

The Human Resources Strategy for *Researchers*



Internal Gap Analysis and Action Plan



NATIONAL INSTITUTE
OF GERIATRICS, RHEUMATOLOGY
AND REHABILITATION

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1. About Institute

The history of the Institute dates back to 1951 when the Institute of Rheumatology was established by the regulation of the Council of Ministers. For over 65 years the Institute, as a research centre, has played a crucial role in Poland and in Europe in the area of rheumatology. Besides research activity, the Institute provides specialised medical services to the patients from all over Poland. Due to the scientific achievements and experienced medical professionals in 2015 the Institute of Rheumatology was selected by the Council of Ministers to play a leading role in the development of geriatrics and gerontology in Poland. The regulation of the Council of Ministers entrusted the Institute with new tasks and its name changed into the National Institute of Geriatrics, Rheumatology and Rehabilitation (NIGRiR).

At present the National Institute of Geriatrics, Rheumatology and Rehabilitation carries out research works in the area of geriatrics, gerontology and rehabilitation as well as continues research and clinical activity carried out by the former Institute of Rheumatology. According to the statutory tasks determined by the Council of Ministers, the National Institute of Geriatrics, Rheumatology and Rehabilitation plays a crucial role in supporting the development, defining guidelines and standardizing medical care in the area of geriatrics, gerontology and rehabilitation.

2. The context and approach

It is important for the management of the National Institute of Geriatrics, Rheumatology and Rehabilitation (NIGRiR) as well as associated scientists to maintain and continuously increase the level of scientific research, which makes it possible to sustain high level of research carried out by NIGRiR and translates into the significance of the Institute, both on national and international level. Moreover it will contribute to the optimization of the treatment of patients hospitalized in the Institute, which complies with the main idea behind the Institute's activity: to improve the level of knowledge in order to improve the quality of human life. Therefore scientific research carried out at NIGRiR should comply with the highest world standards and include scientific disciplines that are developed in state-of-the-art academic centres worldwide as well as contribute to the economic and social development of Poland. This perspective should therefore constitute a priority in human resources policy for the Institute's researchers.

NIGRiR ensures that all the employees are taken care of, in particular in terms of developing scientific career of young researchers. The heads of departments and clinics should constantly ensure that young researches with scientific achieve-



ments and research expertise obtained not only at national universities, but also in leading international research centres are employed as assistant professors. Teaching and research assistants who obtained a doctoral degree should hold this position for 3 years at the most. Supporting young researchers' career constitutes one of the scientific priorities of the National Institute of Geriatrics, Rheumatology and Rehabilitation.

Assistant professor's position at NIGRiR is considered to be an important milestone in scientific development which should be concluded with habilitation thesis. It should be at the same time considered a transitional period and not a target. Periodic evaluation of an assistant professor, determining his or her further employment, should indicate whether the candidate show sufficient dynamism in scientific work. Assistant professors who obtained Doctor of Science degree should hold this position for 8 years at the most. It should be then decided if Doctor of Science fulfils the requirements to be nominated as Associate Professor.

The following measures are undertaken to preserve the level of scientific, teaching and research activities:

- the efforts of NIGRiR's management to ensure favourable financial conditions for the employees (within its abilities)
- ensuring the best possible conditions for scientific work
- constant and regular evaluation of employees (according to the provisions of Law on Higher Education and NIGRiR regulations)
- maintaining high scientific and teaching effectiveness of the employees.

The management of the National Institute of Geriatrics, Rheumatology and Rehabilitation should ensure that the employees holding professor's position always fulfil the requirements specified in relevant internal documents, national and European regulations relating to the employment as well as present the highest scientific, teaching and ethical standards that could be the basis for conferring the degree of Titular Professor. It should be underlined that the management of NIGRiR endeavours to ensure that holding professor's position is not only the crowning achievement of many years career, but also guarantees further personal development of the researcher as well as his or her research direction and should contribute to supporting young researchers employed at the Institute. Moreover, NIGRiR's management endeavours to ensure that the researchers not only develop their scientific career in the narrow sense, but also shape their professional development, including nurturing their passion and teaching talent. To that end internal courses, meetings aimed at the exchange of knowledge between

researchers, visits of representatives from leading national and international institutes are organized. Social package for scientific employees and the introduction of a motivational remuneration system also contribute to the achievement of this goal. The implementation of these measures depends on the economic condition of the Institute; however the essential minimum that needs to be ensured was defined. The implementation of social issues is supervised by NIGRiR's management, Scientific Council and independent trade unions that operate in the Institute.

System solutions, such as guidelines of the European Commission, national documents as well as internal regulations of the management, Scientific Council and independent trade unions play a key role in the implementation of the Institute's scientific policy. Moreover, the management of the Institute follows the guidelines and best practice developed by reliable Polish and international research institutions, non-governmental organizations supporting science as well as other renowned advisory bodies, such as National Council of Geriatrics and Gerontology, National Council of Rheumatology and National Council of Rehabilitation. Therefore, all forms of evaluation tool developed by the above-mentioned institutions constitute an important factor in the verification of scientific policy and NIGRiR's management.

