

**INSTITUTE OF ANIMAL REPRODUCTION AND FOOD RESEARCH
OF THE POLISH ACADEMY OF SCIENCES IN OLSZTYN**



HUMAN RESOURCES EXCELLENCE IN RESEARCH

Internal Gap Analysis and Action Plan

September 2015

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I. Introduction

The Institute of Animal Reproduction and Food Research of the Polish Academy of Sciences in Olsztyn was established on April 1, 1988. It consists of two scientific divisions: reproductive biology and food research, as well as administration and support units. Since 2012 the Institute is directed by Prof. Mariusz Konrad Piskula, corresponding member of PAS.

Currently, the Institute employs 78 researchers, 5 scientific technical workers, 54 technical staff and 39 administrative staff.

Interdisciplinary research staff of the Institute conducts fundamental and applied research aimed at solving issues of fundamental importance to the regional and global challenges of:

- Food quality and safety - through its research on the mutual interactions between food components and the human body; identification, assessment and implementation of strategies for improving nutritive and pro-health values of food, identifying harmful reaction in humans to food ingredients, including intolerances, allergies and pathogenicity.*
- Reproductive biology - through scientific investigations into identification of reproduction disturbances in animals and humans, introducing new therapeutic techniques and biotechnical methods of infertility prophylaxis and treatment, and designing new tools for protecting biodiversity of animal production and selected species threatened by extinction.*
- Health – in respect of maintaining a comfort life with particular emphasis on the influence of environment, including food, on etiology of infertility, prophylaxis of diabetes type 2, allergies and obesity as well skin regeneration and development of diagnostic biosensors.*

In parallel with the performance of research activities, Institute scientific staff undergoes a continuous career development and engages in the cooperation with the industry. The aim of developing links with commercial centres and other academic units is to translate research results into innovative solutions and to disseminate scientific achievements to the general public.

In addition, the Institute offers PhD studies in the area of agricultural sciences in the majors of animal reproduction and food research. Full-times students, currently at the number of 40, are actively engaged in research performed in the Institute, being given the opportunity to participate in international studies involving short-term scientific missions and trainings. The study program involves lectures and seminars aimed at providing students with cross-disciplinary knowledge from the area of biology and chemistry. What is more, young researchers are equipped with tools enabling them to develop and manage their own research endeavours with the access to highly specialized scientific facilities.

II. Internal analysis of the Institute of Animal Reproduction and Food Research PAS policies and practices against the principles adopted in the European Charter for Researchers

The Institute of Animal Reproduction and Food Research PAS acts under the Act of April 30, 2010 of the Polish Academy of Sciences (Dz.U.2010.96.619 as amended) and under the Statute approved by the President of the Polish Academy of Sciences on May 16, 2011 (as amended).

The Institute recognizes the principles and requirements adopted in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers as an integral part of the policies and actions aimed at stimulating attractive and favourable working environment, providing researchers with a sustainable system of career development, and establishing transparent procedures for selection and recruitment of researchers, regardless of the career stage.

The Institute achieves its objectives through implementation and compliance with the following principles:

1. Non-discrimination

The Institute does 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. The principle of non-discrimination is upheld by the Polish law (Constitution, the Labour Code), closely correlated with the principle of equal treatment declared in international acts. Similarly to the principle of equal rights, being the continuation of the constitutional principle of equality under the law, the principle of non-discrimination, pursuant to the labour law, refers to the constitutional principle of non-discrimination. Non-discrimination under the labour law covers all stages of the employment relationship, both the recruitment phase, determination of employment relationship and its execution. Taking the above into consideration and assuming that non-discrimination is the fundamental obligation of the employers, the internal regulations adopted in the Institute sustain the principle of employment equality, including:

- “Rules and proceedings for academic appointments in the Institute of Animal Reproduction and Food Research PAS in Olsztyn” from December 1, 2010.
- “Working Rules in the Institute of Animal Reproduction and Food Research PAS in Olsztyn” from March 4, 2015.
- “Employees Remuneration Rules” from June 9, 2015.
- “Anti-mobbing Regulations” from September 12, 2013.
- “Rules of Equal Treatment in Employment” from March 4, 2015.

2. Research environment

Institute strives to ensure the most stimulating research and research training environment, offering appropriate equipment, facilities and opportunities, including possibilities of remote collaboration over research network. What is more, the Institute follows national and sectoral regulations concerning health and safety in research. The Institute currently employs around 90 researchers with high professional qualifications and excellent research competences. Many of them are also highly skilled leaders, able to motivate their teams to embark on bold and demanding challenges marked by the risk of failure, and eager to share their knowledge during seminars and scientific meetings. A crucial role in shaping a stimulating environment for the researchers is played by the teaching activities carried out by the Institute. These include PhD studies, lectures delivered by researchers in other scientific units, workshops and summer schools. Development of a stimulating research environment is accompanied by science dissemination activities which, apart from research and continuous staff development, constitute a significant element of Institute's mission. Within the framework of promoting the understandings enabled by science, Institute's researchers, supported by the young staff, led popular science workshops "Knowledge and Region Development" aimed at boosting the access to research potential of the Institute and facilitating the development of a dialogue between science, industry, governmental bodies and the society in general. A series of popular science radio broadcasts called "Summer Academy of Sciences" and "Morning Academy of Sciences" has been initiated by Institute's researchers with a view to explain to a broader audience certain issues related to food, health and biology and reproduction. What is more, the Institute publishes a number of articles both in the local and national press, presenting the influence of knowledge generated by the researchers on the quality of people's everyday life. These activities are complemented also by video broadcasts disseminated through a regional TV, promoting scientific careers and delivering news on recent research achievements.

