



The European Charter for Researchers
and the Code of Conduct for the Recruitment of Researchers

Reviewed HR Strategy and OTM-R

Puławy, November 2019

Reviewed HR Strategy at Łukasiewicz - New Chemical Syntheses Institute

Introduction and important organizational changes

The new Act on the Łukasiewicz Research Network was being prepared in 2018 which was to cover 38 Institutes concentrated at the Ministry of Entrepreneurship and Technology. This Act enacted on the 22nd of February came into force on the 1st of April 2019, and of this date, the Act on Research Institutes of the 30th of April 2010 on the basis of which we prepared our HR strategy and the plan of adjusting our internal regulations to the Charter and Code ceased to be applicable. In connection with discussions and works regarding the form of the new Act and its subsequent dates of enforcement as well as in the light of the proposed changes in functioning of Institutes intending to deprive Institutes of the legal entity and the status of scientific units (which would raise questions regarding the possession of HR logo), works on HR strategy were to a large extent suspended by Director until the final version of the new Act was decided. Pursuant to the new Act, the Institute has now a status of a research unit (no scientific positions, but only research specialists positions) and is obliged to adjust its structure to new requirements, i.e. to change the Statute and Organizational Regulation until the end of September 2019 and to transfer employees onto new posts with entering into new employment agreements until the end of March 2020. The suspension of works envisaged in the schedule related to the uncertain situation of Institutes in Poland caused delay in implementation of actions which we intend to catch up within next 3 years. Moreover, we believe that taking some measures specified in Action Plan, e.g. in items: 10 (non-discrimination), 17 (variations in the chronological order of CVs) and 18 (recognition of mobility experience) after the new Act entered into force is no longer valid. The new Act introduces the general procedure for recruitment of researchers based on openness and competitiveness. Furthermore, common detailed recruitment procedures for all 38 institutes of the Łukasiewicz Research Network have been prepared by the Łukasiewicz Centre (President and Management Board). The new Recruitment Policy that is attached to this review is in accordance with the rules for recruitment of researchers specified in the Charter and Code.

Realization of the Action Plan 2018-2019

The Action Plan for 2018-2019 included the following types of measures:

- corrective: related to procedural shortcomings (changes to be introduced into regulations and practices applicable at Łukasiewicz - INS),
- information: measures aimed at raising employees' awareness of procedures in force at Łukasiewicz - INS.

Below there is an updated Action Plan including completed (2018-2019) and extended tasks for 2020-2022.

No.	C&C principle	Specific measures	Status	Time	Responsible department	Indicator/Remarks
2	Ethical principles	Development of "Ethical rules of conducting research at INS" incorporating defragmented regulations regarding ethical issues	Completed	1 st quarter 2019	Administrative & Law Department	Internal code of ethics in force at INS
7	Good practice in research	Introduction of the procedure regarding confidentiality of documentation and protection of personal data	Completed	2 nd quarter 2018	Administrative & Law Department	- Procedure regulating confidentiality of documentation and protection of personal data in force at INS
		Training for employees in the scope of personal data protection	Completed	3 rd quarter 2019	Administrative & Law Department	- 200 employees have been trained concerning RODO policy
10	Non-discrimination	Including non-discrimination provisions included in the C&C into the existing documents/regulations at INS	Completed	3 rd quarter 2019	Administrative & Law Department	Recruitment policy of the Łukasiewicz Research Network for all 38 Institutes has been recently elaborated that is in accordance with the C&C.
12	Recruitment	Development of procedures for proper conduct in the Institute, including good habits and practices in mutual contact, indication of the behaviors that are considered by the employer as objectionable and specification of how to respond to the cases of psychological harassment or discrimination.	Extended	4 th quarter 2020	Administrative & Law Department	Internal code of good practice has been elaborated but not implemented due to the plans of the Łukasiewicz Centre (President and Management Board) of preparing common rules and procedures for all 38 Institutes of the Łukasiewicz Research Network for proper conduct, covering all ethical issues.
13	Recruitment procedures	Uploading Rules for Recruitment in Polish and English on website (incl. detailed specification of the selection criteria and the scope of responsibilities related to	Completed	3 rd quarter 2018	Scientific Secretary/ Research Support	Recruitment policy of the Łukasiewicz Research Network has been uploaded on the Institute's website. On the website there are internal rules of the