3. Metodology

a. Internal Gap Analysis

The activities aimed at defining the scope of realization of the objectives set out in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers in the Institute started with the establishment of a working group. The members of the working group were as follows: Prof. Iwona Sudoł-Szopińska, Scientific Director of NIGRiR (chairperson), Andrzej Goworski, MSc, Scientific Coordinator of NIGRiR, Dagmara Opoczyńska-Świeżewska, MSc (secretary), Cezary Rzemek, MSc, Director for Administration of NIGRiR and Ms Justyna Skórska, employee of the Scientific Secretariat of NIGRiR. Members of the group made an overview of the existing internal documents that define human resources policy for researchers. Direct cooperation was established between the group and Human Resources Unit, Payroll Department, Administrative Division, Public Procurement Division, Scientific Secretariat, General Director's Secretariat as well as with the heads of the selected research departments and clinics.

b. The survey for researchers

In order to define the implementation of EU guidelines on human resources policy for researchers a survey was developed in Polish language. The survey included 40 questions divided into four sections: 1. Ethical and professional aspects, 2. Recruitment, 3. Working conditions and social security, 4. Training. A 11-points scale for responses was adopted, starting with -5 (very bad) and ending with 5 (very good). Moreover the respondents could submit an individual comment to each question. Then, a meeting with all researchers and technicians involved in research was organised in order to present the ideas included in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers as well as HR Excellence in Research award. The survey and how to complete it were also discussed. Researchers were asked to complete the survey during the meeting. The surveys were completed anonymously and collected to the dedicated box. The meeting was organized on a most convenient day in order to ensure wide participation of researchers and technicians involved in research (90% of employees participated in the meeting and completed the survey).

4. Survey results

As many as 30 researchers: titular professors, teaching and research assistants, assistant professors and doctors participated in the survey. As the group was small, the respondents were not asked to indicate their sex, age and scientific degree, which could influence the feeling of lack of anonymity.

The overall average value of scores amounted to 3.24, which indicates that the Institute implements the guidelines and requirements included in the Charter and the Code. The issues included in the section Ethical and professional aspects obtained the highest scores. The average score for the guidelines and requirements included in this section amounted to 3.79. The issues included in the section Working conditions and social security received the least positive scores - the average score for the section amounted to 2.65. The average scores for the two remaining sections amounted to 3.53 – Recruitment and 3.11 – Training.

The outcomes of the survey were analysed by the working group established in the Institute to implement the principles included in the Chart and the Code. The issues, the implementation of which is not satisfactory and should be improved were identified as a result.

The outcomes of the analysis divided into thematic sections are presented below.



I. Ethical and professional aspects

No	Assesment	Average rating
10	Non discrimination	4,45
2	Ethical principles	4,20
3	Professional responsibility	4,07
1	Research freedom	4,00
6	Accountability	3,80
Average for part I		3,79
4	Professional attitude	3,73
7	Good practice in research	3,57
8	Dissemination, exploitation of results	3,57
11	Evaluation/ appraisal systems	3,53
9	Public engagement	3,50
5	Contractual and legal obligations	3,33

II Recruitment

No	Assesment	Average rating
13	Recruitment (Code)	3,83
17	Variations in the chronological order of CVs (Code)	3,73
20	Seniority (Code)	3,73
12	Recruitment	3,69
21	Postdoctoral appointments (Code)	3,62
15	Transparency (Code)	3,54
19	Recognition of qualifications (Code)	3,53(3)
	Average for part II	3,53
18	Recognition of mobility experience (Code)	3,43
14	Selection (Code)	3,41
16	Judging merit (Code)	2,77

III Working conditions and social security

No	Assesment	Average rating
27	Gender balance	3,73
32	Co-authorship	3,37
31	Intellectual Property Rights	3,17
25	Stability and permanence of employment	3,00
22	Recognition of the profession	2,96
33	Teaching	2,86
28	Career development	2,83
23	Research environment	2,80
29	Value of mobility	2,72
	Average for part III	2,65
35	Participation in decision-making bodies	2,47
34	Complains/ appeals	2,46
30	Access to career advice	1,86
24	Working conditions	1,63
26	Funding and salaries	1,28

IV Training

No	Assesment	Average rating
37	Supervision and managerial duties	3,50
36	Relation with supervisors	3,27
38	Continuing Professional Development	3,27
	Average for part IV	3,11
40	Supervision	2,83
39	Access to research training and continuous development	2,70

4. Conclusions

1. Research freedom

Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.

- The issue of **Research freedom** is reflected in the content of internal documents and is widely used.
- The average rating 4,0 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a very positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

A reference to an internal document:

Zarządzenie nr 45/2012 w sprawie wprowadzenia Regulaminu Rozwoju Naukowego Pracowników Naukowych w Instytucie Reumatologii.

The researches employed by the National Institute of Geriatrics, Rheumatology and



Rehabilitation (NIGRR) always focus their research on the good of patients and society and on expanding the frontiers of scientific knowledge. They have the right to the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. The Institute's binding regulations allow them to carry out scientific research taking into account the principle of freedom while respecting the ethical principles by which the researcher is bound.

2. Ethical principles

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

- The issue of **Ethical principles** is reflected in the content of internal documents and is widely used.
- The average rating 4,2 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a very positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

A reference to an internal document:

- „Dobre obyczaje w nauce PAN”
- Kodeks Etyczny PAN
- Kodeks Etyki Lekarskiej
- Kodeks Etyki Zawodowej Pielęgniarek i Położnych
- Zarządzenie nr 1/2015 w sprawie powołania Komisji Bioetycznej w Instytucie Reumatologii w Warszawie
- Kodeks Etyki Pracowników Narodowego Instytut Geriatrii, Reumatologii i Rehabilitacji im. prof. dr hab. med. Eleonory Reicher w Warszawie – w opracowaniu

Researches adhere to the recognised ethical practices and principles. The scientists are bound by the regulations issued by the Polish Academy of Sciences (PAN) and described in the document entitled “Good practices in the PAN science” as well as in the Code of Medical Ethics and Professional Conduct for Nurses and Midwives. Moreover, the Institute appointed a bioethical commission verifying the compliance of the scientific research with ethical principles.