3. Working conditions

Institute provides researchers, including disabled researchers, with flexible working conditions essential for successful research performance in accordance with national legislation. It also aims to facilitate such working conditions which would allow both women and men to reconcile family and work, having children and developing a professional career. Working time of disabled researchers is adjusted to the degree of their disability. Prophylaxis in terms of medical examination allows employees with severe and moderate disability to have their working time standards reduced while maintaining the efficiency of research results. The Institute guarantees disabled researches the right to additional breaks, daily and weekly rest, longer holiday leaves and possibilities of taking part in rehabilitation camps.

The Institute is a guarantor of reconciliation of parental responsibilities with a professional career. It allows the employees to fully exercise their rights related to parenthood under the provisions of the labour law, inter alia, the right to maternity leave, additional maternity leave, paternity leave and a reduction in the working hours. It ensures protection of the employment relationship prior termination and applies temporary solutions to the performance of duties outside the Institute. What is also of crucial importance, the Institute practices replacement employment contracts with a guaranteed return to work of employees finishing their parental leaves.

4. Stability and permanence of employment

The Institute provides researchers with stable employment conditions and prevents any unequal treatment based on the contractual situation. Type of the work contract (permanent/temporary) shall not be the source of less favourable treatment. Such provision forms the equality principle calling for the requirement of equal treatment of the entities characterized by the same significant feature and, therefore, having equal rights arising from fulfillment of the same duties.

The Institute provides researchers with an equal access to enhancing professional skills and publishes information about ongoing calls for research vacancies, thereby making employees aware of available permanent work positions. The information obligation results directly from the national law (Article 94² of the Labour Code). In addition, the regulation in focus corresponds to other anti-discrimination regulations in force in Poland and in the EU.

Failure of the employer to provide information in the respect discussed may lead to the liability for damages according to the provisions defined in the Civil Code.

5. Funding and salaries

The Institute ensures that researchers enjoy fair conditions of funding and salaries with adequate and equitable social security provisions in accordance with existing national legislation. This shall apply to researchers at all career stages. Remuneration for work in accordance with national legislation (provisions of the Labour Code) and internal regulations in force in the Institute ("Remuneration rules of the employees of the Institute of Animal Reproduction and Food Research PAS in Olsztyn" from June 9, 2015) is determined to match the type of work performed and to correspond to the results achieved.

Equal treatment in the remuneration system is guaranteed by the provision of Article No. 18^{3c} of the Labour Code, entitling employees to equal pay for equal work or work of equal value. Performance of work of equal value requires the employees to have comparable professional competences certified by the documents specified in separate regulations, or by the work experience.

6. Gender balance

The Institute strives for a representative gender balance at all levels of scientific career. This is achieved on the basis of an equal opportunity policy at recruitment, guaranteed by, inter alia, regulations of the competition procedure in force in the Institute. Commitment to maintaining gender balance is also undertaken at subsequent career stages. In order to ensure equal treatment selection commissions, if feasible, have an adequate gender balance.

7. Career development

The Institute commits itself to draw up a specific career development strategy for researchers at all stages of their career, regardless of the contractual situation. At the moment, part of the strategy of researchers' career development, and consequently the strategy aimed at the development and upgrading of the Institute's research potential, is comprised by the resolutions on the evaluation criteria of the scientific, teaching and organizational record of researchers applying for a post-doctoral degree and academic title of a professor, adopted by the Institute's Scientific Council (Resolution No. 7 of the Scientific Council of the Institute of Animal Reproduction and Food Research in Olsztyn from December 2, 2014).

8. Value of mobility

The Institute recognizes the value of geographical, intersectoral, trans-disciplinary and virtual mobility as well as mobility between the public and private sector means of enhancing the scientific knowledge and professional development of researchers at any stage of their career.

The Institute acknowledges mobility as an important element of professional development, what finds its confirmation in the evaluation criteria of the academic record: resolutions on the evaluation criteria of scientific, teaching and organizational record of researchers applying for a post-doctoral degree and academic title of a professor (Resolution No. 7 of the Scientific Board of the Institute of Animal Reproduction and Food Research in Olsztyn and Resolution No. 8 of the Institute of Animal Reproduction and Food Research in Olsztyn from December 2, 2014).

9. Access to research training and continuous development

The Institute ensures that researchers at any career stage, regardless of the contractual situation, are provided with the access to research trainings and opportunities for continuous professional development and for improving their employability.