		each function, information about the recruitment process, number of vacancies, personal development opportunities etc.)			Department	competition procedure preceding the employment of a researcher at Łukasiewicz - INS and a personal questionnaire (in Polish and English): http://ins.pulawy.pl/index.php/pl/praca .
15	Transparency	Appointment of the person responsible for correct operation of recruitment procedure and contacts with candidates	Extended	1 st quarter 2020	Director	The Scientific Secretary has been appointed as a person responsible for correct operation of recruitment procedure and contacts with candidates. However, after enforcement of the new Act on the Łukasiewicz Research Network there will be no scientific positions in our Institute after 01.04.2020 and there is no Scientific Secretary at present. Due to these changes a new person will be appointed by the Director.
16	Judging merit	Provisions of specified and detailed judging merits for evaluation of candidates - Introducing qualitative measures for the evaluation of scientific achievements. - Introducing the assessment of soft skills.	Extended	2 nd quarter 2020	HR Department	As one of the elements of the new Act on the Łukasiewicz Research Network, the Institute will have to transfer the employees from scientific positions (no longer present) onto research positions by the end of March 2020. In case of newly hired employees detailed criteria and judging merits for evaluation of candidates and qualification on each research position shall be elaborated.
17	Variations in the Chronological Order of CVs	Including provisions of variations into the Chronological Order of CVs in Rules for Recruitment of Researchers.	Completed	3 rd quarter 2019	HR Department	Recruitment policy of the Łukasiewicz Research Network for all 38 Institutes has been recently elaborated that is in accordance with the C&C.
18	The Value of Mobility	Recognizing non-academic experience and mobility as assets in the evaluation of	Completed	3 rd quarter 2019	HR Department	Recruitment policy of the Łukasiewicz Research Network for all 38 Institutes

		candidates. Including provisions of recognition of the value of mobility into Rules for Recruitment of Researchers.				has been recently elaborated that is in accordance with the C&C.
31	Intellectual Property Rights	Periodic trainings for research staff on the applicable procedures and regulations pertaining to intellectual property protection.	Completed		Research Support Department	Two trainings were carried out at the Institute: a) training "Industrial property rights in a nutshell" conducted on February 20, 2018 by a patent attorney, 22 people from INS participated; b) training "Procedures and regulations related to the protection of intellectual property" conducted on May 20, 2019 by an external legal advisor, 19 people from the management staff participated.
34	Complaints	Appointment of a mediator for examining and handling complaints made by researchers including issues related to conflicts between heads of departments/scientific supervisors and subordinate employees/early stage researcher. Drawing up internal regulations governing conflict resolution at INS.	Extended	1 st quarter 2021	Director	Due to the turbulences in 2017/2018 caused by the planned reorganization of institutes in Poland into the Łukasiewicz Research Network, the mediator has not been appointed. Temporarily, Director of INS has a role of a mediator. There was one incident reported (a conflict between head of department and subordinate employee) that is currently being proceeded. However, this mediator issue still has to be improved and the appropriate measures have to be implemented. After becoming a member of the Łukasiewicz Research Network, joint regulations governing conflict resolution in the Łukasiewicz Research Network should be elaborated for all institutes.
37	Mentorship	Introduction of systemic solutions	Extended	4 th quarter	Director, HR	Internal regulation on the transfer of

	(Supervisions) and Managerial Duties	improving the transfer of knowledge from senior researchers (e.g. at retirement age) to early-stage researchers in order to maintain the scientific continuity.		2021	Department, Administrative & Law Department	knowledge from senior researchers to early-stage researchers
OTM-R	Recruitment	Organization of a workshop for research staff on the OTM-R policy to raise the awareness and provide necessary information on the implementation process.	New	4 th quarter 2020	HR Department	A minimum of one workshop
OTM-R	Recruitment	Full implementation of the OTM-R policy at Łukasiewicz - INS	New	3 rd quarter 2022	HR Department	OTM-R policy in force at INS
OTM-R		Monitoring of progress for HRS4R and OTM-R policy	New	on-going basis	HRS4R Coordinator	