3. Professional responsibility

Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.

- The issue of **Professional responsibility** is reflected in the content of internal documents and is widely used.
- The average rating 4,07 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a very positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

A reference to an internal document:

- „Dobre obyczaje w nauce PAN”
- Kodeks Etyczny PAN

The NIGRR's scientists make every effort to ensure that their research is relevant to the society and does not duplicate research previously carried out elsewhere. They are also aware that all forms of plagiarism are forbidden. Moreover, they abide by the principle of intellectual property ownership.

4. Professional attitude

Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.

- The issue of **Professional attitude** is reflected in the content of internal documents and is widely used.
- The average rating 3,73 (on a scale from -5 - very bad to 5 - very good) from the

survey indicates a very positive assessment of the application of this principle at the Institute.

- The working group found that improvement actions are not necessary.

The NIGGR's researchers are obliged to comply with the documents and rules of the competition. Before the commencement of research they are required to obtain the consent of the bioethical commission and their supervisors. At the stage of the project implementation, it is necessary to regularly report to the Institute's Scientific Secretariat on the disbursed funds or encountered difficulties.

5. Contractual and legal obligations

Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract or equivalent document.

- The issue of **Contractual and legal obligations** is reflected in the content of internal documents and is widely used.
- The average rating 3,33 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

A reference to an internal document:

- *Zarządzenie nr 35/2011 w sprawie ustalenia wysokości wynagrodzenia zasadniczego za działalność będącą przedmiotem prawa autorskiego prowadzoną w ramach stosunku pracy w Instytucie Reumatologii w Warszawie*

6. Accountability

Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees.

Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.

- The issue of **Accountability** is reflected in the content of internal documents and is widely used.
- The average rating 3,8 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a very positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

A reference to an internal document:

- „Dobre obyczaje w nauce PAN”
- *Kodeks Etyki Pracowników Narodowego Instytut Geriatrii, Reumatologii i Rehabilitacji im. prof. dr hab. med. Eleonory Reicher w Warszawie – w opracowaniu*

The NIGRR's employees are aware of their responsibilities with regard to the implemented projects and scientific research, for which they obtain national or foreign funds. They respect the principles of effectiveness in the use of funds and those of diligent, transparent and effective finance management. The researchers receive the support in the scope of administrative and financial service of the projects they are implementing.

7. Good practice in research

Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper 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.

- The issue of **Good practice in research** is reflected in the content of internal documents and is widely used.
- The average rating 3,57 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a very positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

A reference to an internal document:

- „Dobre obyczaje w nauce PAN”
- *Kodeks Etyki Pracowników Narodowego Instytut Geriatrii, Reumatologii i Rehabilitacji im. prof. dr hab. med. Eleonory Reicher w Warszawie – w opracowaniu*
- *Ustawa z dnia 29 sierpnia 1997 r. o ochronie danych osobowych*

The researchers conduct the research based on the safety rules and in respect of the patients' rights. They also take precautions with regard to the occupational health and safety and recovery of data lost as a result of IT failures. An occupational medicine clinic was established at the Institute, carrying out pre-employment, periodical and prophylactic check-ups. Moreover, the Institute employs an occupational health and safety inspector. The employees are regularly trained in this scope. The national regulations on personal data protection are also respected, which is controlled by the personal data protection inspector/administrator.

8. Dissemination, exploitation of results

All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.

- The issue of **Dissemination, exploitation of results** is reflected in the content of internal documents and is widely used.
- The average rating 3,57 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a very positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

A reference to an internal document:

- *Zarządzenie nr 15/2006 w sprawie przyznawania nagród za prace naukowe opublikowane przez pracowników Instytutu Reumatologii*
- *Zarządzenie nr 45/2012 w sprawie wprowadzenia Regulaminu Rozwoju Naukowego Pracowników Naukowych w Instytucie Reumatologii*

The researchers make their best efforts in order for their research results to be disseminated and exploited in the form of publications or patents. The scientists may publish their works in the bulletin published by the Institute. The Institute has put in place a motivational system of bonuses and additional remuneration for publication of research results.

9. Public engagement

Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.

- The issue of **Public engagement** is not reflected in the content of internal documents, but used as good practise.
- The average rating 3,50 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

The NGIRR's employees are involved in dissemination of medical knowledge among the general public. For this purpose, the Institute organises monthly "Thursday meetings with rheumatology" addressed to all patients affected by rheumatologic diseases. Moreover, the scientists are involved in the organisation of the Science Festival, where they have the occasion to meet local community, publishing the research results in scientific magazines.

10. Non discrimination

Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.

- The issue of **Non discrimination** is reflected in the content of internal documents and is widely used.
- The average rating 4,45 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a very positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

A reference to an internal document:

- *Regulamin pracy*
- *Zarządzenie 61/2014 w sprawie wprowadzenie w Instytucie Wewnętrznej Procedury Antymobbingowej*

The Institute's management strongly emphasizes the need to maintain transparency and does not allow situations where the employees would be discriminated. The non-discrimination principle is described in internal documents: work rules and regulation on the anti-mobbing policy. The prohibition of discrimination on grounds such as gender, age, ethnical, national or social origin, religion or belief, sexual orientation, language, disability, political opinions and social or economic condition is complied with.