Scientific internships play a crucial role in gaining new experience by the researchers. During the stay in different science centres researchers acquire new

skills and get familiarized with e.g. new research methods, subsequently implemented in their home institution. Professional development is also facilitated by researchers participating in various forms of post-doctoral trainings in both national and international units (studies, internships, scholarships). Institute's researchers have also the opportunity to perform teaching assignments in national and international research centres.

10. Intellectual property rights

The Institute abides by "Regulations of principles and commercialization procedures of the research results, developmental works, know how associated with the results, and management of industrial property rights", accepted by the Scientific Council on February, 2015. Prior to the regulation in focus, the Institute followed the provisions of "Regulations of intellectual property rights protection and knowledge transfer" from December 17, 2012. The above internal documents determined and continue to determine researchers' rights to exploit their R&D results through legal protection, in particular, through appropriate protection of intellectual property rights, including copyrights.

11. Co-authorship

Co-authorship is positively viewed by the Institute during the evaluation. The Institute is undertaking steps to draw up strategies to provide researchers, including early stage researchers, with the necessary framework conditions to enjoy the right of recognition, in the context of their actual contributions, as co-authors of papers, patents, or to publish their own research results independently of their supervisors.

12. Supervision and teaching

The Institute ensures supervision to early stage researchers. Young scientists receive support of qualified and experienced senior professionals who introduce them to the research area and motivate them to undertake new challenges. The work results of young researchers (including PhD students) are continuously supervised and evaluated according to the provisions of "Regulations of the full-time doctoral studies in the Institute of Animal Reproduction and Food Research PAS in Olsztyn" from April 4, 2014. The Institute leads its teaching activities in three dimensions: doctoral studies, teaching assignments performed by Institute's researchers in other scientific units, as well as workshops and summer schools. PhD students and participants of workshops and summer schools are supervised by research mentors throughout the entire course. The cooperation between young and experienced staff results in an accelerated achievement of desired results and, consequently, satisfaction of both sides.

13. Evaluation/appraisal system

The Institute abides by "Regulations of periodic evaluation of researchers" adopted by the Scientific Council on February 26, 2015. The document introduced a periodic system of evaluating researchers' professional performance. Staff evaluation is carried out at least once every 2 years and includes scientific and organizational activity, patents and project management.

14. Complaints/appeals

Acting in compliance with the provisions of the act on the Polish Academy of Sciences, the Institute has established the Disciplinary Board and the Disciplinary Ombudsman. These authorities, under the procedure laid down by the act on the Polish Academy of Sciences, are entitled to investigate complaints of a serious misconduct, breach of ethics or disrespect of a researcher. In addition, the provisions of "Anti-mobbing Regulations" from September 12, 2013 are also valid in the Institute. The document involves the procedure of reporting and investigating complaints about lobbying.

15. Participation in decision-making bodies

One of the bodies of the Institute is the Scientific Council comprised by the representatives of the entire scientific environment of the unit, including representatives of PhD students. This guarantees protection and promotes individual and collective interests of researchers and their active contribution to the activities of the Institute. The Council supervises workings of the institution, putting a special emphasis on the excellence of its scientific activity and development of early stage professionals. Furthermore, it determines the profile of the Institute, taking into consideration the direction of science development throughout the world. Researchers are represented in every internally regulated bodies of consultative, opinion or decisive nature, such as Scientific Council's Commission for Science, Staff Development and Researchers Evaluation, Reproductive Biology Commission, and Food Research Commission.

16. Recruitment

The Institute ensures that the entry and submission standards for researchers, particularly at the early stage of their careers, are clearly specified.

III. Analysis of the Institute of Animal Reproduction and Food Research PAS policies and practices against the principles adopted in the Code of Conduct for the Recruitment of Researchers

The Code of Conduct for the Recruitment of Researchers consists of general principles and requirements adopted by the Institute for the appointment and recruitment of researchers.

The principles in focus guarantee transparency of the recruitment process and equal treatment of candidates applying for the academic positions, thus ensuring development of an attractive, open and sustainable European market for researchers.

Application of principles and requirements of the Code of Conduct for the Recruitment of Researchers in the Institute

1. Recruitment

The Institute's recruitment procedures are defined in Regulations for academic appointments in the Institute of Animal Reproduction and Food Research adopted by the Scientific Council of the Institute on December 1, 2010 on the basis of Art. No. 91 section 5 on the Polish Academy of Sciences from April 30, 2010. Recruitment procedures adopted in the Regulations are open, effective, transparent, internationally comparable, as well as tailored to the type of the position advertised. Calls for applications provide a broad description of the knowledge and qualifications required, together with the information on the working conditions and career development prospects.

2. Selection

Selection committees in the Institute bring together diverse experience and competences and, where feasible, have an adequate gender balance. The Institute uses a wide range of selection practices, with face-to-face interviews being one of the stages of the recruitment process. The Institute is also taking measures to train members of the selection panels in the area of recruitment methods.

