



Institute
of Mother and Child

EUROPEAN CHARTER FOR RESEARCHERS AND THE CODE OF CONDUCT FOR THE RECRUITMENT OF RESEARCHERS

Report on the Internal Analysis
in the Institute of Mother and Child and the
Corresponding Plan of Action

INSTYTUT MATKI I DZIECKA
ul. Kasprzaka 17a, 01-211 Warszawa
REGON: 000288395, NIP: 525-000-84-71

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DYREKTOR
INSTYTUTU MATKI I DZIECKA

Tomasz Mikołaj Maciejewski

INTRODUCTION

The Institute of Mother and Child (IMC) is an academic and research institution, with 60 years of tradition and a proven track record in Poland and on the international arena. The IMC was founded in 1951 by the Council of Minister's resolution and has participated in solving health-related and social problems of mothers, children and adolescents since that time.

Activities of the Institute of Mother and Child include the following:

- Science and research: as a research institute and an entity which is organizationally separated in terms of legal, organisational, economic and financial aspects; it was established to conduct scientific research and development work. That work is focused on the needs of the health care system and include primarily the protection of families, maternity and women's health as well as issues related to developmental medicine.
- Services and medical treatment: this activity is inextricably linked to the science and research at the IMC and focuses on treating the most complex diseases of the developmental age.
- Opinion-giving; this activity is included in the Statutes of the Institute of Mother and Child and includes expert opinions on products for the developmental age population at the request of producers and distributors, as well as expert opinions commissioned by government offices, including the Ministry of Health or the Office of Competition and Consumer Protection, as well as independent organisations.
- Educational activities and publishing: this includes post-graduate training for medical personnel and public health education. Courses for doctors are organised under a contract with the Medical Centre of Postgraduate Education. The Institute of Mother and Child is also involved in health education and health promotion in the context of its ongoing health policy programs. The IMC publishes a quarterly in Polish and English, entitled *Medycyna Wieku Rozwojowego* (Developmental Medicine). The magazine has received high ratings among international experts and is indexed in MEDLINE and Index Copernicus.

There are employed 74 researchers and we have 8 PhD students.

In March 2016 the Director of the Institute of Mother and Child, MD, Ph.D. Tomasz Mikołaj Maciejewski signed the **Declaration of support** for the European Charter of Researchers and the

Code of Conduct for the Recruitment of Researchers as well as appointed the **Commission for HR Excellence in Research logo** consisting of as follows: Associate Professor Anna Fijałkowska, MD Ph.D.; Associate Professor Magdalena Rutkowska, MD Ph.D.; Associate Professor Katarzyna Szamotulska, Ph.D.; Professor Jerzy Bal Ph.D., Associate Professor Ewa Sawicka, MD, Ph.D.; Monika Gos, Ph.D., Grzegorz Szewczyk, MD; Edyta Kolipińska; Karolina Król-Komarnicka; Dorota Kleszczewska; Bartłomiej Achler, attorney; Radosław Nowak; Katarzyna Gzowska.

In the first step of the analysis, **the Commission analysed the existing situation in the Institute from the perspective of principles and requirements included in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers**. The analysis included in particular:

- studying legal regulations applying to the researchers
- the analysis of the documents existing in the Institute
- topics connected with the work of researchers were discussed during meetings of the Commission for HR Excellence in Research logo (majority of its members are researchers)
- however, the Commission stated, that its members do not possess sufficient knowledge on all aspects of Institute's activity, because they do not represent all departments existing in our Institute. Hence, there was a need of gathering necessary information from employees specializing in particular areas of Institute's activity and we carried out preliminary in-depth interviews with five employees of the Institute engaged in processes mentioned in the European Charter of Researchers and the Code of Conduct for the Recruitment of Researchers – Administrator of Information Security, IT Systems Administrator, Librarian, Chief Occupational Health and Safety Specialist, PR specialist. Their opinions are included in relevant chapters of the internal analysis. It should be emphasised, that it was not the survey, but just obtaining information to have a full picture of Institute's existing situation.

Based on the results of the analysis described above, there were identified most controversial aspects of carrying out research in the Institute and **a questionnaire for the researchers** was prepared to further explore these areas as well as finding other difficult issues.

As the survey including all issues mentioned in the European Charter of Researchers and the Code of Conduct for the Recruitment of Researchers would be very time-consuming for the researchers, we were afraid that too long questionnaire would lead to low response rate or high percentage of unfinished questionnaires. Moreover, we were interested in exploring deeply most problematic topics (through asking not only close, but also open-ended questions). Hence, the Commission decided to identify, in the course of the internal analysis, most controversial topics

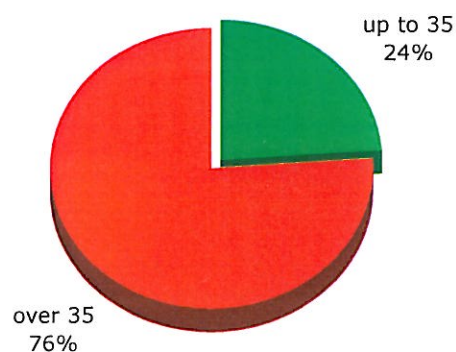
included in the European Charter of Researchers and the Code of Conduct for the Recruitment of Researchers and ask questions concerning these topics.

The on-line, anonymous survey among the researchers and doctoral students was conducted in April 2016. Based on the results of the survey as well as the analyses mentioned above the **report on the internal analysis including required actions and the time schedule of realizing them in the Institute** was prepared. The report was sent to the European Commission in May 2016.

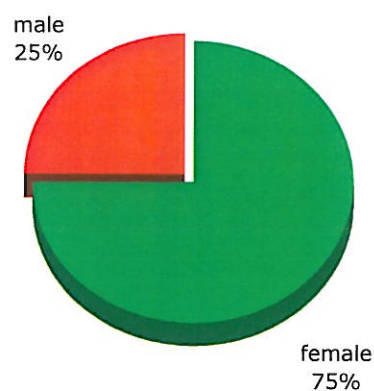
I. RESULTS OF THE SURVEY

63 researchers took part in our study. The demographic profile of the respondents reflected the structure of employment in the Institute – the prevalence of researchers over 35, women, with Ph.D. degree.

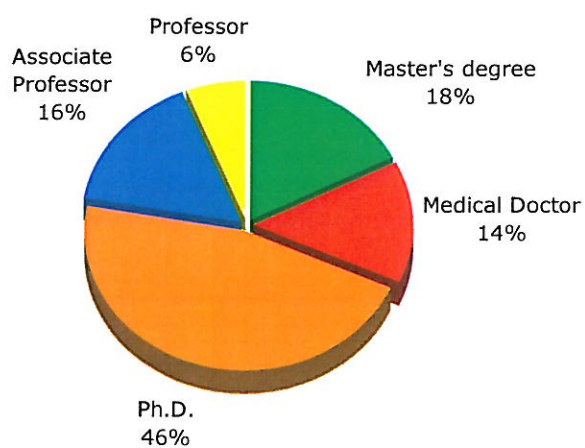
Age **N=63**



Sex N=63



Academic title/degree N=63



Main difficulties related to carrying out this research in the Institute:

In open-ended questions, the researchers indicated most often to the following problems:

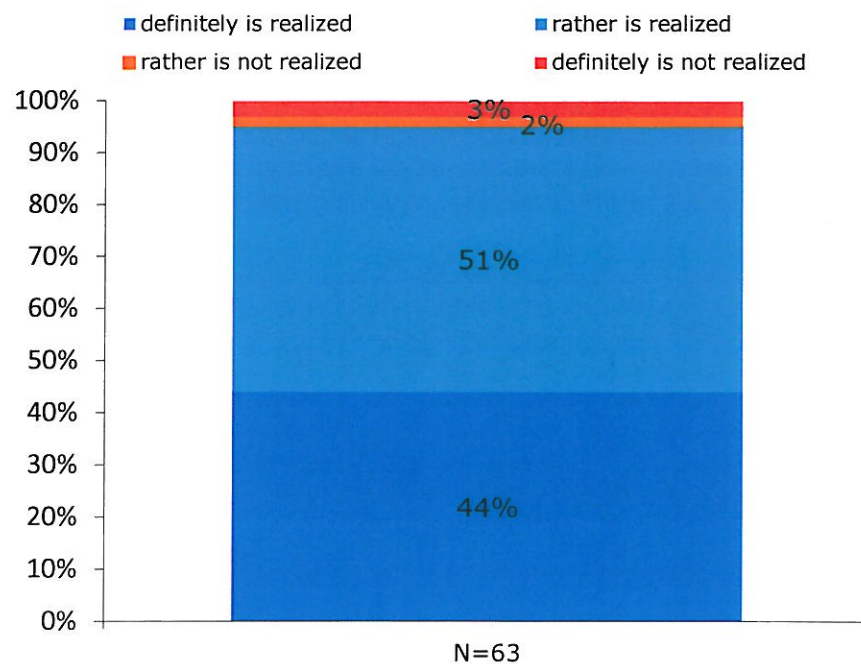
- being overloaded with clinical duties
- too low salaries/lack of motivational system to perform research
- too limited cooperation among researchers, between clinicians and researchers, between administration departments and researchers

The concerns mentioned above are addressed in the Plan of Action presented in the end of this document.

1. Research freedom

The researchers believe, that the principle of research freedom is realized in the Institute (95% of positive answers):

q1. To what extent, according to You, the principle of freedom of research (understood as the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices) is realized in research projects carried out in the Institute? Base for percentage: all respondents



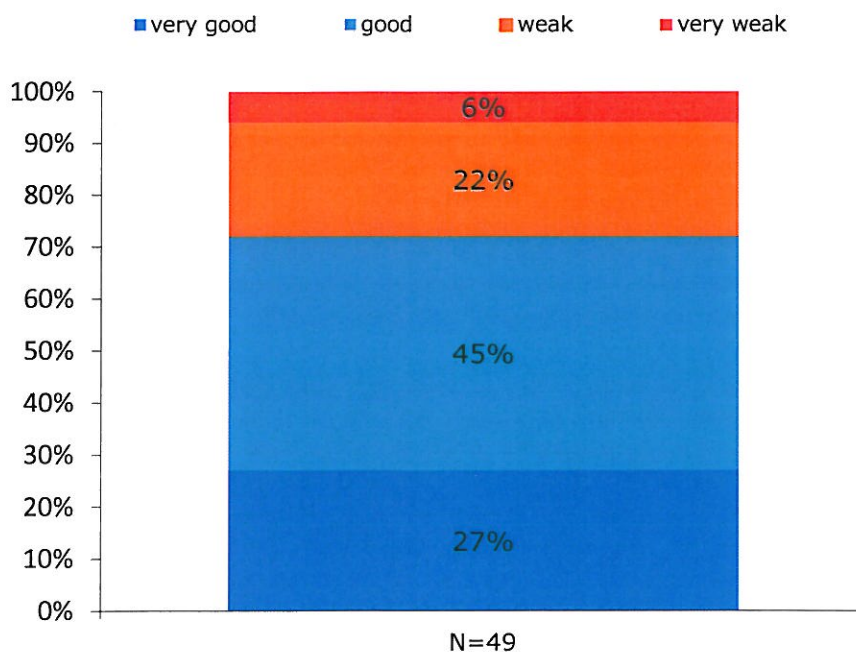
2. Evaluation of the support from supervisors:

Opinions among early-stage researchers about the support they obtain from their supervisors is positive (almost $\frac{3}{4}$ of positive answers), while it is not so optimistic among senior researchers (43% of positive answers). However it should be remembered, that the base of percentage in case of senior researchers was very low (N=14).

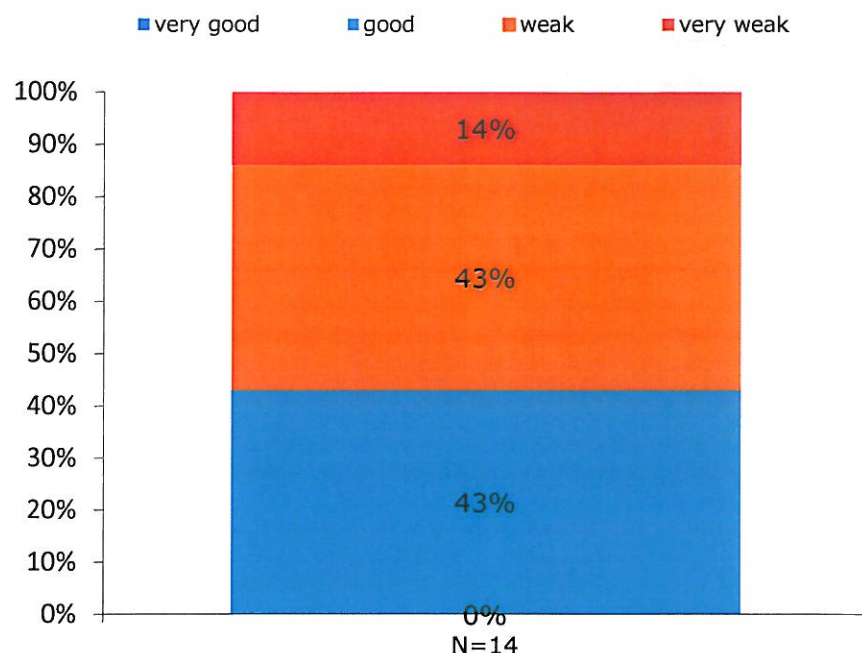
It is visible, that the system of supporting early-stage researchers needs improvement.