11. Evaluation/ appraisal systems

Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee.

- The issue of **Evaluation/ appraisal systems** is reflected in the content of internal documents and is widely used.
- The average rating 3,53 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a very positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

A reference to an internal document:

- *Zarządzenie nr 45/2012 w sprawie wprowadzenia Regulaminu Rozwoju Naukowego Pracowników Naukowych w Instytucie Reumatologii*

The Institute issued the Regulations on the Scientific Development of Researchers, describing the procedure of periodical assessment of researchers, their achievements and progress in scientific work by an independent commission and the NIGRR's Scientific Board. The researchers are obliged to constantly develop their careers, achieve academic degrees and titles. They are covered by a motivational system in the form of remuneration increases.

12. Recruitment

Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.

- The issue of **Recruitment** is reflected in the content of internal documents and is widely used.
- The average rating 3,69 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a very positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

A reference to an internal document:

- *Zarządzenie nr 45/2012 w sprawie wprowadzenia Regulaminu Rozwoju Naukowego Pracowników Naukowych w Instytucie Reumatologii*
- *Załącznik 1 do zarządzenia nr 9/2014 w sprawie wprowadzenia Regulaminu Przeprowadzania Konkursu na Stanowisko Naukowe i Kierowników Naukowych Komórek Organizacyjnych w Instytucie Reumatologii w Warszawie*

While recruiting new researchers, each time a multidisciplinary commission is appointed, conducting the competition procedure and selecting the final candidate. The binding principles of recruitment are described in the Rules of Conducting Competition for Scientific Position and Scientific Organisational Units Managers. The scientists returning to work after parental leaves are employed in compliance with the national regulations of the Labour Code.

13. Recruitment (Code)

Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.

- The issue of **Recruitment (Code)** is reflected in the content of internal documents and is widely used.
- The average rating 3,83 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a very positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

A reference to an internal document:

- *Załącznik 1 do zarządzenia nr 9/2014 w sprawie wprowadzenia Regulaminu Przeprowadzania Konkursu na Stanowisko Naukowe i Kierowników Naukowych Komórek Organizacyjnych w Instytucie Reumatologii w Warszawie*
- *Statut Narodowego Instytut Geriatrii, Reumatologii i Rehabilitacji im. prof. dr hab. med. Eleonory Reicher*

The recruitment principles are described in the internal documents of the Institute: Rules of Conducting Competition for Scientific Position and Scientific Organisational Units Managers. Moreover, the advertisements on recruitment for new positions are published on the NIGRR's website, thus making this information publicly available.

14. Selection (Code)

Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained should be realistic.

- The issue of **Selection (Code)** is reflected in the content of internal documents and is widely used.
- The average rating 3,41 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a very positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

A reference to an internal document:

- *Załącznik 1 do zarządzenia nr 9/2014 w sprawie wprowadzenia Regulaminu Przeprowadzania Konkursu na Stanowisko Naukowe i Kierowników Naukowych Komórek Organizacyjnych w Instytucie Reumatologii w Warszawie*
- *Zarządzenia w sprawie powołania Komisji Konkursowej do przeprowadzenia postępowania konkursowego na stanowisko naukowe*

In compliance with the binding internal regulations: Rules of Conducting Competition for Scientific Position and Scientific Organisational Units Managers and appointment of Competition Commission for conducting competition procedure, the commissions are multidisciplinary. Members represent various organisational departments of the Institute. The gender balance is also preserved.

15. Transparency (Code)

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

- The issue of **Transparency (Code)** is reflected in the content of internal documents and is widely used.

- The average rating 3,54 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a very positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

A reference to an internal document:

- *Załącznik 1 do zarządzenia nr 9/2014 w sprawie wprowadzenia Regulaminu Przeprowadzania Konkursu na Stanowisko Naukowe i Kierowników Naukowych Komórek Organizacyjnych w Instytucie Reumatologii w Warszawie*
- *Statut Narodowego Instytutu Geriatrii, Reumatologii i Rehabilitacji im. prof. dr hab. med. Eleonory Reicher*

The commissions carrying out the recruitment process as well as employees of the HR department make their best efforts in order to ensure that the activities they undertake lead to the selection of new employees while preserving the transparency rule. The candidates are informed about the recruitment process, selection criteria, number of available positions and career development prospects. The candidates do not receive the feedback on the strengths and weaknesses of their applications. The working group found that improvement actions are necessary: An opinion on each candidate should be prepared at the end of the recruitment process. Such information should contain the strengths and weaknesses of the candidate.

16. Judging merit (Code)

The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.

- The issue of **Judging merit (Code)** is reflected in the content of internal documents and is used, while researchers found it as insufficiently fulfilled.
- The average rating 2,77 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are necessary:

- Development of tools in assessing wide range of the candidate's skills, such as publications, teaching, supervision, teamwork, knowledge transfer, management of research.

A reference to an internal document:

- *Rozdział 9 ustawy z dnia 30 kwietnia 2010 r. o instytutach badawczych*

The Institute carries out employee assessment. There is no employee assessment system that would take into account the qualitative data such as: education, scientific tutelage, team work, knowledge transfer, scientific research management and activities in the scope of innovations and raising of the scientific awareness in the society.

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

Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.

- The issue of **Variations in the chronological order of CVs (Code)** is not reflected in the content of internal documents, but used as good practise.
- The average rating 3,73 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a very positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

NGIRR does not have a document that would concentrate on the issues of variations in the chronological order of CVs. At the same time, the commissions recruiting new employees positively evaluate the breaks and variations in the chronological order of the candidates' CVs. The career breaks related to childcare (maternal, paternal or child care leave) or illness and rehabilitation are provided for in Polish legislation by separate labour law provisions. At the end of such break, the employer is obliged to hire the employee back. The institute strictly adheres to these obligations.