3. Transparency

Prior to the selection, candidates applying for the scientific positions are informed by the Institute about the recruitment process, selection criteria, available positions and career development prospects. They are also informed why their candidacy was not accepted for the next stage of the recruitment process. The selection outcome is accompanied by the feedback on the strengths and weakness of their applications.

4. Judging merit

The selection process in the Institute takes into consideration the entire scope of a candidate's experience. Apart from the evaluation of their overall potential as researchers, an emphasis is also put on their creativity, level of independence, supervision, teaching, knowledge transfer, ability to obtain funds for research projects, as well as management of innovation and experience in the area of patents and inventions. In the first stage of the recruitment process candidates are instructed to include in their application documents information about their experience as well as outstanding and innovative results of the research work, which are highly scored by the selection commission according to the provisions of "Rules and proceedings for academic appointments in the Institute of Animal Reproduction and Food Research PAS in Olsztyn".

5. Variations in the chronological order of CVs

Candidates applying for academic positions in the Institute are allowed to submit evidence-based CVs, reflecting all of their achievements and competences viewed as adequate in regard to the post they are applying for. Career breaks or variations in the chronological order of CVs are not penalised.

6. Recognition of mobility experience

The Institute recognizes the mobility experience of candidates. The selection committee highly scores also national and international scientific internships, cooperation with other research settings, as well as the ability to retrain and perform work not directly connected with science.

7. Recognition of qualifications

The Institute ensures a proper assessment and evaluation of professional competences, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility.

8. Seniority

At the Institute the required level of qualifications corresponds to the requirements of the position and does not constitute a barrier to entry. Recognition and evaluation of the qualifications conducted by the selection commission is based on the assessment of a candidate's overall research achievements, rather than on their circumstances or reputation gained in the institution where the qualifications were obtained.

9. Postdoctoral appointments

The employment period of postdoctoral researchers is defined by the provisions of the Act of April 30, 2010 on the Polish Academy of Sciences. According to the regulations, the employment of the researcher in focus is 8 years. The Institute has developed a number of tools, such as trainings, workshops, internships and possibilities to get involved in the education system, with the purpose of providing postdoctoral researchers with additional opportunities for professional development in the context of long-term career prospects.

IV. Action plan

Ordinance No. 187/2015 of the Director of the Institute of Animal Reproduction and Food Research in Olsztyn form July 16, 2015 appointed the Commission for the implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

The above mentioned Commission conducted an analysis of the policies and practices of the Institute of Animal Reproduction and Food Research PAS against the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. At the same time, during the period from 5th to 31th of August 2015, a survey (questionnaire) on a representative sample of 50 respondents (researchers) was carried out.

1. Analysis results

On the basis of the data obtained from the analysis conducted, the below weaknesses in the implementation of the principles adopted in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers have been identified.

Members of the Commission for the implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, as well as a representative group of researchers conclude as following:

- 1.1.** Some levels of staff are marked by the issue of gender balance; commissions appointed for the recruitment of researchers do not always adequately comply with the principle of gender balance.
- 1.2.** Lack of a human resources management policy that would counter the phenomenon of "aging" among the research staff; lack of human resources management policy concerned with the research career of PhD students.
- 1.3.** Access to career advice – lack of appropriate career counselling and assistance in job placement, even by pointing to other paths of professional development.
- 1.4.** Duties in the area of teaching shall be considered in the evaluation/appraisal system and adequately scored; lack of training in the field of teaching and leading courses within the framework of researchers' professional development.
- 1.5.** Standards of researchers' recruitment do not facilitate the access to work for disadvantaged groups and researchers returning to their careers. According to the majority of respondents, the recruitment procedure lacks transparency and remains closed to researchers whose career break was caused by the work in other than scientific environment, especially in the private sector.
- 1.6.** Gaps in recruitment procedures – no deadline between publishing the advertisement of the vacancy and the final date of applications submission.

1.7. Provisions concerning information on the working conditions and development of career prospects of the candidates for academic vacancies require further clarification.

1.8. Information concerning the selection outcome shall be completed with the strengths of the candidate applying for the academic position.

1.9. Members of the recruitment commission lack training in the selection methods – the core of the selection panels shall be fixed and completed by the members representing diverse experience and competences and, if feasible and appropriate, by the members of various sectors and disciplines.

1.10. Gaps in the staff policy associated postdoctoral researchers who exceeded the statutory period of employment at the position of Assistant Professor.

1.11. The evaluation system of researchers, regardless the number of publications, shall also include points for the organizational activity. This will allow to exploit the organizational potential and skills of researchers and, consequently, to modify the structure of scientific activities. Such practice is of crucial importance especially in the light of forthcoming market changes, where research institutions are expected to contribute to the development of science-business platforms. These changes call for researchers with capabilities outside publishing potential and with a more innovation-oriented approach.

1.12. The evaluation system of researchers, regardless of the number of publications, shall also include points scored for reviewing doctoral and habilitation theses.

