a regular basis and agree on directions conditions for conducting research with scientists performing this research. The test results are recorded in the laboratory logs and compiled in the reports of the projects with their discussion. The projects are realized according to the prearranged schedules and terms.

Actions required:

None

37. Supervision and managerial duties***The European Charter for Researchers:***

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 and existing rules and/or practices at ICRI:

In the ICRI senior and independent researchers as supervisors or mentors of researchers build a constructive and positive relationship with the early-stage researchers to determine the conditions for the effective transfer of knowledge and for the further successful development of the researchers' careers.

Actions required:

None

38. Continuing Professional Development

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

Researchers of ICRI constantly improve their professional qualifications through trainings organized by ICRI and/or other specialized institutions. Moreover, career development is stimulated by participation in international conferences. An important factor is also an access to online knowledge databases provided by ICRI.

Actions required:

None

39. Access to research training and continuous development

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

ICRI pays great attention to professional development of its employees. For example – the following activities improving professional development were undertaken in 2015:

- training in the field of safety and hygiene at work for different groups of employees - 86 persons
- financing the participation of research, technical and engineering employees in training courses organized by various institutions, aimed at raising skills and gain additional knowledge - 70 people
- continuation of the series of ICRI seminars treated as training – it was held 14 scientific seminars and 5 on matters of quality and accreditation,
- organizing student internships on the Institute's research focus (as per agreement with Warsaw Technical University, Warsaw University, Warsaw University of Life Sciences, Military University of Technology, Poznań Technical University and Cracow Technical University); totally 65 people took the practice, including 63 students and 2 employees of the Azoty Group and also 3 students from Cardinal Stefan Wyszyński University in Warsaw prepared at the Institute their theses. It should be emphasized that some of the trainees after completing higher education were employed at the Institute.

The above mentioned activities are provided every year and exactly reported in ICRI's Annual report for the given year. Moreover, ICRI for many years provides co-financed technical English course for researchers.

Actions required:

None

40. Supervision

The European Charter for Researchers:

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 and existing rules and/or practices at ICRI:

In the ICRI the role of tutor perform heads of department, most of whom are independent academics with years of experience in their specializations. In addition, in the ICRI operates a Circle of Young Researchers allowing young employees to discuss all concerns, also in discussion with invited researchers.

Actions required:

None.

3. ACTION PLAN

On the basis of gathered data analysis and internal discussions, it was decided that it is necessary to undertake further efforts aimed to continuous promotion of good practices, consistent with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) among Institute's employees by:

- Creating a bookmark at the website with up to date information (realisation time: 2nd quarter of 2016),
- Preparation and publication of the Managing Director's Decree on training new employees, most preferably during the safety and hygiene at work and fire training, (realisation time: 2nd quarter of 2016),
- All new employees of the Institute will be trained on Good Practices consistent with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C), (realisation time: permanent activity),

4. ACCEPTANCE

The Industrial Chemistry Research Institute represented by Managing Director Professor Regina Jeziórska fully accepts the Human Resources Strategy for Researchers.

MANAGING DIRECTOR

Prof. Regina Jeziórska

Warsaw, 12th February 2016