18. Recognition of mobility experience (Code)

Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.

- The issue of **Recognition of mobility experience (Code)** is not reflected in the content of internal documents, but used as good practise.
- The average rating 3,43 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a very positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are necessary:

NIGRR does not have a document that would concentrate on the mobility issues. At the same time, the commissions recruiting new employees positively evaluate and highly appreciate all forms of education abroad. The experience gained during such stays is seen as a valuable contribution for which additional points are awarded.

19. Recognition of qualifications (Code)

Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.

- The issue of **Recognition of qualifications (Code)** is reflected in the content of internal documents and is widely used.
- The average rating 3,53 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a very positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

A reference to an internal document:

- *Zarządzenie nr 45/2012 Dyrektora Instytutu Reumatologii w Warszawie z dnia*

12 listopada 2012 r. w sprawie wprowadzenia Regulaminu Rozwoju Naukowego Pracowników Naukowych w Instytucie Reumatologii

- Statut Narodowego Instytut Geriatrii, Reumatologii i Rehabilitacji im. prof. dr hab. med. Eleonory Reicher.

20. Seniority (Code)

The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.

- The issue of **Seniority (Code)** is reflected in the content of internal documents and is widely used.
- The average rating 3,73 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a very positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

A reference to an internal document:

- *Regulamin wynagradzania*

The required qualifications are in line with the position for which the competition has been announced. Employees applying for lower position are expected to have qualifications appropriate with regard to their skills. Other skills will be required from the candidates for the clinic manager positions. Moreover, the number of years of service gives rise to premiums in the form of appropriate bonuses to the remuneration, as set forth in the Director's regulation.

21. Postdoctoral appointments (Code)

Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.

- The issue of **Postdoctoral appointments (Code)** is reflected in the content of internal documents and is widely used.
- The average rating 3,62 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a very positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

A reference to an internal document:

- *Zarządzenie nr 45/2012 Dyrektora Instytutu Reumatologii w Warszawie z dnia 12 listopada 2012 r. w sprawie wprowadzenia Regulaminu Rozwoju Naukowego Pracowników Naukowych w Instytucie Reumatologii*

The NIGRR Director's regulation stipulates the principles and the period within which a researcher holding a doctoral degree is obliged to take up further scientific development and gain subsequent academic titles. It also sets forth the conditions for applying for a position adequate to the possessed qualifications and scientific achievements.

22. Recognition of the profession

All researchers engaged in a research career should be recognized as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).

- The issue of **Recognition of the profession** is reflected in the content of internal documents and is widely used.
- The average rating 2,96 (on a scale from -5 - very bad to 5 - very good) from the

survey indicates a positive assessment of the application of this principle at the Institute.

- The working group found that improvement actions are not necessary.

A reference to an internal document:

- *Zarządzenie nr 45/2012 Dyrektora Instytutu Reumatologii w Warszawie z dnia 12 listopada 2012 r. w sprawie wprowadzenia Regulaminu Rozwoju Naukowego Pracowników Naukowych w Instytucie Reumatologii*

Regardless of the academic title, the scientists employed in NIGRR are treated with due respect and attention. Young scientists, during their doctoral studies, are recognised as professionals at an early stage of their scientific career. What is more, it is not rare that young researchers are distinguished among the Institute's scientists. The Institute has been conducting a competition for research grants, addressed to young scientists who have just started their career.

23. Research environment

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.

- The issue of **Research environment** is not reflected in the content of internal documents, but used as good practise.
- The average rating 2,8 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

The NIGRR's management is constantly striving to improve the scientific research and trainings environment, so that they are the as optimised and stimulating as possible. It repeatedly undertakes actions aimed at improving the scientific research infrastructure, equipment of laboratories, purchase of test and medical equipment. Moreover, a great value is attached to ensuring appropriate occupational health and safety measures.

24. Working conditions

Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, inter alia, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.

- The issue of **Working conditions** is reflected in the content of internal documents and is widely used.
- The average rating 1,63 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are necessary:
 - Testing and development of new, alternative forms of employment, such as telecommuting, freelance, part-time and flextime employment.

A reference to an internal document:

- *Regulamin pracy*

Working conditions were described in details in the internal Work Rules. It takes into account, inter alia, the issue of working hours, employment forms, holiday leaves, possibility of business-related or private errands during the working hours, remunerations, premiums and supplements, as well as occupational safety and health. The provisions take into consideration the needs of women and men to reconcile the family and professional life, have children and develop their careers. These provisions are compliant with the national legislation. Currently, the Institute does not offer the possibility of flexible working hours or tele-working.

25. Stability and permanence of employment

Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the EU Directive on Fixed-Term Work.

- The issue of **Stability and permanence of employment** is reflected in the content of internal documents and is widely used.
- The average rating 3,0 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

A reference to an internal document:

- *Zarządzenie nr 45/2012 Dyrektora Instytutu Reumatologii w Warszawie z dnia 12 listopada 2012 r. w sprawie wprowadzenia Regulaminu Rozwoju Naukowego Pracowników Naukowych w Instytucie Reumatologii*

The scientists work for the Institute based on stable employment forms. Only at the beginning of the career a certain form of instability may appear, which results also from the national regulations – first contract is concluded for the period of 3 months. However, longer employment gives stability and strengthens the position of scientist in NIGRR.