1.13. Remuneration of researchers – adopting a systemic growth of revenues in individual professional groups.

2. Current state and recommended steps

<i>Principles requiring action plan according to the analysis conducted</i>	<i>Current state/ including the legal status</i>	<i>Recommended steps</i>
1.1. Gender balance	<i>"Rules and proceedings for academic appointments in the Institute of Animal Reproduction and Food Research PAS in Olsztyn" from December 1, 2010/ lack of provisions on gender balance in selection commissions</i>	Amendment of the <i>Rules and proceedings</i> by the obligation of the selection commission to be composed of both male and female representatives.
1.2. Career development	<i>Resolution of the Scientific Council on the evaluation criteria of the scientific, teaching and organizational</i>	<ul style="list-style-type: none"> Establishing Commission for development and implementation of a human resources management policy.

	<p><i>record of researchers applying for a post-doctoral degree and academic title of a professor (Resolution No. 7 of the Scientific Council of the Institute of Animal Reproduction and Food Research in Olsztyn from December 2, 2014)/ gaps in the strategy of researchers' career development; lack of a human resources management policy</i></p>	<p>The policy shall especially contribute to tackling the challenge of “ageing” research staff, which may lead to a gradual loss of the right to confer scientific titles and degrees by the Institute.</p> <ul style="list-style-type: none"> • According to the recommendation of the European Commission the policy of human resources management shall include the strategy of professional development for researchers at all stages of their career, starting from a PhD student, through Assistant, and Assistant Professor up to a Full Professor. • Training of researchers, including scientific directors, heads of organizational units and senior academic staff members (PhD) in the field of recruitment methods. • Training of the management staff, heads of departments and group leaders in the field of human resources management. • Alignment of the regulations on the staff policy.
<p>1.3. Access to career advice</p>	<p>Lack of regulations</p>	<ul style="list-style-type: none"> • Supplementing the policy of human resources management with the provisions on the access to career development. • Placing obligation on supervisors to mentor early stage researchers. • Access to trainings for group leaders on the management of career in science. • Access to lectures on combining science, career and science management – open lectures providing information on opportunities for professional development. • Aiming to develop cooperation

		<p>with employment agencies, companies offering vacancies to researchers and other institutions.</p> <ul style="list-style-type: none"> • Creating links on the website of the Institute referring to job vacancies on the national and international market. • Creating a link on the website of the Institute referring to open trainings in the field of career advice. • Development of internal mechanisms encouraging young researchers to launch their own business by e.g. introducing open lectures on entrepreneurship (obligatory for participants of PhD studies). • Presenting early stage researchers with various paths of career development, e.g. in science administration (working in institutions such as National Science Centre, National Centre for Research and Development, Patent Offices); facilitating the access to information about job vacancies.
<p>1.4. Teaching</p>	<p><i>Regulations of periodic evaluation of researchers from February 26, 2015.</i></p>	<ul style="list-style-type: none"> • Amendment of <i>Regulations</i> by introducing in the researchers' evaluation system points for performing teaching activities, regardless of the number of publications; • Training of staff in the field of teaching and leading courses within the framework of researchers' professional development.

<p>1.5. } 1.6. } Recruitment</p>	<p><i>Rules and proceedings for academic appointments in the Institute of Animal Reproduction and Food Research PAS in Olsztyn from December 1, 2010/</i> gaps in a facilitated access for disadvantaged groups and researchers returning to professional career/ lack of deadline between publishing the advertisement of the vacancy and the final date of applications submission.</p>	<ul style="list-style-type: none"> • Introducing to <i>Rules and proceedings</i> provisions on the recruitment criteria and academic record of researchers after at least 2-year break from his/her scientific career. • Amendment of <i>Rules and proceedings</i> with provisions determining deadlines in the recruitment process. • Introducing to <i>Rules and proceedings</i> provisions that shall take into consideration in the recruitment process the experience of a candidate whose engagement in various disciplines/professional settings caused career breaks or variations in the chronological order of his/her CV.
<p>1.7. } 1.8. } Transparency</p>	<p><i>Rules and proceedings for academic appointments in the Institute of Animal Reproduction and Food Research PAS in Olsztyn from December 1, 2010/</i> gaps in the information concerning working conditions and career prospects of the candidate applying for the academic position, and in the information about the strengths of the candidate.</p>	<ul style="list-style-type: none"> • Amendment of <i>Rules and proceedings</i> and advertisements of vacancies by the obligation to provide information on the working conditions and career prospects of the candidate for the academic position. • Supplementing <i>Rules and proceedings</i> with the obligation to inform in the selection outcome about the strengths of the candidate applying for the academic position.
<p>1.9. Selection</p>	<p><i>Rules and proceedings for academic appointments in the Institute of Animal Reproduction and Food Research PAS in Olsztyn from December 1, 2010/</i> lack of training in selection methods for members of recruitment commissions.</p>	<ul style="list-style-type: none"> • Training in selection methods for members of recruitment commissions. • Diversification of the composition of recruitment commissions in respect to gender balance. • Introducing to recruitment commissions members with different experience and competences and, if feasible and appropriate, members representing different sectors.