Among reasons for not sufficient support there were mentioned such aspects, as: not enough help/ engagement/interest of the supervisor; lack of clear rules, how much time is devoted to research activity; not enough training, e.g. in research planning and biostatistics; too limited cooperation with other institutes and within the Institute of Mother and Child,

q2. How do You evaluate the support of the supervisor? *Base for percentage: early-stage researchers*



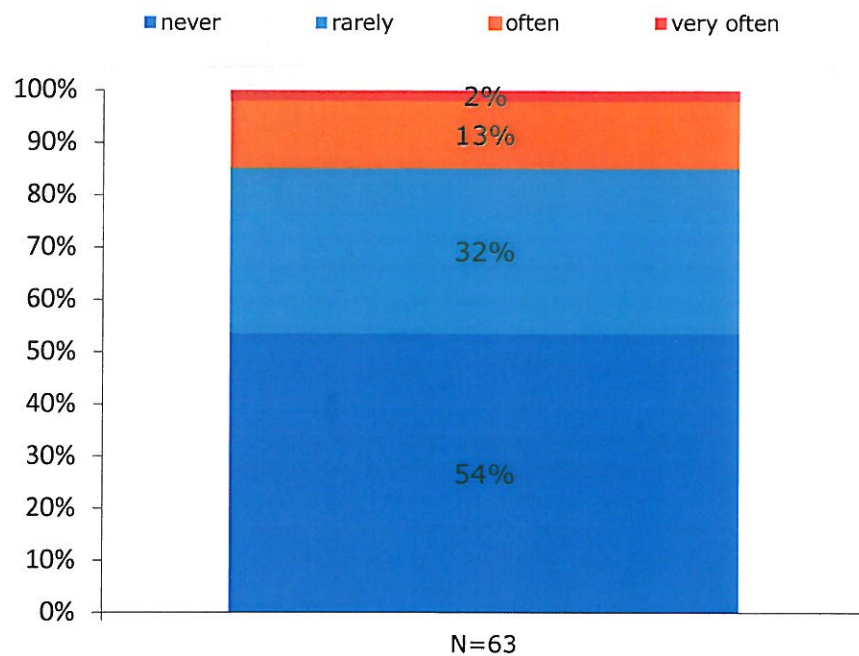
q3. How do You evaluate the system of supporting early-stage researchers? *Base for percentage: senior researchers*



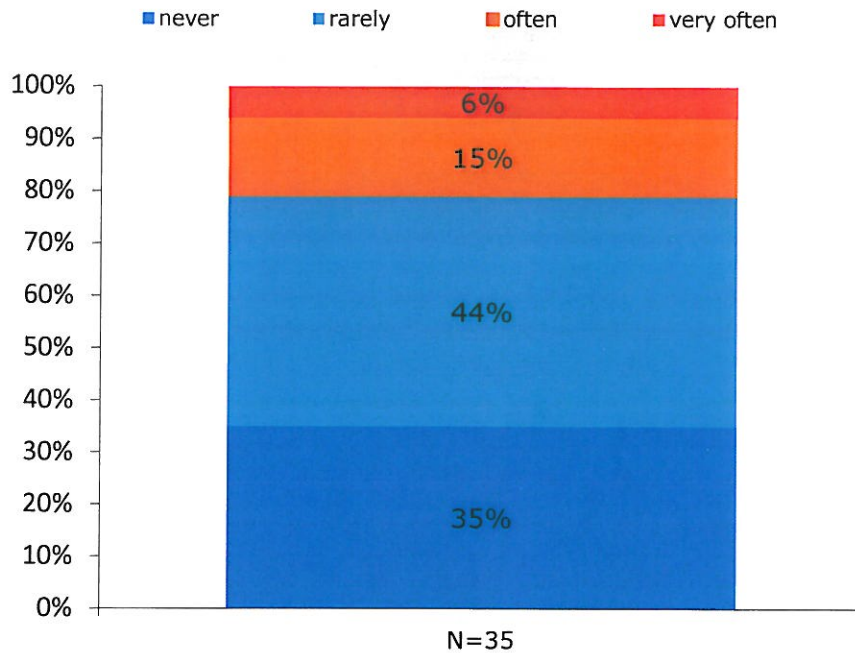
3. Co-authorship

15% of the researchers declared, that they often or very often come across the situation of unjustified omitting of co-authors of publication and 21% - recalled situations of unjustified listing Institute employees among the co-authors. Although these are not large groups, there is a need of the development of clear rules of decision making about the list of co-authors.

q4. How often during the last two years have You come across unjustified omitting an Institute employee among co-authors of a publication, although this person had actual intellectual impact on the publication?



q5. How often during the last two years have You come across unjustified listing an Institute employee among co-authors of a publication, although this person did not have actual intellectual impact on the publication?

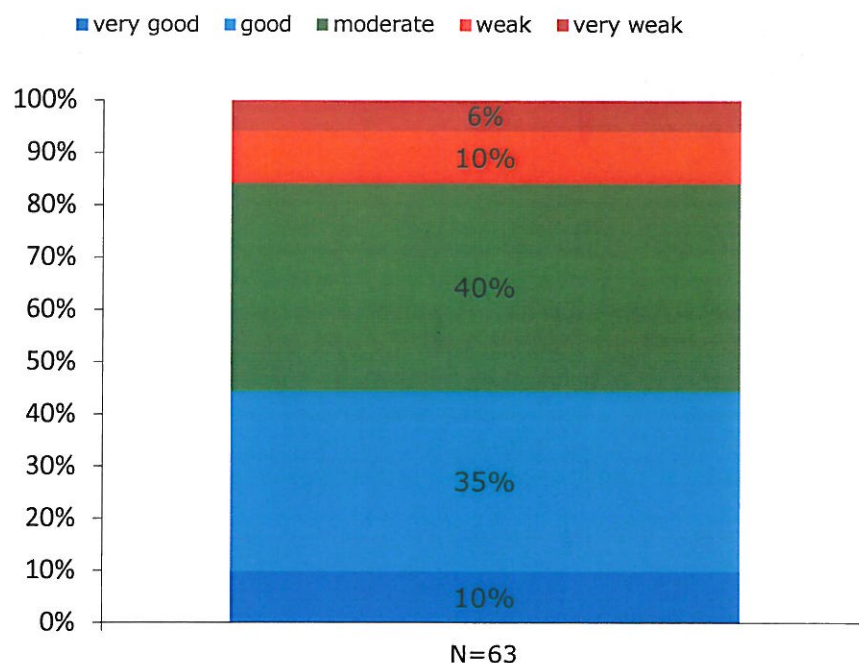


4. Career development

Although the opinions on possibilities of skills and qualifications development in the Institute are not bad (only 16% of negative answers), it definitely requires improvement (40% of indications to 'moderate' answer shows, that working environment is not optimal to realize excellent research).

Apart from the main problems mentioned in the beginning (time, money, cooperation with clinicians, other researchers, administration), in open-ended questions the respondents stated the following: lack of technical equipment/poor local conditions; not enough money for trainings and conferences; need of training in statistics; not enough support in seeking possibilities of applying for externally funded projects and funds for the implementation of the research results; too short time for project realization.

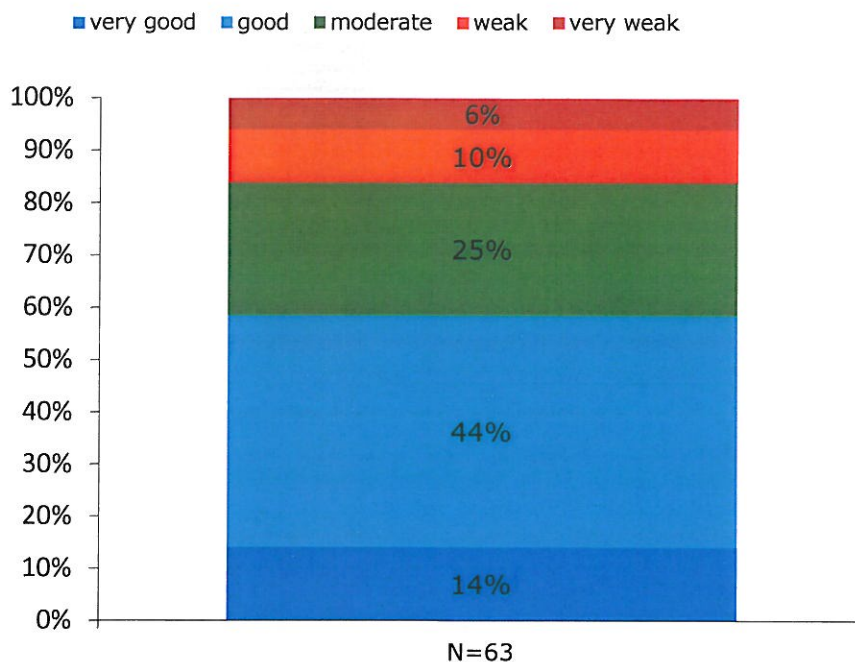
q6. How do You evaluate existing in the Institute possibilities of developing Your skills, scientific qualifications? Base for percentage: all respondents