26. Funding and salaries

Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

- The issue of **Funding and salaries** is reflected in the content of internal documents and is widely used.
- The average rating 1,28 (on a scale from -5 - very bad to 5 - very good) from the

survey indicates a positive assessment of the application of this principle at the Institute.

- The working group found that improvement actions are necessary:
 - It is planned to give out fellowships for 2 young, outstanding researchers.
 - It is planned to increase salaries after the financial improvement of the Institute, which is a direct result of the scientific activity of researches.
 - Scientific Secretariat NIGRiR will seek grants, which brings an additional source of funding and support to new ventures.

A reference to an internal document:

- *Regulamin wynagradzania*

The NIGRR's management lays great emphasis on fair and attractive conditions of funding and remuneration of the scientists. It makes efforts in order for the employees having similar qualifications to receive comparable remuneration. The involvement in the Institute's development and independent studies are also appreciated. An internal document – Remuneration Rules – contains detailed provisions on the levels of remunerations, supplements, premiums and awards. However, the scientists declare their dissatisfaction due to they work not being appreciated and due to low remuneration.

27. Gender balance

Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.

- The issue of **Gender balance** is reflected in the content of internal documents and is widely used.
- The average rating 3,73 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a very positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

A reference to an internal document:

- *Regulamin pracy*

Ensuring representative gender balance at each staff level is described in the inter-

nal Rules of Work. The management ensures equal treatment of the employees in the scope of commencement and termination of the employment relationship, employment conditions, promotions and access to trainings in order to increase professional qualifications; in particular, regardless of the gender, age, race, religion, nationality, political opinions, membership in trade unions, ethnical origin and belief. The recruitment commissions also make efforts in order to ensure the gender balance while preserving the quality and qualifications criteria.

28. Career development

Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.

- The issue of **Career development** is reflected in the content of internal documents and is widely used.
- The average rating 2,83 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

A reference to an internal document:

- *Zarządzenie nr 45/2012 Dyrektora Instytutu Reumatologii w Warszawie z dnia 12 listopada 2012 r. w sprawie wprowadzenia Regulaminu Rozwoju Naukowego Pracowników Naukowych w Instytucie Reumatologii*

The scope of career development is described in an internal document – the Rules of Scientific Development of Researchers, taking into account the conditions that must be fulfilled by a scientist in order to apply for a higher career level. These provisions apply both to the employees hired for definite and indefinite time. The Institute also attaches great value to intergenerational cooperation between the scientists. The tutors and mentors willingly share their knowledge and experience with their younger colleagues.

29. Value of mobility

Employers and/or funders must recognize the value of geographical, inter-sectorial, 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.

- The issue of **Value of mobility** is reflected in the content of internal documents and is widely used.
- The average rating 2,72 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

30. Access to career advice

Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.

- The issue of **Access to career advice** is not reflected in the content of internal documents.
- The average rating 1,86 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary:
 - Organization of professional trainings and courses for NIGRiR researches.
 - Organization of workshops for NIGRiR researchers led by prominent scientists from our institute and outside.
 - Participation of the leading researchers in the Science Festival as a platform of promotion of individual careers.
 - Extensions of duties of the Clinical Director of the institute with job placement assistance for individual researcher's interests.

A reference to an internal document:

- *Zarządzenie nr 45/2012 Dyrektora Instytutu Reumatologii w Warszawie z dnia 12 listopada 2012 r. w sprawie wprowadzenia Regulaminu Rozwoju Naukowego Pracowników Naukowych w Instytucie Reumatologii (obowiązek uczestniczenia w konferencjach krajowych i zagranicznych)*

The management of the National Institute of Geriatrics, Rheumatology and Rehabilitation recognises and appreciates the value of geographical, inter-sectoral and trans-disciplinary mobility. All experiences related to mobility within their career progression/appraisal system are valued. Moreover, there is an internal Director's regulation encouraging the scientists to participate in national and international scientific trips. The Institute does not currently offer professional career advice, but, in accordance with the activities proposed below, it is planned to be introduced within 20 months.

31. Intellectual Property Rights

Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.

- The issue of **Intellectual Property Rights** is reflected in the content of internal documents and is widely used.
- The average rating 3,17 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a very positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

A reference to an internal document:

- *Zarządzenie nr 35/2011 w sprawie ustalenia wysokości wynagrodzenia zasadniczego za działalność będącą przedmiotem prawa autorskiego prowadzoną w ramach stosunku pracy w Instytucie Reumatologii w Warszawie*

In an internal document, the National Institute of Geriatrics, Rheumatology and Rehabilitation established the level of basic remuneration for activity subject to copyright, carried out as part of the employment relationship.

32. Co-authorship

Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc, or to publish their own research results independently from their supervisor(s).

- The issue of **Co-authorship** is reflected in the content of internal documents and is widely used.
- The average rating 3,37 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a very positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

A reference to an internal document:

- *Zarządzenie nr 35/2011 w sprawie ustalenia wysokości wynagrodzenia zasadniczego za działalność będącą przedmiotem prawa autorskiego prowadzoną w ramach stosunku pracy w Instytucie Reumatologii w Warszawie*

All forms of co-authorship are highly appreciated in the Institute. They are seen as a sign of cooperation and constructive approach to scientific research. They are even more appreciated if the cooperation take place at the international level. The results of the scientific and research works carried out by researches at an early stage of their careers are treated according to the same rules than those applying to the remaining

33. Teaching

Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.