<p>1.10. Postdoctoral appointments</p>	<p>Lack of regulations</p>	<ul style="list-style-type: none"> • Introducing regulations – within the framework of a human resources management strategy - determining the proceedings with postdoctoral researchers who exceeded the statutory period of employment at the position of Assistant Professor, taking into account that the postdoctoral status is transitory, with a primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects and obtaining further scientific degrees and titles.
<p>1.11. } Evaluation 1.12. }</p>	<p><i>Regulations of periodic evaluation of researchers from February 26, 2015.</i></p>	<ul style="list-style-type: none"> • Amendment of <i>Regulations</i> introducing to the researchers' evaluation system points for organizational activity, regardless of the number of publications. • Amendment of <i>Regulations</i> introducing to the researchers' evaluation system points scored for reviewing doctoral and habilitation theses, regardless of the number of publications.
<p>1.13. Funding and salaries</p>	<p>Lack of regulations</p>	<ul style="list-style-type: none"> • Adopting a systemic growth of revenues in individual professional groups.

3. Characteristics of survey respondents

The survey was conducted on a representative group of 50 respondents (researchers) during the period from 5th to 31th of August 2015. The characteristics and survey results of the respondents who took part in the questionnaire may be found below. The questionnaire was designed to cover the entire target group of the respondents. It consisted of statements the respondents had to agree (YES) or disagree (NO) with.