From 12 tasks planned in the Action Plan 7 of them have been completed, however, the deadlines for most of them have been not kept due to the internal and external situation of our Institute after enforcement of the new Act on the Łukasiewicz Research Network. Five tasks still have to be completed and the deadlines for their realization have been extended. There are three new tasks related to the OTM-R policy: one task concerns raising of the awareness of employees, the second one embraces full implementation of the OTM-R policy at Łukasiewicz - INS and the last task concerning monitoring of the OTM-R implementation process. Thus, the main actions within the next three years in the framework of HRS4R process include:

- adjustment of the existing recruitment procedures to the OTM-R rules; unification and standardization of recruitment process at the Institute in alignment with the C&C and Recruitment Policy of the Łukasiewicz Research Network;
- development of procedures for proper conduct in the Institute, including good habits and practices in mutual contact;
- appointment of the person responsible for correct operation of recruitment procedure and contacts with candidates;

Open, Transparent and Merit based Recruitment of Researchers (OTM-R) Policy at Łukasiewicz Research Network – New Chemical Syntheses Institute

The OTM-R is one of the pillars of the Code of Conduct for the Recruitment of Researchers, published by the European Commission (EC) in 2015. The objective of the OTM-R is to ensure that the best person for the job is recruited. Specifically, the OTM-R aims to make research careers more attractive, to guarantee equal opportunities for all and to facilitate mobility. In October 2017 Łukasiewicz Research Network – New Chemical Syntheses Institute (Łukasiewicz – INS) received the EU HR Excellence Award. After 1st January 2017 the 'strengthened' HRS4R implementation procedure started. All institutions already involved in the process (awarded "HR Excellence in Research") are required to switch to the strengthened process in the forthcoming assessment phase. It is an interim assessment for Łukasiewicz - INS.

The new plan after 2 years for 2020-2022 envisages the alignment to the OTM-R guidelines as its crucial task in order to create proper recruitment standards so that the employment process at Łukasiewicz – INS guarantees equality and fosters internationalization of research. The intellectual resources are the key element of the Institute's identity, therefore Łukasiewicz – INS constantly strives for raising the competences of its employees and recruitment of staff with adequate qualifications for research positions. Łukasiewicz – INS as a member of the Łukasiewicz Research Network has adopted the Recruitment Policy of the Network (Appendix 1) that is in line with the C&C regulations.

The aim of the Recruitment Policy in Łukasiewicz – INS is to allow an open, transparent and merit-based recruitment on research and technical positions. Open, transparent rules and standards of recruitment and selection of candidates ensure attracting qualified researchers, also from foreign countries, at the same time allowing for tailoring of specific procedures to the type of positions advertised. The Recruitment Policy applies to all research positions and all potential candidates, regardless of desired or acquired scientific degrees, as well as of how advanced their career is. The Recruitment Policy is in line with the institute's strategy directed at increasing the international recognition, attractiveness and strengthening research cooperation with research units abroad. Since Łukasiewicz – INS is particularly interested in participation in international research projects, the implementation of the

Recruitment Policy is essential for recruitment of the most competitive staff from Poland and abroad.

Łukasiewicz – INS has carried out analysis of the internal recruitment practices in line with the OTM-R guidelines, which is available below. New actions regarding the OTM-R procedures are included in HRS4R Action Plan.

	Open	Transparent	Merit-based	Answer: Yes, completely/ Yes, substantially/ Yes, partially/ No	Suggested indicators (or form of measurement)
OTM-R system					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	Yes	The Recruitment Policy of the Łukasiewicz Research Network has been published on www.ins.pulawy.pl in Polish and English.
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	No	The Institute will elaborate required qualifications for each research position that are in line with the Recruitment Policy of the Łukasiewicz Research Network.
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	Yes, partially	OTM-R guidelines are known to the HR Department staff and the Scientific Director. OTM-R guidelines will be made available on the Institute's website. Training program in OTM-R for managerial staff.