- The issue of **Teaching** is reflected in the content of internal documents and is widely used.
- The average rating 2,86 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

A reference to an internal document:

- *Zarządzenie nr 45/2012 Dyrektora Instytutu Reumatologii w Warszawie z dnia 12 listopada 2012 r. w sprawie wprowadzenia Regulaminu Rozwoju Naukowego Pracowników Naukowych w Instytucie Reumatologii*

34. Complains/appeals

Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.

- The issue of **Complains/ appeals** is not reflected in the content of internal documents.
- The average rating 2,46 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are necessary:
 - An anonymous survey that allows NIGRiR's researches submit comments

and complaints to the scientific director of Institute.

- Building mutual trust by organizing in NIGRiR information meetings.
- Commission on Science NIGRIR will expand its activities by the ombudsman.

The Institute did not establish any concrete form of filing complaints or appeals. In compliance with the activities proposed below, changes are planned to be introduced within 20 months.

35. Participation in decision-making bodies

Employers and/or funders of researchers should recognize it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.

- The issue of **Participation in decision-making bodies** is reflected in the content of internal documents and is widely used.
- The average rating 2,47 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are necessary:
 - The publication of reports of the meetings of the NIGRiR's Scientific Council (publication on the intranet).
 - The publication of an internal bulletin with information on the work of the NIGRiR for circulation among NIGRiR's researches.
 - Increase the visibility and attractiveness of individual researchers of the NIGRiR through creation a professional portfolio of departments of the Institute.
 - Establishing the scientific faculty for young reserachers and residents to enable them to actively participate in workings of the institute and create their individual careers.

A reference to an internal document:

- *Statut Narodowego Instytut Geriatrii, Reumatologii i Rehabilitacji im. prof. dr hab. med. Leonory Reicher*

Representatives of researchers sit on the Scientific Board, as set forth in the Statute of the National Institute of Geriatrics, Rheumatology and Rehabilitation. The Scientific Board is one of the main NIGGR's governing bodies, taking decisions in the scope of development, science and performed research works. However, following declarations of employees made as part of the survey, actions are planned to be taken in order to improve the situation.

36. Relation with supervisors

Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.

- The issue of **Relation with supervisors** is reflected in the content of internal documents and is widely used.
- The average rating 3,27 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

A reference to an internal document:

- *Zarządzenie nr 45/2012 Dyrektora Instytutu Reumatologii w Warszawie z dnia 12 listopada 2012 r. w sprawie wprowadzenia Regulaminu Rozwoju Naukowego Pracowników Naukowych w Instytucie Reumatologii*

Young scientists agree with their scientific tutors upon the form and frequency of contacts. Relationships with tutors cover, the most often, the analysis of the performed work, preparation of works and reports as well as publications or other forms of knowledge dissemination. The internal Rules of Scientific Development of Researchers also require persons holding the title of Doctor Habilitatus or Professor to coordinate the development of young researchers.

37. Supervision and managerial duties

Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.

- The issue of **Supervision and managerial duties** is not reflected in the content of internal documents, but used as good practise.

- The average rating 3,5 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a very positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

The internal Rules of Scientific Development of Researchers also require persons holding the title of Doctor Habilitatus or Professor to coordinate the development of young researchers. These issues are regulated individually and applied in the form of the adopted good practices.

38. Continuing Professional Development

Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.

- The issue of **Continuing Professional Development** is reflected in the content of internal documents and is widely used.
- The average rating 3,27 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are not necessary.

A reference to an internal document:

- *Zarządzenie nr 45/2012 Dyrektora Instytutu Reumatologii w Warszawie z dnia 12 listopada 2012 r. w sprawie wprowadzenia Regulaminu Rozwoju Naukowego Pracowników Naukowych w Instytucie Reumatologii*

Scientists employed in NIGRR have the possibility to apply for funds that may be then assigned for financing the trainings and trips abroad. Moreover, NIGRR also organises courses and trainings open to the Institute's employees.

39. Access to research training and continuous development

Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.

- The issue of **Access to research training and continuous development** is reflected in the content of internal documents and is widely used.
- The average rating 2,70 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are necessary:
 - Organization of professional trainings and courses for NIGRiR researches.
 - Organization of workshops for NIGRiR researches led by prominent researchers from our Institute.
 - Participation in national and international conferences, trainings etc.

A reference to an internal document:

- *Zarządzenie nr 45/2012 Dyrektora Instytutu Reumatologii w Warszawie z dnia 12 listopada 2012 r. w sprawie wprowadzenia Regulaminu Rozwoju Naukowego Pracowników Naukowych w Instytucie Reumatologii*

Scientists employed in NIGRR have the possibility to apply for funds that may be then assigned for financing the trainings and trips abroad. Moreover,

40. Supervision

Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

- The issue of **Supervision** is not reflected in the content of internal documents.
- The average rating 2,83 (on a scale from -5 - very bad to 5 - very good) from the survey indicates a positive assessment of the application of this principle at the Institute.
- The working group found that improvement actions are necessary:
 - Supervision conducted by Scientific Director (SD) will focus on actual work samples.
 - Development of methodology according to micro-training approach for the SD to conduct a series of interviews with NIGRiR researchers
 - Individual careers of researchers development monitoring by the the Science Commission of the Institute

The employees starting their scientific career are trained within the requirements of their post by their supervisor, who also provides all the information necessary to start effective work. Tutors or unit managers are involved in supervising the research works and provide appropriate support and assistance in performance of tasks.