Chart 1 Gender of the respondents

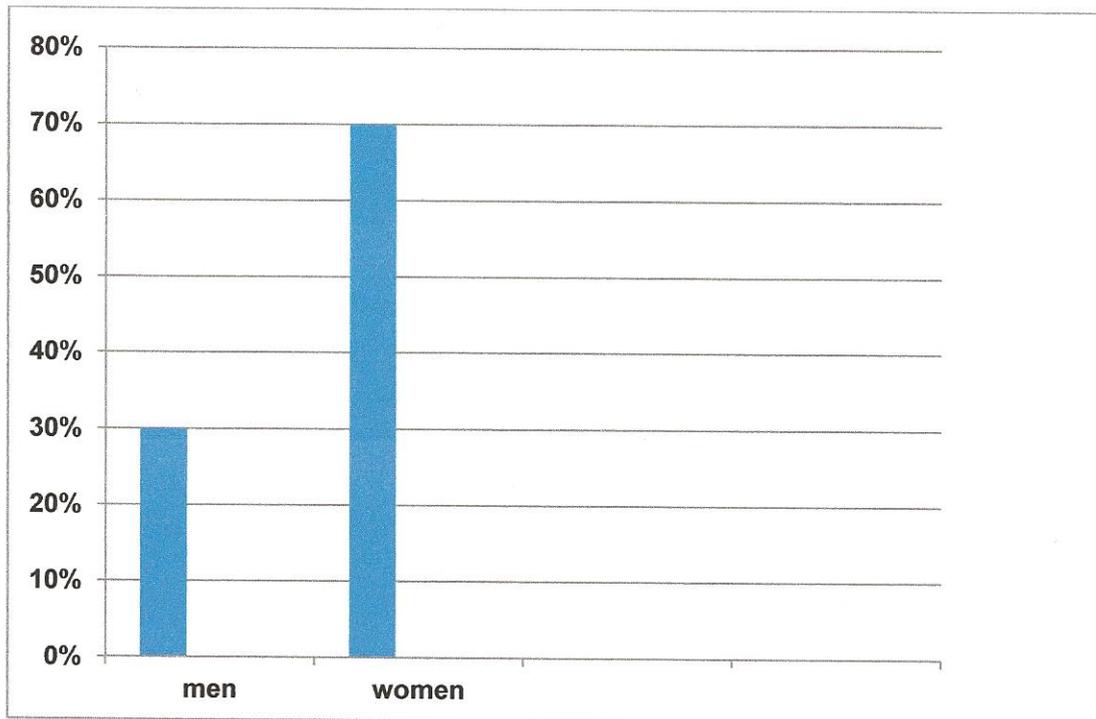


Chart 2 Age of the respondents

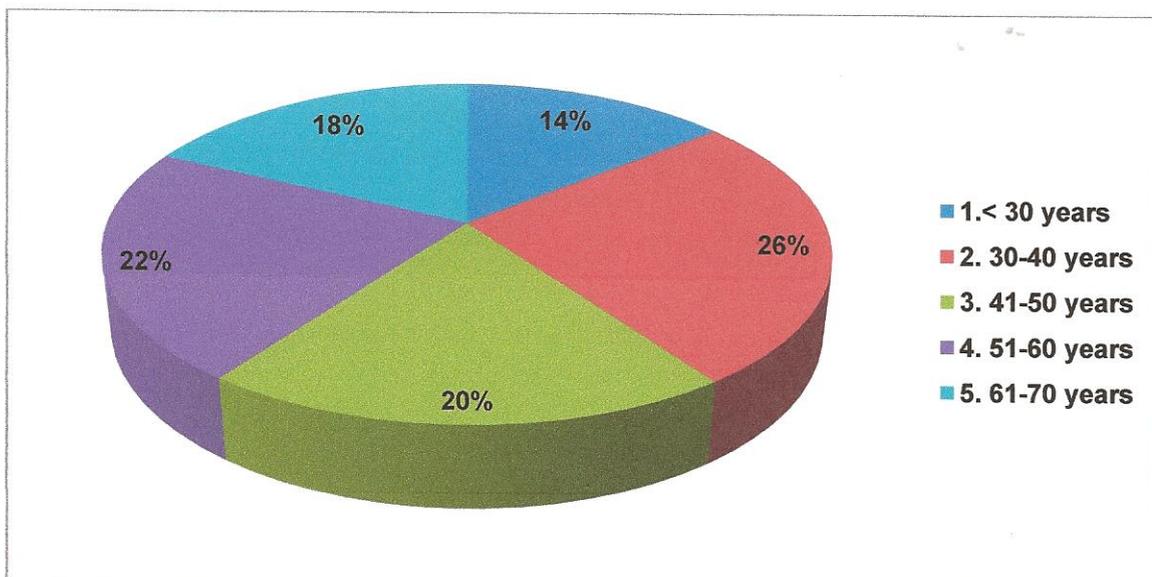


Chart 3 Professional profiles of the respondents

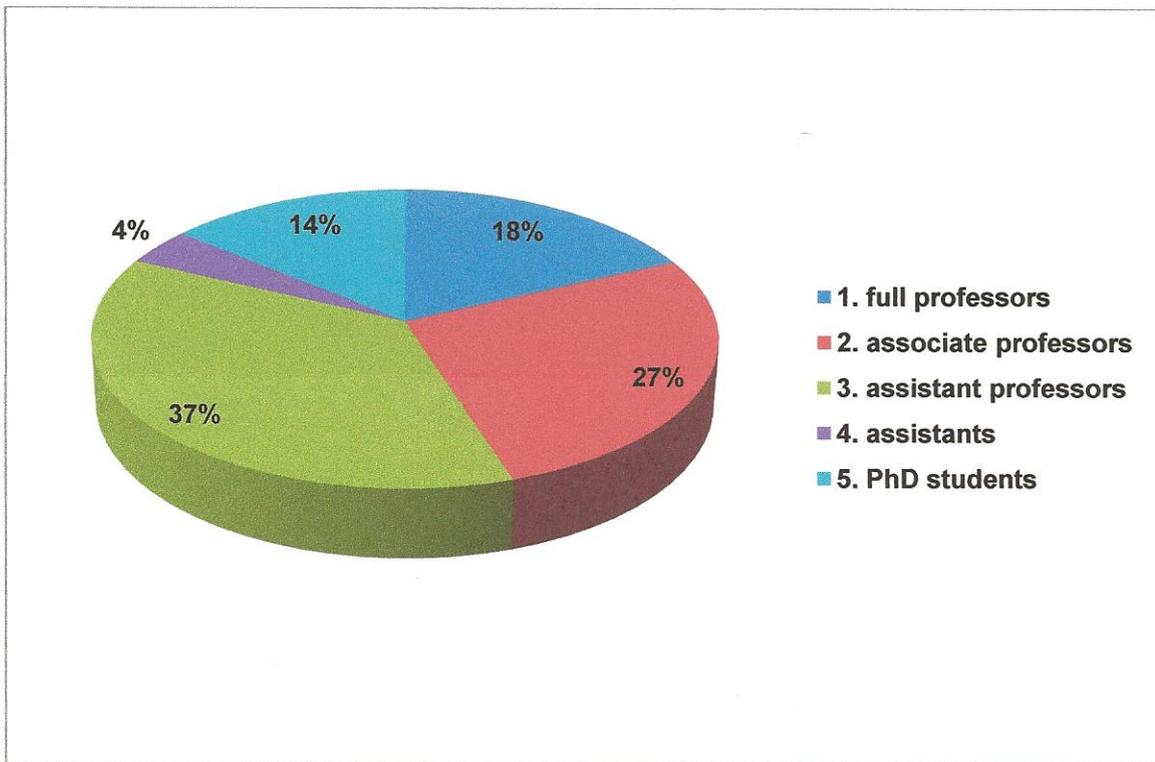