5. Assessment of the scientific achievements

The majority of the respondents evaluated the system of assessing scientific achievements positively (58% of positive answers, 25% of moderate ones). However, in order to create excellent environment to carry out research, the system needs some modifications. The respondents indicated to the following shortcomings of the existing system: no financial motivation/scientific achievements are not reflected in earnings; rules of evaluating are not clear /just enough; too important role of IF; it lacks appreciating clinical work, which is necessary to gather material for research; not much attention is paid on the international cooperation and cooperation with other institutes in Poland; it is not considered how complicated/sophisticated the project is; support for early-stage researchers and teaching activity are not appreciated; people who do not publish should not remain researchers.

q7. How do You evaluate current system of assessing scientific achievements? Base for percentage: all respondents



II. REPORT ON THE INTERNAL ANALYSIS

I. Ethical and professional aspects

1. Research freedom

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

Research freedom manifests in the way researchers employed in the Institute choose and plan their scientific works: each researcher is allowed to prepare and submit a proposal for the realization of an individual research project, although it should remain in the area of the Institute's mission and be

approved by the manager of a given division/clinic. The author is free to choose the subject, methodology, the scope of research.

In case of intramural research projects, each submitted project is evaluated by the Commission for Evaluating and Selecting Statutory Topics. In order to objectify the evaluation, each submitted proposal is evaluated independently by two reviewers – members of the Commission mentioned above, according to strictly defined criteria. Proposals, which in a given year gained the highest scores are financed from the grant obtained by the Institute from the Ministry of Science and Higher Education. Moreover, each researcher is allowed to apply for externally funded projects, submitting his/her own research topic. In case of realizing externally funded projects, a researcher is obliged to follow the rules of a given contest (first of all in terms of operational limitations) created by an institution, which launches and finances a contest. The Scientific Research Department of the Institute encourages to participate in research, informs about possibilities and terms, but the research idea itself comes from a researcher.

Focusing on the common good, expanding the frontiers of scientific knowledge, the freedom of thought and expression are unwritten rules, the Institute's employees' are governed by, but so far they have not been codified in any way.

The Bioethics Committee operating at the Institute controls whether the realised scientific research (especially clinical trials) are in accordance with recognized ethical principles and practices. Prior to the realization, each project involving patients must obtain a positive opinion of the Committee mentioned above.

Formal and legal aspects of scientific research is regulated by primary legislation, in particular the Law on Institutes for Research, the Act on Principles of Financing Science, the Law on Academic Degrees and Titles and Degrees and Title in the Art. As regards scientific and research activity of the Institute, provisions included in the Act on Professions of Doctor and Dentist are also significant. They regulate detailed rules of conducting medical experiments, including therapeutic and research experiments. Intellectual Property Management Regulations that are being developed in the Institute are meant to support freedom of scientific research.

Actions required: creating the Code of Ethics for Scientists, in which will be written the rules of research freedom, focusing on the common good, 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. The Code will be prepared by the Commission for HR Excellence in Research logo, taking into account the results of the survey carried out among employees of the Institute and afterwards introduced by the Director if the Institute and all employees will be obliged to follow it.

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

It is a good practice of the Institute, that the employees follow recognized ethical practices and fundamental ethical principles referring to disciplines they deal with (e.g. Good Laboratory Practice, Good Clinical Practice) as well as ethical standards as documented in national, sectoral or institutional Codes of Ethics. However, so far these rules have not been written.

The Bioethics Committee operating at the Institute gives opinions and supervises realized projects involving patients in order to assure proper protection of human dignity when doing research.

Formal and legal framework of research in their ethical aspect sets in particular the Act on Professions of Doctor and Dentist, which defines the rules of carrying out medical experiments and creates the legal basis for the functioning of bioethics committees. Institute's researchers who are not physicians/dentists comply with the Codes of Ethics of other medical professions and carry out research on the basis of the permission to work with genetically modified organisms.

Actions required: creating the Code of Ethics for Scientists, in which will be written the rule of adhering to the recognised ethical practices and fundamental ethical principles appropriate to discipline(s) in which researchers employed in the Institute are active as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.

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 researchers of the Institute bear professional responsibility on the terms specified in the Act on Research Institutes. For breach of duty or breach of dignity of the profession, they bear disciplinary responsibility before the disciplinary committee at the Institute.

The area of research, in which the Institute is active (biomedical research) is in principle the area of major importance for society.

No plagiarism is an unwritten rule applied by the researchers in the Institute.

Publications are verified when they are sent to the editors, who control, whether it is not a plagiarism. When sending work to the editor, a researcher signs an appropriate statement.

Actions Required: - creating the Code of Ethics for Scientists, in which will be written the rule of not duplicating research previously carried out elsewhere and of joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers;

- creating a procedure of controlling plagiarism

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.

It belongs to the tasks of the Scientific Department of the Institute to inform researches about possibilities and terms of realizing externally funded projects, about regulations applying to individual contests, as well as the terms and conditions of submitting applications for funding statutory projects.

As regards projects funded by the Institute (from the Ministry of Science and Higher Education grant as well as own funds), project's leader is obliged to present an annual report (approved by his/her unit's manager) from realization of the project – including its substantive and budgetary aspects. According to the regulations of the Commission for Evaluating and Selecting Statutory Topics, a project might be financed only if project's leader realized in the previous year at least 80% of the budget allocated to a given project. Thanks to that researchers are disciplined to realize the aims of the project according to the schedule.

The rules of settling statutory projects are described in ISO procedure called 'Detailed rules of gaining, carrying out and settling statutory activity in the Institute of Mother and Child'. The procedure is available on the Internet for all employed researchers.

The researchers, in agreement with their supervisors (as a supervisor we understand a senior researcher, who takes scientific care of people with lower academic degrees and / or supervises the realization of research projects), inform the Scientific Research Department about any delay in realization of a project and together with the Department's employees seek solution to the problem.

The rules of settling NCN (National Science Centre) projects are described in ISO procedure called 'Submitting, carrying out and settling research projects funded by the National Science Centre'. The procedure is available on the Internet for all employed researchers.

All projects involving patients realized in the Institute must, before the beginning of realization, obtain approval of The Bioethics Committee.

Scientific and research projects are carried out under the terms of generally applicable provisions of law, including in particular the Act on Principles of Financing Science and the Act on the National Science Centre. The detailed rules of realization of research projects are each time defined for individual projects in contracts with scientific or business partners. Clinical trials are conducted under the terms of the Pharmaceutical Law, while research experiments – on the basis of the provisions of the the Act on professions of Doctor and Dentist.