4. Do we make (sufficient) use of e-recruitment tools?	x	x		Yes, partially	Although the Institute does not have internal e-recruitment tool, the recruitment process is to some extent electronically managed but it can be improved.
5. Do we have a quality control system for OTM-R in place?	x	x	x	No	The Institute plans to modernize its recruitment process in order to assure that the OTM-R procedures are duly executed.
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	Yes, completely	The Institute's research posts are open for external and internal candidates and are published on the Euraxess, Institute's and ministerial websites. Trend of participation of candidates outside the Institute.
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	Yes, partially	Institute has employed no researchers from abroad so far since it has not realized big international research projects. However, internationalization is one of the priorities and Institute is currently trying to open for foreign scientists. Trend of participation of foreign candidates.

8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	Yes, completely	The Recruitment Policy of the Łukasiewicz Research Network embraces the policy of equal opportunities in recruitment process. Trend of participation of underrepresented groups.
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	Yes, substantially	The Institutes makes its best efforts in order to attract employees with the most adequate qualifications for research positions for external and internal candidates, creating convenient working conditions i.a. additional remuneration, professional development, health insurance. Trend of participation of candidates outside the Institute.
10. Do we have means to monitor whether the most suitable researchers apply?				Yes, substantially	The selection committees consist of experts in a given field of science. The key recruitment criteria are the applicant's competences.
Advertising and application					

phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		Yes, completely	All research positions are advertised on the Euraxess, Institute's and ministerial websites in accordance with current templates.
12. Do we include in the job advertisement references/ links to all the elements foreseen in the relevant section of the toolkit? [see Chapter 4.4.1 a)]	x	x		Yes, partially	Job offers include some recommended elements from the toolkit but this issue can be improved.
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		Yes, substantially	All the job positions are published on the Euraxess website. Share of job advertisements published on Euraxess.
14. Do we make use of other job advertising tools?	x	x		Yes, substantially	Job positions are also published on the website of the Ministry of Science and Higher Education.
15. Do we keep the	x			Yes, partially	Only documents necessary to make fair,

administrative burden to a minimum for the candidate? [see Chapter 4.4.1 b)]					transparent and merit-based selection are required. However, the electronic submission of the documents has not been practiced so far and this should be made available.
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees? [see Chapter 4.4.2 a)]		×	×	Yes, partially	The composition of the selection committees meets most of the requirements described in the OTM-R guidelines. Engagement of international experts is difficult to execute. Statistics on the composition of the panels.
17. Do we have clear rules concerning the composition of selection committees?		×	×	Yes, substantially	
18. Are the committees sufficiently gender-balanced?		×	×	Yes, substantially	
19. Do we have clear			×	No	Although, there are no written guidelines,

guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?					the selection committees always consists of experts in relevant field of science.
Appointment phase					
20. Do we inform all applicants at the end of the selection process?		×		Yes, partially	The candidates are informed via telephone regarding the selection results.
21. Do we provide adequate feedback to interviewees?		×		No	The Institute plans to develop relevant mechanisms.
22. Do we have an appropriate complaints mechanism in place?		×		No	The Institute plans to develop relevant mechanisms.
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				Yes, partially	The HRS4R Working Group and HRS4R Coordinator will supervise the implementation of OTM-R principles.

Recruitment policy of the Łukasiewicz Research Network

I. Major Assumptions

1. This document presents the rules of procedure at particular stages of recruitment and selection of applicants for employment at the Centre of Łukasiewicz Research Network and at Institutes of the Łukasiewicz Research Network).
2. Employment promotions (including promotions related to career development) are excluded from this Policy.

II. Objectives of Policy

1. The major objective of the Recruitment Policy is to:
 - a) attract and retain qualified staff, especially in research area with significant research achievements experienced at the prestigious national and foreign institutions and young researchers with a high development potential to carry out innovative research of an applicative nature.
 - b) ensure an open and competitive recruitment for vacant post at the Łukasiewicz Centre and Institutes of the Network as well as to support the selection and employment of the best employees.
2. Rules specified in the Policy are focused on creation of safe working environment, guaranteeing the effective performance of assignments and ensuring research services at the highest international standards as well as carrying out applicative projects.
3. The specification of preferences and discriminating restrictions (e.g. sex, age, ethnic origin etc.) is forbidden at the recruitment process. Requirements and expectations pertaining to candidates refer exclusively to competences, qualifications, skills and experience necessary for due and diligent performance of obligations.
4. For recruitment and selection process, equal opportunities policy is applied, however, without lowering the quality criteria and qualifications of employed applicants.

