

Amendments

to HR Strategy for Researchers in line with CONSENSUS REPORT FORM
Instytut Technologii Elektronowej (ITE)/The Institute of Electron Technology

Gap Analysis

1) It is not clear whether the staff participated to the survey referred only to permanent positions

The survey was addressed to all researchers at Instytut Technologii Elektronowej, employed both on permanent and temporary positions. As the survey was anonymous, the exact number of researchers on permanent positions who filled it in is not known. However, 94% of the researchers at ITE are employed on permanent positions since only 5 researchers out of 77 ITE researchers are employed on fix-duration contracts.

Assuming that all researchers employed on temporary positions (5 persons) participated in the researched where 59 researchers filled in the survey, it means that the majority of the researchers who filled in the survey were employed on permanent positions (92%).

Gap Analysis and Further recommendation for the future

2) Recommendation to consider other methodologies of surveying in the future

The exploitation of open-ended questions may lead to difficulties in interpreting the answers and develop sustainable actions to fix eventual gaps, however as the aim of Instytut Technologii Elektronowej was to precisely define the gaps in the ITE HR policy in order to build up the most efficient HR Strategy for Researchers, ITE to achieve that used qualitative research techniques. These techniques allow to find accurate issues lying behind the research problem and having to be addressed since open-ended questions encourage participants to go beyond one-size-fits-all responses in order to uncover their true opinions. The aim of qualitative research is to “engage in research that probes

for deeper understanding rather than examining surface features” (Johnson, 1995:4)¹ because it is the method open to reveal unexposed facts and undeveloped concepts. A qualitative approach can refer to study about inter alia organizational functioning (Strauss & Corbin, 1998)² and is based on studying a phenomenon in detail in order to provide with its detailed description (Patton, 1990)³.

Since HR Strategy for Researchers based on Gap analysis needed such a research method in order to accurately determine gaps to be addressed, ITE has adopted a bottom-up approach that allowed researchers to take an initiative according to the principle of ‘nothing for them without them’. For this reason the Institute has used open-ended questions that do not impose answers but allow to learn about the reality under study as it is.

Bearing in mind the above, qualitative research methods have been recognized as valuable research methods equal to quantitative methods. It means that interpretation of their findings, performed according to accepted guidelines by experienced qualitative researchers, are equally valuable as quantitative methods, and eventual ambiguity in reference to result analysis may occur in both qualitative and quantitative research. The qualitative research method applied for the purpose of this study has not weakened the credibility and effectiveness of the proposed action plan but on the contrary, it has enriched it since the researchers were able to express their opinions freely without being limited by a list of suggested answer choices. This further means that the chosen method did not bring the risk of addressing false gaps but it highlighted the true ones.

Future research related to HR Strategy for Researchers will be conducted to assess the action plan realization. At that level Instytut Technologii Elektronowej plans to use different methodology suitable for the evaluation stage (e.g. structured questions with multiple answers to choose plus possibility to give suggestions/comments; discussions with researchers/workshops on the realisation of particular points of Action Plan may be organised that will allow to effectively verify the accomplishment of the action plan’s points).

¹ Johnson, S.D. (1995), “Will our Research Hold up under Scrutiny?”, in: *Journal of Industrial Teacher Education*, Vol. 32, No. 3, pp. 3-6.

² Strauss, A. and Corbin J. (1998), *Basics of Qualitative Research. Techniques and Procedures for Developing Grounded Theory* (2nd edition). Thousands Oaks: Sage Publications.

³ Patton, M.Q. (1990), *Qualitative Evaluation and Research Methods* (2nd edition). Newbury Park: Sage Publication.