Actions Required: - to update ISO procedure called 'Detailed rules of gaining, carrying out and settling statutory activity in the Institute of Mother and Child' with provisions included in the regulations of the Commission for Evaluating and Selecting Statutory Topics modified in December 2015.

- introduce the rule to scientific achievements' evaluation, that each employee has to apply, with defined minimum frequency, for externally funded research projects.

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.

In case of externally funded projects, project's leader supplies documents according to regulations of a given contest. As project's leader, he/she is obliged by the agreement with the funding institution to fulfil all indispensable requirements of carrying out research.

In case of internally funded projects, project's leader is obliged to supply an annual report (approved by unit's manager) on realization of the research topic to the Scientific Research Department until mid- February of a consecutive year. Moreover, a clinic/division manager is obliged to submit a report on unit's activity.

By mid-February each year researchers should also send to the library of the Institute of Mother and Child information on printed publications and bibliographies from the previous year, affiliated to the Institute.

Doctoral/postdoctoral thesis initiated in the Institute are obligatorily submitted to the Scientific Council's office, while in case of thesis initiated outside the Institute it is voluntary.

The detailed rules of realization of individual scientific, research as well as research and development projects are defined in contracts concluded by the Institute. Detailed content and the nature of these contracts results from the specificity of a given project, and in particular from the project financing agreement, the agreement on scientific and research cooperation, the agreement on realization of research and development works, the clinical trial agreement. Although agreements' content is adjusted to the specificity of each project, to crucial clauses belong as follows: rules of taking decisions in a project, supervision of a project, rules of its commercialization (providing it is permitted in the project) as well as precise definition of intellectual property rights to the project results). The members of research teams work at the Institute on the basis of employment contracts or civil-law contracts with the Institute.

Actions Required: creating a system streamlining the process of sending publications to the library of the Institute of Mother and Child, as well as an obligation of submitting to the Institute's library doctoral/postdoctoral thesis defended outside. Streamlining the procedure of conveying information and documents connected with scientific titles granted to employees of the Institute outside the Institute.

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 Scientific Research Department carries out the register of statutory topics, which are realized and constantly monitors the spending of funds within their realization. (according to ISO procedure called "Detailed rules of gaining, carrying out and settling statutory activity in the Institute of Mother and Child"). Leaders of statutory projects submit annual research reports (see point 5). The Scientific Research Department prepares for the Ministry of Science and Higher Education an annual report on spending by the Institute the statutory grant as well as a report for the Ministry of Health (the supervisory body of the Institute) on the Institute's scientific, medical, non-medical activity.

Externally funded projects are settled and reported according to an individual agreement. The contractor of the project is obliged to submit the relevant documents in case of the control of a financing institution.

Project's leader is responsible for data storage and backup on external devices. In case of a control he/she is obliged to provide the research results.

Notwithstanding the foregoing, the Institute and its employees bear - due to conducted scientific and research activity - civil liability on the general principles set out in the Civil Code.

Actions Required: none

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.

In the Institute there is carried out a risk assessment in the workplace (by an external company, it is a requirement under the Labour Code), every employee has to know what he/she works with. It belongs, among others, to the duties of the superiors to oversee the work of subordinates in accordance with the safety rules. Each chemical reagent delivered to the Institute must have a material safety data sheet, which contains all information concerning risks and how to counteract them.

For each newly adopted preparation, the head of the unit must be familiar with the above card and provide information to employees so that they could perform work safely. Moreover, in the Institute there are carried out periodical occupational health and safety trainings, during which there are explained rules how to perform work at a given position, what to avoid. Due to medical activity, the Institute is under the constant supervision of the Sanitary Inspectorate and the National Labour Inspectorate and positively passes inspections. Currently the Institute undergoes a complete overhaul of facilities and after putting them into operation the Institute will be equipped with new equipment for collective protection (fans). Thanks to that there will be offered better conditions for

work in laboratories. The Chief Occupational Health and Safety Specialist of the Institute supervises compliance with the above principles.

The Institute as well as the researchers meet the requirements concerning data protection and confidentiality. The Institute is the data administrator as a legal entity, represented by the Director of the Institute. In the Institute there has been appointed an Administrator of Information Security. This person is also an IT Systems Administrator. The researchers, who in their work use various types of data (medical, genetic, connected with clinical trials, Bioethics Committee etc.) receive from the administrator an authorization for the use of certain types of data depending on their range of duties. All these people are trained in the use of these data. The rules of safe data processing are regulated by available on the Intranet ISO procedure called 'The policy of safe data processing in information systems'. Moreover, recently there has been introduced on the Intranet a 'data protection' section aimed at direct self-learning – there will appear manuals, useful links and information for people interested in broadening their knowledge and competencies in data processing.

The data are backed up in accordance with the ISO procedure mentioned above - chapter 5 'The procedure for data backup'.

Actions Required: enriching and constant updating of 'data protection' section on the Intranet. Finishing the renovation of laboratory facilities in the Institute.

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..

Elements motivating the researchers to publish the results of their works are as follows:

- according to the existing 'Rules of evaluation of academic and technical achievements of researchers and research-technical assistants as well as the procedures of scientific promotion' – researchers are obliged to fill in an employee evaluation form (early-stage researchers – once in two years, senior researchers – once in 4 years), on the basis of which the Committee of the Scientific Council evaluates scientific achievements of a researcher. The basis for assessing achievements of a researcher are, among others, publications in indexed science journals. Due to that employees are motivated to disseminate the results of their work. In case of a researcher, whose scientific achievements is assessed negatively, it may be considered to shift him/her to the group of employees performing Institute's core activity - tasks related to the provision of medical services.
- moreover, it depends on the number of the Polish Ministry of Science and Higher Education points gained in a year by employees of a given clinic/division, what part of the grant obtained from the Ministry of Science and Higher Education by the Institute will be allocated in a given year to an individual unit.
- on the basis of an internal directive, the Director of the Institute may grant an annual prize for the best individual publication of an employee in a Polish or foreign journal, for the best team

publication in a Polish or foreign journal and for the best publication of an early-stage researcher (up to 32 years old) in a Polish or foreign journal.

- under the new Rules of Remuneration (in force since January 2016) Institute's employees may obtain once a year a bonus for scientific achievements, in particular for very good publications, (understood as works published in a given year in journals with an Impact Factor above 3.5, provided that the employee of the Institute was the first author, the corresponding author or the senior-author of the publication and the Institute was indicated as the first affiliation) or for gaining very good, good or average evaluation depending on the number of the Polish Ministry of Science and Higher Education points gained by an employee in a given year .

- under the new Rules of Remuneration, employees also receive a one-time reward for obtaining a doctoral degree, a postdoctoral title and a professor title in the field related to the statutory activities

As regards externally funded projects, the leaders are obliged to present information on results of their research (publications, patents, commercialization, conference). Usually these elements are one of criteria of evaluating project's realization.

Moreover, our Public Relations Department engages in organization of scientific conferences, there is on the Institute's website a regularly updated scientific section, we have got Facebook account and we update it regularly, we have a press office, we frequently appear in media, we issue the Developmental Period Magazine. Scientific meetings regularly take place in the Institute and all the researchers are invited on them (information flow within the Institute). We carry out specialty trainings for physicians and representatives of other medical professions , paid courses in the field of early psychological intervention, ethical seminars.