III. Legal basis

The Recruitment Policy was created based on the binding provisions of Law including legal acts and documents i.e.:

1. Act of the 26th of June 1974, Labour Code of the Republic of Poland;

2. Act of the 21st of February 2019 on the Łukasiewicz Research Network,
3. Act of the 23rd of April 1964, Civil Code of the Republic of Poland,
4. Act of 10th of May 2018 on the Protection of Personal Data
5. Act of 21st of February 2019 on amendments of some Acts in relation to ensuring the application of the Regulation of the European Parliament and of Council.
6. Regulation of the Ministry of Science and Higher Education regarding the list of posts for employment at the Łukasiewicz Centre and Institutes of the Łukasiewicz Research Network and the required qualifications for these posts.
7. Regulation (EU) 2016/679 of the European Parliament and of the Council of 27th April 2016 on the protection of natural persons with regard to the processing of personal data and on free movement of such data and repealing Directive 95/46/EC (General Regulation about the Protection of Personal Data).
8. The European Charter for Researchers
9. The Code of conduct for recruitment of researchers.

IV. Definitions

The statements applied herein have the following meaning:

- 1) BIP –Public Information Bulletin,
- 2) Centre – the Łukasiewicz Centre,
- 3) Director – Director of the Institute of the Łukasiewicz Research Network,
- 4) Institute – Institute of the Łukasiewicz Research Network
- 5) Unit – the Centre or Institute
- 6) Candidate:
 - a) at the stage of specification of recruitment criteria at the Centre or Institute, - a person with specific knowledge, skills who should be employed at the Institute,
 - b) at the stage of relevant recruitment, - the person who submitted recruitment documentation in response to the announced vacancy;
- 7) Recruitment committee – advisory board of the head of unit appointed to conduct the recruitment and selection process;
- 8) Head of Unit – Director or President;
- 9) Employer's offer – offer of employment brought to the interested persons prior being employed in the particular post,
- 10) Policy – this Recruitment Policy of the Łukasiewicz Research Network;

- 11) President – the President of the Łukasiewicz Research Network;
- 12) Recruitment – formalized process of recruiting persons for employment at the Centre or Institute;
- 13) GDPR - Regulation (EU) 2016/679 of the European Parliament and of the Council of 27th April 2016 on the protection of natural persons with regard to the processing of personal data and on free movement of such data and repealing Directive 95/46/EC (General Regulation about the Protection of Personal Data).
- 14) Selection measures – a range of selective strategies and criteria with selection method (one or a few) e.g. CV analysis, phone interview, interview (direct or video-conferencing) assessment of conceptual knowledge, languages, psychometric tests, group method and assessment center, references.

V. Stages of recruitment process at the Łukasiewicz Research Network

The recruitment process is divided into the following stages:

1. Primary (preceding the relevant recruitment) involving:
 - a) analysis of human-resources needs,
 - b) description of job-description,
 - c) recruitment committee and its assignments;
 - d) candidate profile and preparation for recruitment,
2. Relevant recruitment;
3. Selective measures,
4. Selection of the candidate involving:
 - a) final assessment and comparison of candidates,
 - b) final decision regarding the employment of the candidate;
5. Protocol of recruitment results, approval of the selected candidate and reporting of recruitment results,
6. Adaptation of a new employee.

1. Initial stage

1.1 Analysis of human-resources needs

- 1) Analysis of human-resources needs is the initial and most important recruitment stage. Relevant analysis allows setting the objective and the course of action and it prevents employment of a person with insufficient competences (knowledge, experience, skills

and education) and aptitude necessary for a particular post. This analysis should be carried out based on the actual status as well as real needs of the Centre or Institute and financial standing of particular units.