5. Action plan

No	Assesment	Required actions	Responsibility	Processing time
16	Judging merit (Code)	<ul style="list-style-type: none"> Development of tools in assessing wide range of the candidate's skills, such as publications, teaching, supervision, teamwork, knowledge transfer, management of research. 	Scientific coordinator	20 months
24	Working conditions	<ul style="list-style-type: none"> Testing and development of new, alternative forms of employment, such as telecommuting, freelance, part-time and flextime employment. 	Scientific coordinator	20 months
26	Funding and salaries	<ul style="list-style-type: none"> It is planned to give out fellowships for 2 young, outstanding researchers It is planned to increase salaries after the financial improvement of the Institute, which is a direct result of the scientific activity of researches. Scientific Secretariat NIGRiR will seek grants, which brings an additional source of funding and support to new ventures. 	Scientific coordinator	20 months
30	Access to career advice	<ul style="list-style-type: none"> Organization of professional trainings and courses for NIGRiR researches. Organization of workshops for NIGRiR researchers led by prominent scientists from our institute and outside. Participation of the leading researchers in the Science Festival as a platform of promotion of individual careers. Extensions of duties of the Clinical Director of the institute with job placement assistance for individual researcher's interests. 	Scientific coordinator	20 months
34	Complains/appeals	<ul style="list-style-type: none"> An anonymous survey that allows NIGRiR's researches submit comments and complaints to the scientific director of Institut. Building mutual trust by organizing in NIGRiR information meetings. Commission on Science NIGRiR will expand its activities by the ombudsman 	Scientific coordinator	20 months

No	Assesment	Required actions	Responsibility	Processing time
35	Participation in decision-making bodies	<ul style="list-style-type: none"> • The publication of reports of the meetings of the NIGRiR's Scientific Council (publication on the intranet). • The publication of an internal bulletin with information on the work of the NIGRiR for circulation among NIGRiR's researches. • Increase the visibility and attractiveness of individual researchers of the NIGRiR through creation a professional portfolio of departments of the Institute. • Establishing the scientific faculty for young researchers and residents to enable them to actively participate in workings of the institute and create their individual careers. 	Scientific coordinator	20 months
39	Access to research training and continuous development	<ul style="list-style-type: none"> • Organization of professional trainings and courses for NIGRiR researches. • Organization of workshops for NIGRiR researches led by prominent researchers from our Institute. • Participation in national and international conferences, trainings etc. 	Scientific coordinator	20 months
40	Supervision	<ul style="list-style-type: none"> • Supervision conducted by Scientific Director (SD) will focus on actual work samples. • Development of methodology according to micro-training approach for the SD to conduct a series of interviews with NIGRiR researchers • Individual careers of researchers development monitoring by the the Science Commission of the Institute 	Scientific coordinator	20 months

Annex: Information meeting on the HR Excellence in Research Logo

Venue: Main auditorium, Eleonora Reicher National Institute of Geriatrics, Rheumatology and Rehabilitation (NIGRR)

18 April 2016, 9.00 a.m. – 10.30 a.m.

Invitation to the meeting: researchers and technicians involved in research – 34 persons.

9.00 a.m. – 9.05 a.m.

Guests were welcomed by the Scientific Director of the Institute, Professor Iwona Sudoł-Szopińska, who presented main assumptions related to acquisition of the HR Excellence in Research Logo.



9.05 a.m. – 9.15 a.m.

Scientific Coordinator of NIGRR, Mr. Andrzej Goworski, discussed the issues related to the national and international scientific good practices and listed the national regulations and acts relating to the subject of science and regarding the aspects of the work of scientists, their remuneration and equality between sexes. He also presented the guidelines of the European Commission relative to the issues of scientific policy of research institutions. Then Mr. Goworski listed the NIGRR's internal documents regarding the scientific policy.

9.20 a.m. – 9.30 a.m.

Mrs. Dagmara Opoczyńska-Świeżewska discussed the survey to be completed by the researchers and technicians involved in research of NIGRR. She presented the layout of the survey, the grading scale and encouraged the participants to share their reflections in the “Remarks” fields under each question. Mrs. Opoczyńska-Świeżewska also informed that the survey was anonymous and indicated the box in which the filled questionnaires should be placed. Later, Professor Sudoł-Szopińska, Mrs. Opoczyńska-Świeżewska and Mr. Goworski thanked the assembled audience for their arrival and distributed the questionnaires.

9.30 a.m. -10.40 a.m.

Time for completing the questionnaire.

Annex: The national regulations and internal operational practice

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24. Zarządzenie nr 35/2011 w sprawie ustalenia wysokości wynagrodzenia zasadniczego za działalność będącą przedmiotem prawa autorskiego prowadzoną w ramach stosunku pracy w Instytucie Reumatologii w Warszawie
25. Zarządzenie nr 15/2006 w sprawie przyznawania nagród za prace naukowe opublikowane przez pracowników Instytutu Reumatologii
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28. Zarządzenia w sprawie powołania Komisji Konkursowej do przeprowadzenia postępowania konkursowego na stanowisko naukowe

29. Regulamin wynagradzania
30. Regulamin pracy
31. Kodeks Etyki Lekarskiej
32. Kodeks Etyki Zawodowej Pielęgniarek i Położnych
33. Zarządzenie nr 1/2015 w sprawie powołania Komisji Bioetycznej w Instytucie Reumatologii w Warszawie.



NATIONAL INSTITUTE
OF GERIATRICS, RHEUMATOLOGY
AND REHABILITATION

THE NAME OF PROF. DR HAB. MED. ELEONORA REICHER