Research results are available within international research networks, e.g. within HBSC.

All that happens under supervision and guidance of senior researchers, who are special authorities in their fields and frequently sign up under activities undertaken by the Institute.

Implementation of research results are first of all usage opinions on a wide range of products available on the market.

Typical commercialization in the area of medical science is difficult to realize (research usually depicts a narrow target group suffering from a specific illness and it is not 'commercially effective' , besides commercialization in medicine not always is ethical). However, the Institute (researchers supported by the Scientific Research Department) intensely seek ways of commercialization their research (providing it is relevant) and develop contacts with companies.

Actions Required:

- include in the annex to the employment contracts the point regarding obligation of disseminating research and reporting to the PR Department results of disseminating research results

- regarding applications for funding research projects from the statutory grant – to add in the evaluation a criterion, whether a researcher is going to disseminate results of his/her research. After finishing realization of the project it should be verified, whether this goal has been realized and it should be rewarded when allocating grants in subsequent years (the system of rewarding for disseminating and commercialization of results)

- develop the rules of commercializing scientific achievements in the Institute.

- develop the rules of intellectual property management in the Institute, defining in particular the rules of determining the intellectual property rights to intellectual property created at the Institute, the rules of their commercialization, including distribution of the profits from commercialization of research results, internal procedures in force in the event of a creating intellectual property that is protected, rules of remunerating authors and the principles of "internal" use of the research results for the needs of the Institute's statutory activities.

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 employees of the Institute attach great importance to disseminating the results of their research and presenting them to the public in a manner understandable to non-specialists. The researchers of the Institute, who often are also physicians and have got direct contact with patients, engage in activities of various foundations acting for the benefit of patients (Foundation of the Institute of Mother and Child, Fundacja Rozszczepowe Marzenia (Cleft Dreams Foundation) – surgeons, Fundacja Spełnionych Marzeń (Foundation of Fullfilled Dreams) – oncology, Herosi (Heroes) – oncology, Fundacja Wcześniak (Premature Infant Foundation) – neonatology, Fundacja EB Polska (EB Poland Foundation) – genetics, Fundacja Shom – genetics, Stowarzyszenie Zdrowo Jemy Zdrowo Rośniemy (We Eat Healthy, We Grow up Healthy) – nutrition, Nutricia Foundation – nutrition etc.). The researchers from the Institute are often members of the boards of these foundations.

- The researchers from the Institute are members of various councils, created by the Ministries and dealing with, among others, popularization of science.

- On the website of the Institute there are available free of charge a number of publications, e.g. guides on nutrition, physical activity, breast feeding.

- The Institute's staff often appears in the media with information disseminating research results. PR department constantly monitors the media in this regard.

Actions Required: to write down the following rules in the Code of Ethics for Scientists:

- research results should be understandable for patients ,
- in case of appearance in media – the logo of the Institute should always be visible.

When evaluating applications for funding statutory projects – add points for disseminating science among non-specialists.

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 Institute operates in accordance with the law and it belongs to good practice of the Institute that no researcher is discriminated due to gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.

It should be emphasised, that in the Institute there is employed quite a large group of researchers approaching retirement age or at the retirement age, women (due to medical profile of the Institute – in many specialties we have got over representation of women). We employ foreigners and are open to international cooperation. We comply with the new legal solution saying that the period of being a young scientist extends in the case of parental leave, unpaid extended parental leave, sick leave. Recent nominations for the title of professor involved women in the relatively young age.

The Institute has got good cooperation with the State Fund for Rehabilitation of Disabled Persons as regards employing disabled persons.

A female employee of our Institute won the title of L'Oreal's Woman of Science (this contest was to promote women engaged in scientific activities).

Actions Required: - to write down the rule in the Code of Ethics for Scientists, that researchers are not discriminated due to any criteria mentioned above.

- supporting early-stage researchers in the development of their professional career

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 Periodic Employee Evaluation System, introduced in the form of the Director's directive in January 2016 is a tool supporting human resources management as regards personal decisions concerning changes of position, employee's development, supporting employees' development in the area of their professional competencies. It is aimed at directing employees' behaviours towards those desired from the perspective of accepted in the Institute rules of organization culture, providing employees with structured information on their developmental potential and possible areas of skill shortages for their own self-reflection and formulating the directions of self-improvement.

The periodic evaluation of employees system consists of a six-month evaluation of the employee and the employee's annual evaluation. Every supervisor is obliged to carry out an assessment on the basis of a formalized sheet in reference to the scope of obligations included in the chart of a position of each employee being evaluated.

Moreover, scientific achievements of each researcher are evaluated by the Research Evaluation Committee (acting by the Scientific Council of the Institute) according to the existing 'Rules of evaluation of academic and technical achievements of researchers and research-technical assistants as well as the procedures of scientific promotion' – see point 8

Actions Required: none

II. RECRUITMENT

12. Recruitment

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

Proper selection of people participating in the process of recruitment (recruitment committee) and properly defined qualifications and requirements expected from a candidate play particularly important role in the process of employing researchers. These elements allow for choosing the best candidates for researchers.

Actions Required: none

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..

Recruitment for the researchers positions takes place in the form of a research competition. Each time the Director appoints a Commission, which carries out the competition in accordance with requirements of the Act on Research Institutes as well as the Rules of the Commission (The Rules introduced in the form of the Director's directive).

The competition procedure includes as follows: announcement about the competition, consideration of applications received, resolving possible appeals and choosing a candidate for a position the competition regards.

The detailed description of requirements and qualifications, a candidate for a research position should fulfil is established for each competition/for individual positions, taking into consideration needs of a unit and working conditions connected with the specificity of tasks an employee will perform.

The announcement about the competition on a research position is published at the Institute's website, at the Ministry of Science and Higher Education website in the Public Information Bulletin as well as at the European Commission website in the European portal for mobile researchers (designed for publication of job offers for researchers).

The competition consists of two stages. At the first stage Committee members get familiar with documents submitted by candidates (types of documents a candidate is obliged to submit are defined by the Committee on the basis of the regulations and is communicated in the announcement). The

second stage of the competition – an interview with the candidate – is carried out with candidates, who positively passed the first stage.

The second stage of selection procedure consists in substantive assessment of candidates, taking into account results of interviews with candidates. The committee carries out individual interviews with candidates, consisting in asking the same questions indispensable to define candidate's usefulness at the position the competition regards. Upon candidate's request, he/she is given voice in order to present his/her scientific plans in the form of free comment.

The Competition Committee chooses the candidate during a secret voting.

Actions Required: none

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.

Information about competitions for researchers are published in the public media, hence potentially each candidate who meets formal, and first of all merit criteria, may join the recruitment process. When selecting the candidate, the Committee is mainly directed by substantive assessment of his/her qualifications. For each competition, the Director appoints an appropriate Competition Commission consisting of experienced researchers, mainly from the fields of science, medicine, which the job-search competition concerns.

Actions Required: none

15. Transparency (Code)

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

The selection criteria are each time defined in the competition's specific conditions developed by the Competition Commission and then they are published with the announcement. After reporting competition results and documents to the Director, the Competition Committee promptly informs the candidates about the results of the competition.

Actions Required: none

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.