2) Analysis covers in particular:

- a) work time,
- b) the type of employment contract (for employment, cooperation, management, outsourcing),
- c) possibility or necessity of working overtime by workers already employed in the Institute,
- d) possibility of separating obligations indicated for particular post to already employed workers,
- e) total cost of particular post,
- f) candidates' potential financial expectations,
- g) alternative possibilities of ensuring the implementation of tasks (analysis of profitability of training for employees of the Centre or Institute).

1.2. Job description

1) The process of searching for a candidate begins with verification of the major assignments and obligations and the manner of performing work within particular position. It allows the preparation of job advertisement meeting the needs of the Centre or Institute.

2) As a result of this analysis, the key requirements necessary for performing duties attached to particular position i.e. required professional qualifications (experience/knowledge, specialist skills, authorization, certificates etc.) and soft competences (aptitude, personal features, manners etc.) are specified.

3) Based on the formulated requirements and job description or the potential scope of obligations, the required candidate profile is prepared. Requirements specified in 1.2.2 and the candidate profile constitute the evaluation criteria for candidates at the particular selection stage.

1.3. Recruitment committee and its responsibilities

1) The panel of Recruitment Committee is determined according to rules binding at the Centre or Institute.

2) Members of Recruitment Committee should have diverse experience and qualifications (allowing the assessment of a candidate according to defined criteria) and should represent various branches and disciplines in order to ensure equality of sex.

3) Members of Recruitment Committee and other persons having access to recruitment documents submitted by applicants must be authorized in writing to process personal data according to GDPR.

4) Assignments of Recruitment Policy includes in particular:

a) specification of recruitment stages:

b) choice of selecting criteria,

c) verification of the submitted documents in reference to requirements specified in the announcement about initiation of the recruitment (including qualifications, education, experience, scientific achievements, the expected remuneration, availability),

d) preparation of the list of candidates who meet minimum requirements specified in recruitment announcement,

e) preparation of the base of candidates who partly meet the requirements so called the reserve list by the employee of HR department,

f) making the recruitment protocol pursuant to requirements specified in chapter 5 item 1 of the Policy.

2. Recruitment

1) In recruitment process, the application of various methods of attracting the candidates is permitted. The selection of these methods depends on the type of post, the level of responsibility, required competences and experience expected from an employee. Publishing of announcements in job portals is allowed, but it is also possible to use the system of employee recommendation, searching for an employee using the direct method, contacts with students, scientists and business contacts, networking etc., if the above measures do not infringe requirements specified in Article 50 and subsequent ones of the Act on the Łukasiewicz Research Network.

2) The head of department seeking the employee will prepare the candidate profile (required professional qualifications, skills and description of assignments for a particular post).

3) Based on the candidate's description of professional skills provided by head of department and major duties pertaining to a particular post, the recruitment advertisement is prepared by an employee of HR department. The content of advertisement should be adjusted so as to attract the largest number of relevant candidates meeting the criteria specified therein. At least, the following information should be included in the job advertisement:

a) name of post,

b) workplace,

- c) scope of duties,
- d) required qualifications and competences
- e) employer's offer
- f) date and manner of submittal of applications, however, the deadline for submittal of these documents cannot be shorter than 14 calendar days of the date the advertisement is published,
- g) manner of submitting the recruitment documentation e.g., paper-based documents submitted at the registered office of the unit, or sending documents to the given e-mail or submittal by job portals.
- h) The list of required documents (if they are necessary for assessment of competences, skills, and knowledge of a candidate; the scope of these documents cannot be wider than required by the binding provisions of law) including particularly approval for data processing given by a candidate).
- i) Information clause or information about the place of publishing the information pursuant to GDPR requirements.
- j) restrictions regarding the contact only with the selected candidates.

Additionally, basic information about the Łukasiewicz Research Network or the Institute of Network or the link to the website and in case of Network Institutes, information about HR Excellence if awarded, should also be given.