Chart 4 Recruitment

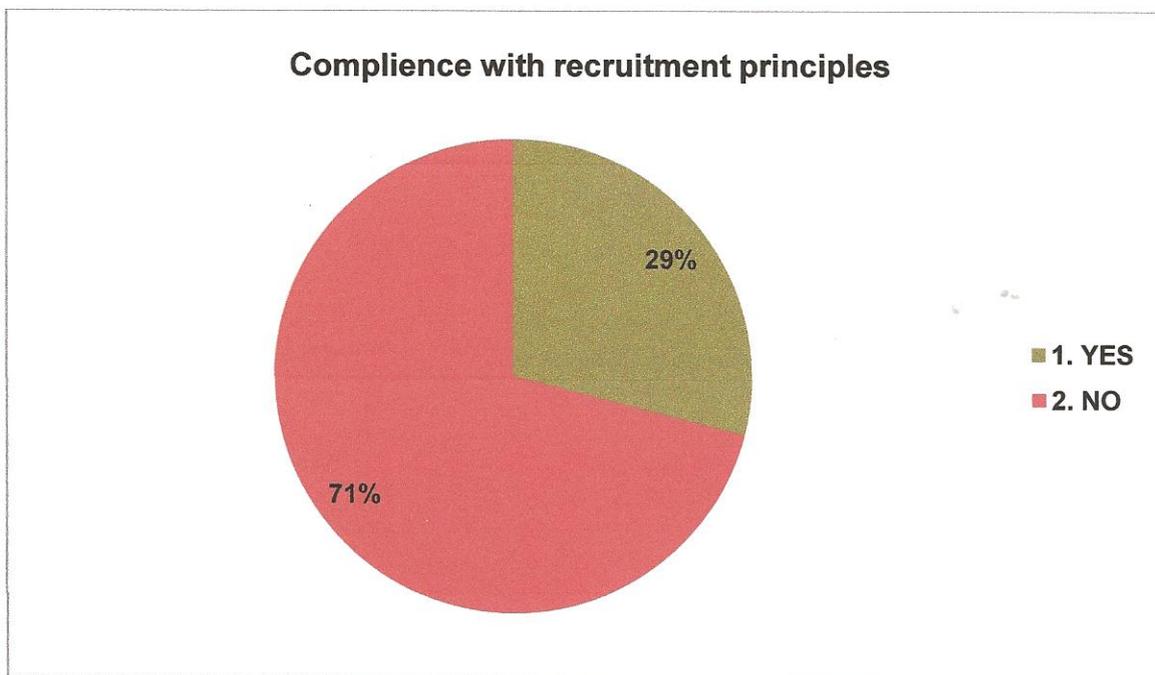


Chart 5 Compliance with the principles of the European Charter for Researchers

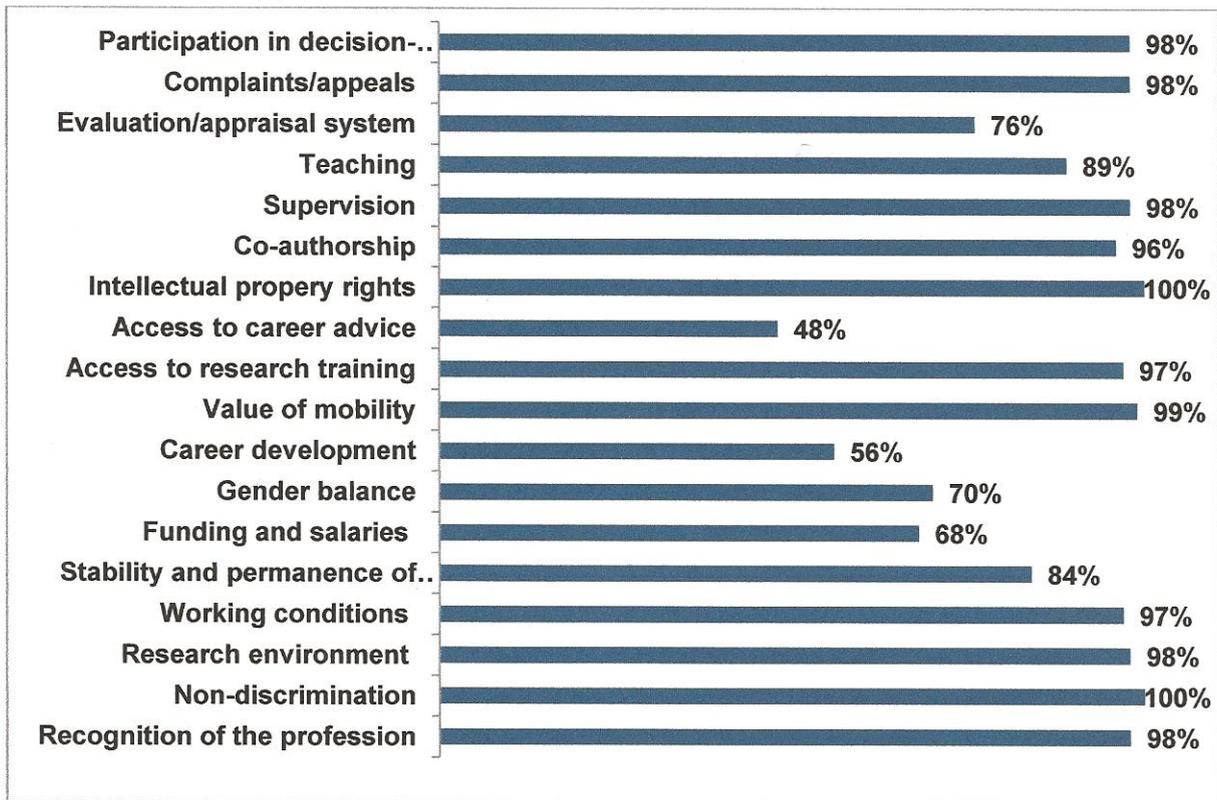


Chart 6 Compliance with the principles of the Code for Recruitment