At the first stage the Competition Commission checks the formal requirements (compliance of the submitted documents with the requirements of the competition) and evaluates scientific achievements, publishing achievements, professional experience as well as experience connected with teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. During an interview committee members ask about plans for scientific development in the future in connection with the work at the position on which the recruitment is carried out.

Actions Required: none

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.

When assessing the merits of a candidate, the Committee mainly takes into consideration scientific achievements of a potential candidate.

Actions Required: none

18. Recognition of mobility experience (Code)

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

When assessing the merits of a candidate, the Committee appreciates all forms of scientific activity in the international arena, both in cooperation as well as staying in another country.

Actions Required: none

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.

Requirements concerning qualifications of researchers are in accordance with the Act on Research Institutes.

Actions Required: none

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.

See point 17

Actions Required: none

21. Postdoctoral appointments (Code)

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

The researchers have got a defined path of professional development, which is 'determined' by gaining academic degrees and titles.

Actions Required: none

III. WORKING CONDITIONS AND SOCIAL SECURITY

22. Recognition of the profession

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

The Institute supports the researchers at every stage of scientific career, they are all recognized professionals.

The Act on Research Institutes applies to the researchers and according to it they have guaranteed the right to a longer holiday leave as well as can apply for a sabbatical. The rules of researchers' remuneration are defined in the Institute's Rules of Remuneration, according to which they have the right to a reward for gaining academic degrees and titles, bonus for scientific achievements as well as rewards for publications.

Recognizing the researchers as professionals manifests also in every day contacts in the Institute – the habit of turning to the researchers using academic title/degree, using them also in documents, on-line correspondence.

Actions Required: to write down the rule in the Code of Ethics for Scientists, that the researchers at every stage of career development are recognized as professionals and are treated by employer accordingly.

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 Institute aims to ensure that the quality of equipment and facilities, where research is carried out is getting better. One of the Institute's buildings is currently under renovation, the aim is to create suitable conditions for carrying out research, e. g. the genetic laboratory will be modernized. It is planned to increase the space for the laboratories. The Institute is seeking funds for this purpose, the project of extending one of the buildings within public-private partnership reached the stage of the preliminary feasibility study. The Foundation of the Institute is seeking and gaining sponsors, who give funds to modernize buildings and equipment.

The Institute respects national and sectoral regulations concerning health and safety at work, which is proved by successful passing occupational health and safety control.

The Institute develops cooperation within international research networks – e.g. HBSC, cystic fibrosis. The Scientific Research Department supports researchers in contacts with network members from other countries, while the PR Department – in organizing conferences within the networks.

Actions Required: finishing renovation of 'Lipsk' building until the end of 2017, further efforts to start extension of 'Namysłów' building in the framework of public-private partnership.

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 Institute understands the need of stable but in the same time flexible employment conditions of researchers. The Institute offers the work under a contract of employment, the researchers may freely exercise the right connected with parental and unpaid extended maternity leave. The part-time employment is applied - especially in situations when the researcher is employed also in another institution, for example an educational one. Where possible, the researchers are employed on task-based working time system. The researchers have the possibility to use the sabbatical leave.

Actions Required: none

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 Institute offers the researchers stable working conditions (permanent contracts - for an unspecified period of time or periodic contract for a minimum of three years).

A part of researchers are appointed – then the protection of the employment relationship are subject to the Act on Research Institutes and the researchers have ensured greater job security (dismissal of such a worker is only possible in the cases provided for in the Act mentioned above).

Actions Required: none

26. Funding and salaries

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

Within the employment contract the researchers receive a salary according to the qualifying Schedule, which is an appendix to the part of the Remuneration Rules. They have guaranteed the provisions on social security, including sickness and maternity benefits. They also have the right to a jubilee award every 5 years after 20 years of work, and to the retirement and disability severance pay.

The best doctoral students receive an academic scholarship. Doctoral students in financial difficulties can apply for a social scholarship.

The remuneration received under externally funded grants are consistent with the rules of individual competitions.

Actions Required: none

27. Gender balance

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

The Institute follows the principle of equal opportunities for both sexes at the stage of recruitment and at consecutive stages of professional career, although currently it is not written down in any documents.

However, the majority of the Institute's researchers are women – it is caused by the specificity of research areas, in which the Institute is active and we do not have influence on that. The priorities are qualifications, experience, not gender.

Actions Required: to write down in the Code of Ethics for Scientists the rule of not discriminating due to gender.

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.

In the Institute, just like in every Polish research institute, there is a traditional, clear path of scientific career, consisting in acquiring consecutive academic degrees and titles. At every stage of professional career a researcher has got a tutor, an in case of initiating the procedure for doctoral degree – a promoter. It is not defined in the Institute, how many hours a tutor/mentor should devote to his/her student, but it belongs to good practice of the Institute to give support by a tutor when it is needed and the range of support depends on what is needed to prepare the work. Due to task-based working time system, it would be difficult to determine, how many hours, during - for instance - a week a tutor should devote to his/her pupil.

Actions Required: – to create a system of supporting an early-stage researcher

- create a professional career strategy (creating a system of establishing goals for researchers – in two-year period, established with unit manager/supervisor) - the Human Resources Department

29. Value of mobility

Employers and/or funders must recognize the value of geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation..

The Institute supports, appreciates and encourages researchers to international contacts (in particular the publications resulting from such contacts are generally scored high, what has got a direct influence on unit's evaluation and the height of grant obtained from the Ministry of Science and Higher Education). The researchers leaving for foreign scientific centres may obtain unpaid leave in the Institute, and later come back to their place of work – the Institute facilitates and supports such trips. Foreign researchers also have a possibility of coming to the Institute for several months stays.

Foreign researchers come to conferences, seminars organized by the Institute.

The Scientific Research Department encourages researches to participate in international networks, to use social networking sites. Besides, the Department offers support in applying for projects as well as in formal aspects of project's realization, informs on calls being launched.

Cooperation between Clinics/Units is also supported (awarded with scores in evaluation of applications for statutory projects).

The Scientific Research Department and Legal Department support researchers in establishing cooperation with the private sector in order to implement the results of scientific research as well as in creating consortia involving other research institutes, hospitals, business representatives.

Actions Required: - to add the international contact and business contacts criteria in evaluation of application for statutory projects

- support of the Scientific Research Department in applying for international internships

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..

In the Institute there is a Human Resources and Payroll Department, whose staff offer assistance in the field of career counselling based on the rules and qualifications of an employee

Actions Required: applying for funds for trainings in the area of career path development

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.

Formal and legal aspects of compliance with intellectual property rights are regulated by the Law on Copyright and Related Rights and the Industrial Property Law.

The Institute is working on the development of the Rules of Intellectual Property Management (see point 8).

Actions Required: finishing works on preparing and adopting the Rules of Intellectual Property Management. – until the end of 2016.

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 Institute does not have unambiguous rules of creating a list of co-authors of publications. Usually there is no doubts who should be the first author (the person writing a publication, who had the greatest contribution to the work - empirically, the author of the concept). However, there are sometimes conflicts who should be included on the list of co-author:

- should a person who made a routine test or a paid test should appear there?
- should a unit manager be the senior author (this rule used to be applied in previous years, currently it is applied less and less often and usually senior authors are project's leaders or mentors of early stage researchers who are writing a publication)

Currently these problems are solved in the course of discussions on individual cases evoking controversies.