- 4) Job advertisements are published in such a manner as to attract the largest number of potential candidates and to raise awareness of persons who can support the recruitment process. In case of recruitment for posts which are difficult to be filled because of insufficient number of candidates, or the post specificity and its scope, it is permitted to outsource the recruitment process provided these actions do not infringe the provisions of Article 50 and subsequent ones of the Act on the Łukasiewicz Research Network. The decision concerning this matter is to be taken by the President or Director upon the request of head of the HR department. Candidates presented by external company are subject to the further selection process at Centre or Institutes.
- 5) Job advertisements are obligatorily posted on Website of the Centre and Institute, (tab: Public Information Bulletin – BIP and employment/career) and in case of recruitment for research departments - BIP of Ministry of Science and Higher Education) and website of the European Commission (EURACCESS). Announcements in job portals and professional press are also allowed.

3. Selection measures

- 1) Selection measures particularly involve :

- a) choice of selection strategy and criteria,
- b) choice of selection method (one or several methods)

- CV analysis,
- phone interview,
- interview (direct or by videoconferencing)
- tests regarding the substantial knowledge, language skills, abilities, and psychometric testing,
- group methods and Assessment Center,
- review of references,
- preparation of the recruitment protocol.

2) Decision about the choice of selection measures with regard to each recruitment process is to be made by the President or Director or the head of HR department.

3) The invitation is sent in advance to the selected candidates to participate in the subsequent stages of recruitment. This invitation (by phone or e-mail) includes the information about the place, duration and the agenda of interview (e.g. whether the additional recruitment instruments will be applied).

4. Prior sending the invitation it is permitted for an employee responsible for recruitment to make phone call to the selected candidates in order to verify meeting the key criteria for the particular post e.g. availability, foreign languages, meeting financial expectations. This fact is to be included in the recruitment protocol made pursuant to requirements of Article 51 of the Act of the Łukasiewicz Research Network.

5. The interview can be proceeded using audiovisual instruments if the candidate is not able to appear in person.

6. All the candidates of the recruitment process are treated equally. They undergo the identical selection procedures.

7. All the submitted applications are archived in candidates base until the recruitment process is finished or as otherwise specified in internal regulations of the Centre or Institute pursuant to the binding provisions of law.

4. Selection of the candidate

This stage begins with data collection and analysis of all candidates who participated in the selection and recruitment process.

1. Assessment of candidates is made based on the specified objective criteria and comparison of objective assessments and recommendations of members of Recruitment

Committee. The final decision about selection of the particular candidate is made by the head of the department seeking a new employee in consultation with other members of committee.

2. Based on the collected data, the candidate who matches the profile and meets the criteria to the greatest extent is selected.
3. For assessment, the recruitment committee takes into account the following criteria (if specified in the job advertisement):
 - a) education,
 - b) professional experience,
 - c) technical skills,
 - d) specialist skills,
 - e) foreign languages,
 - f) motivation,
 - g) adapting to the team,
 - h) other criteria specified in the job description.
4. In case of recruitment to research department, the Recruitment Committee pays a special attention to:
 - a) proper assessment and recognition of academic and professional competence with a special regard to international and professional mobility (procedures regarding the recognition of these qualifications should be followed),
 - b) diversity of career course which is demonstrated in non-chronological acquisition of experience and gaps in career to gain other qualifications and skills,
 - c) contributions to patents, development and inventions,
 - d) participation in domestic and international projects,
 - e) tutorial, scientific guidance, and raising the scientific awareness in the society,
 - f) transfer of knowledge, research management and innovation activities.

5. Protocol of Recruitment, approval of the candidate and information about recruitment results

- 1) The protocol of recruitment is prepared of recruitment process in the form and pursuant to binding provisions of law and internal regulations of the Centre or institute. The protocol includes at least the following information:
 - a) the specification of post for which the recruitment was proceeded,

- b) number of candidates,
 - c) names and surnames and place of residence of 5 best candidates listed according to the level of meeting the criteria of requirements specified in announcement of recruitment process,
 - d) information about the applied methods, recruitment and selection techniques,
 - e) justification about the selection of candidates for employment,
 - f) signatures of recruitment committee members.
- 2) Protocols of recruitment process or scans thereof are collected in bases kept by HR department and they are available to members of Recruitment Committee or other persons authorized by the President or Director.
 - 3) The period of archiving the protocols is specified in the provisions of ordinary law or internal regulations of the Centre or Institute.
 - 4) Each of candidates who was qualified for the next stage of recruitment is informed about result of recruitment and upon their request also about reasons for being rejected. Forms of delivering the information about rejection of candidates are governed by internal regulations of the Centre or Institute.
 - 5) Specific cases for the selection of a candidate
 - a) termination of employment contract with the selected candidate (up to 3 months of the date of employment) – if employment contract of the person selected in the recruitment process expired within 3 months of the date the employment contract with the Centre or the Institute was entered into, it is allowed to employ another candidate from the list of the best candidates,
 - b) resignation of the selected candidate before employment – if the selected candidate resigns from the offer before being employed at the Centre or Institute, it is allowed to select another candidate from the list of best candidates or to carry out another recruitment process,
 - c) termination of employment of the selected candidate (after 3 months of the date of employment) in case of termination of employment of the person selected it is allowed to open the new recruitment for vacant post after 3 months.
 - 6) Information about results of recruitment process is to be made available in BIP and website of the Centre or Institute within 14 calendar days of the date the selected candidate is employed or of the date the recruitment was finished when no candidate was employed as a result of the recruitment process.

6. Preventing nepotism

- 1) During the employment relationship, direct subordination is forbidden between:

- a) Spouses
- b) Persons between whom there are relationships of
 - Consanguinity to the second degree,
 - Affinity to the first degree,
 - Adoption, guardianship or custody

The existence of such relationship or lack thereof is to be confirmed by applicants in their applications.

2) The restriction specified in item 1 is also applied to members of Recruitment Committee.

7. Adaptation

1) The final stage of employment is adaptation. Its objective is the holistic integration of the new employee into organization and assignments they are given.

2) A key role in the integration process of an employee into his duties is played by direct supervisor. His obligation involves efficient and effective integration of an employee into the team. He is obliged to demonstrate models of behavior and conduct preferable at the Centre or Institute and assignments.

3) An open, kind atmosphere and offering assistance should be ensured by direct supervisors and co-employees during the adaptation process.

4) New employees are given support in the scope of all formalities and if necessary, for relocation and adaptation into new cultural conditions.

5) Integration of the new employee into company involves several stages including:

- a) Occupational Health and Safety training and coaching related to employment environment which should be organized on the first day of employment,
- b) training about the applied rules of information safety including especially personal data protection,
- c) completion of all the formalities necessary to undertake tasks assigned to a particular post.
- d) introduction of the new employee into the team where he will work.
- e) making the new employee familiar with objectives and general working rules.
- f) presentation of duties, responsibilities and competences.
- g) making the new employee familiar with working methods applied in order to carry out the assigned tasks.
- h) arrangement of workplace, providing the necessary tools, instruments accesses or resources.

6) Adaptation process is ended with the final decision of direct supervisor on applying for further employment of the new employee to the President or Director or of the lack of willingness to continue the employment.

8. Internal procedures and the date of adjusting them to the Policy requirements

1) The detailed recruitment process both at the Centre and Institutes should be proceeded pursuant to internal regulations binding in each unit with a regard to specificity of the organization, number of employees, division of obligations and responsibilities between organizational departments, financial standing etc. These regulations specify the flow of internal documents, forms thereof and necessary data which should be included.

2) Internal regulations regarding recruitment must be compliant with the adopted Recruitment Policy and the Act of the 21st of February 2019 on the Łukasiewicz Research Network. Units which do not have the relevant regulations in this scope or whose regulations are incompliant with the Policy are obliged to develop them or amend the existing ones.

3) Pursuant to the adopted internal rules, each of Institutes of the Network and the Łukasiewicz Centre will specify necessary documents and forms i.e.:

- a) applications for recruitment,
- b) protocols of recruitment,
- c) applications for employment,
- d) samples of contracts of employment,
- e) samples of confidentiality agreements,
- f) information clause for recruitment purposes,
- g) samples of consent to process personal data,
- h) other documents pursuant to requirements of Institute of the Network and the Łukasiewicz Centre