All researchers – senior as well as early stage ones – are included on the list of co-authors according to the same rules. These rules are also applied by the editors of Developmental Period Medicine (a journal of the Institute of Mother and Child).

Actions Required: to write down in the Code of Ethics for Scientists rules concerning deciding about co-authorship - clear criteria, for what contribution one should become the first author, a co-author.

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 Institute is not a University, but the researchers employed in the Institute have got a possibility of conducting lectures/trainings outside the Institute (the Institute is open to such initiatives in the belief that they contribute to the professional development of the employee), as well as of conducting trainings of the Centre of Postgraduate Medical Education and commercial courses organized in the Institute. They are also invited to carry out lectures during scientific meetings. There are also conducted on the regular basis the specialty trainings of physicians and allied professions. The Institute accepts trainees and interns (e.g. some clinics are accredited and within the residency we accept physicians from other, external entities). A researcher must, according to the Law on Institutes for Research, obtain the acceptance of the Director for additional employment under the contract of employment or within business activity.

Actions Required: take into account the educational activity in the researcher's assessment system and among the objectives set for a researcher by his/her supervisor.

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 employee has the right to submit complaint against another employee to the Disciplinary Spokesman, who is a member of the Scientific Council of the Institute and is appointed by the Council for a four year term. The spokesman examines the complaint and, in accordance with the Law on Institutes for Research, Art. 56, assesses whether there are grounds to initiate proceedings. If there are, he/she brings the matter before the Disciplinary Commission, acting in the Institute.

Actions Required: none

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

Each researcher may apply as a candidate to the Scientific Council of the Institute – the decision-making, initiating, opinion giving and consultative body of the Institute of Mother and Child in the scope of its statutory activities and in issues related to development of researchers and research-technical assistants. Researchers are also members of various committees appointed by the Director,

while the Scientific Council members – also in those appointed by the Scientific Council of the Institute.

Actions Required: none

IV. TRAINING

36. Relation with supervisors

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

Each participant of the Doctoral Studies in the Institute has got an assigned supervisor. Detailed description of responsibilities and the rules of cooperation between a supervisor and a Ph.D. student (including topics mentioned above) is defined in the Regulations of Doctoral Studies in the Institute of Mother and Child, paragraph 13. The early stage researchers who carry out research outside of the Doctoral Studies always have got an informal supervisor.

Actions Required: none

37. Supervision and managerial duties

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

In the Institute there is a group of long time researchers – senior scientists, who naturally play a role of mentors, tutors for early-stage researchers. They are frequently promoters of Ph.D. thesis, reviewers. In the same time these people are usually also research units or research team managers, what means they are leaders.

Leaders of projects (internally and externally funded ones) also play – during the project - roles of mentors and leaders for performers, who usually are early-stage researchers. As a large part of employed scientists are also physicians, early-stage employees also learn from them the medical profession as well as approach to patients.

The Scientific Director also plays a role of a mentor and tutor: researchers, especially those younger ones, turn to him/her with various doubts, questions, suggestions connected with their work.

Actions Required: to write down the rule in the Code of Ethics for Scientists, that senior researchers play a role of mentors, career advisors, leaders, projects coordinators, science communicators and build up a constructive and positive relationship with the early-stage researchers

- organizing regular meetings of senior researchers as an element of giving opinion on the current way of managing research activity in the Institute

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..

Researchers employed in the Institute are aware, that a scientific career is not possible without continuous broadening of skills and competencies and they actively create their scientific achievements.

Through the motivating system mentioned in point 8, the researchers are motivated to active professional development.

Moreover, one of criterion of scientific achievements' evaluation is participation (as a leader or a partner) in research projects. As mentioned in point 1, the concept of a project is based on the bottom-up approach (proposed by a researcher), what requires being up to date as regards the development of a scientific discipline the researcher specializes in.

Actions Required: none

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 Institute makes it possible for the researchers to broaden and update their skills and qualifications through the following:

- sending for specialty courses and trainings (it is decided by the Commission for Financing Training and Specialty courses),
- regular organization of scientific meetings in the Institute
- allocating 20% of spending in statutory projects to conferences, trips
- organization of specialty trainings of CMKP (Centre of Postgraduate Medical Education)
- organization of scientific conferences
- carrying out Ph.D. studies
- the Scientific Department informs employees on trainings/workshops concerning applying for grants
- in case of externally funded projects – the rules of individual projects define, what percentage of expenditure may be spent on professional development

The Institute also facilitates the start of researchers' careers – offers traineeships, volunteering, practice, Ph.D. studies.

Actions Required: none

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.

There is always a person assigned to an early-stage researcher employed in the Institute. The senior researcher directly cooperates with this person and he/she supervises and supports the work of the new employee. Currently the rules/procedures of monitoring the progress and evaluating are not applied in the Institute. Such evaluation is informal. Additionally, the Scientific Department offers support in applying for grants as well as in formal preparation of an application for financing an individual statutory project.

Actions Required: create and implement the procedure of monitoring progress and evaluation of trainees and early-stage researchers together with a mechanism of providing regular feedback.

IV. THE PLAN OF ACTION

Actions required	When	Who
Finishing introduction of the New Remuneration System, which includes new motivational system for researchers (together with financial rewards for scientific achievements)	Until the end of 2016	HR Department
Organizing regular meetings of leaders of all clinical and scientific departments in order to discuss possibilities/needs of cooperation (between clinicians and researchers, between researchers)	Until January 2018	the Scientific Research Department
Improving cooperation between administration departments and researchers through introducing a system allowing for electronic	Until March 2018	IT Department

circulation of documents and information		
Organizational changes in the Institute leading to changing proportions between research and clinical work	Until June 2018	Board of Directors together with External Consulting Company
Creating and introducing the Intellectual Property Management Regulations	Until the end of 2016	The Legal Department of the Institute
Creating and introducing the Code of Ethics for Scientists	First half of 2017	The Commission for HR Excellence in Research logo
Plagiarism control procedure	Until the end of 2017	The librarian
Modifying 'Detailed rules of gaining, carrying out and settling statutory activity in the Institute of Mother and Child' ISO procedure	First half of 2017	Commission for Evaluating and Selecting Statutory Topics; Scientific Director, the Scientific Research Department
Modifying the scientific achievements' evaluation	Until the end of 2017	The Committee for Evaluating Scientific Achievements
Creating a procedure of submitting documents to the library	First half of 2017	The librarian
Finishing renovation of Institute's facilities	Until the end of 2017	An external company
Modification of the annex to the employment contracts	First half of 2017	HR Department
Modifying the Rules of evaluating applications for statutory projects	First half of 2017	Commission for Evaluating and Selecting Statutory Topics
- Create and implement the procedure of supporting and monitoring progress/ evaluating of trainees and early-stage researchers - Create and implement the system of establishing goals for researchers	Second half of 2017	the HR Department and the Scientific Research Department
- Internal evaluation of implemented improvements	January-February of 2018	The Commission for HR Excellence in Research logo
- Implementing what was identified as 'to be improved' during the internal evaluation mentioned above	May-June of 2018	Depending on the results of the internal evaluation - People responsible for areas identified as 'to be improved'
- constant monitoring of realizing the Plan of Action presented above (regular meetings of the Commission, analyzing the realization of individual points, recommendations and	Every six months, starting from 2018	The Commission for HR Excellence in Research logo

indicating persons responsible for implementing them)		
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