Centre of Molecular and Macromolecular Studies of the Polish Academy of Sciences in Lodz

Internal Gap Analysis and Action Plan

for the purpose of

HR Excellence in Research / HR Strategy for Researchers incorporating the Charter and Code

Lodz, February 2016
## Table of content

### I. Introduction .................................................................................................................. 3

### II. Internal Gap Analysis ............................................................................................... 5

1. Methodology .................................................................................................................. 5
2. Statistical overview ........................................................................................................ 7
3. Results of the survey ....................................................................................................... 10
   3.1 Ethical and professional aspects .............................................................................. 10
   3.2 Recruitment .............................................................................................................. 11
   3.4 Working conditions and social security ................................................................. 12
   3.4 Training .................................................................................................................... 13

### III. Action Plan ............................................................................................................. 13

1. Conclusions from the survey ......................................................................................... 13
2. Recommendations .......................................................................................................... 14
I. Introduction

The Centre of Molecular and Macromolecular Studies of the Polish Academy of Sciences (acronym: CMMS PAS) was created in 1972 on the basis of two research groups headed by the members of the Polish Academy of Sciences: Professor Jan Michalski (heteroorganic chemistry) and Professor Marian Kryszewski (polymer science). Professor Jan Michalski, until his retirement in 1991, was the Director of the Centre. He was succeeded by Professor Marian Mikołajczyk, who headed the Centre till the end of 2007. In the years 2008-2015 Centre was headed by Professor Stanisław Słomkowski and currently, the chair of the Director of the Centre holds Professor Marek Potrzebowski.

The Centre of Molecular and Macromolecular Studies in Lodz belongs to the network of the Polish Academy of Sciences institutes, created to conduct research in selected areas of science. The research carried out in the Centre covers a vast range of problems from the area of organic chemistry, bioorganic chemistry, polymer chemistry and physics, with special emphasis on developing methods of making advanced materials, both in the field of small molecules and high molecular weight products. This includes new methods of stereoselective synthesis of complex organic molecules, containing heteroatoms such as phosphorus, sulfur and silicon, new methods of stereocontrolled synthesis of modified oligonucleotides and their application in protein bioengineering, as well as developing new approaches to synthetic polymers and their applications as biomaterials, materials for electronics or advanced construction materials.

Within more than 40 years of its existence, the Centre has developed from a relatively small laboratory into a fully grown research institute, employing more than 180 staff members, of which over 140 are directly involved in research activities (including 9 professors, 11 associate professors, 19 adjuncts and 31 assistants). The above mentioned personnel is organised into 34 research groups functioning within the framework of 8 Departments and 2 laboratories. Among the Institute’s employees, 20 persons possess the scientific title of professor, 17 persons the degree of Ph.D. D.Sc. and 58 persons the Ph.D. degree.

According to the recommendation of the Chairman of the Polish Academy of Sciences, the Centre of Molecular and Macromolecular Studies has established an International Advisory Board. In course of consultations with leading scientists from the Centre, several European scientists were asked to join the International Advisory Board representing chemical, biological and polymer research fields which are developed in the Centre.
Research groups at CMMS PAS participate in many joint projects and international programs in cooperation with groups from various universities and research institutes from Poland and other countries (worldwide). The international collaboration has developed in the form of a network of official research projects as well as direct, bilateral agreements between research groups. For instance, the Centre is a member or participates in the works of the following bodies:

- EU Centre of Excellence – DESMOL;
- European Associated Laboratory (LEA - for the French name Laboratoire Européen Associé);
- PHARE Sci-Tech Centre of Excellence;
- ICGEB – Affiliate Centre.

The Centre of Molecular and Macromolecular Studies has been established as a research institute and as such it does not offer academic degree program at the 1st (Bachelor of Science) and 2nd (Master of Science) levels. Nevertheless, many of the Institute scientific leaders, professors and associate professors cooperate with Polish and foreign universities lecturing for undergraduate students.

In 1975, CMMS PAS has been given the right to grant scientific degrees of Ph.D. and since 1992 to grant the highest degree of academic qualification in Poland – habilitation (D.Sc.). In 2000, the Institute launched a program of doctoral studies and it has been continued until the present day. Within the frame of a 4-year study period, the students are offered a chance to obtain a Ph.D. degree in chemistry in the research areas covering:

- Modern methods of organic and bioorganic synthesis;
- Biotechnology;
- Chemistry and physics of materials;
- Polymer chemistry;
- Structural studies with the application of modern spectroscopic methods.

In the last 5 years, 36 persons within CMMS PAS have been awarded the Ph.D. degree in chemistry.

The CMMS PAS analytical laboratories serve not only the Centre itself, but perform measurements for research teams from other universities and research institutes nationwide. The Institute is also open for applied research collaboration with companies form Poland and abroad. The specialized facilities of CMMS PAS, which offer analytical services, are:

- Laboratory of Microanalysis;
- Laboratory for Analysis of Organic Compounds and Polymers:
  - NMR Laboratory;
  - Mass Spectrometry Laboratory;
Polymer Properties Laboratory;
- Laboratory of Molecular Mass Evaluation.

In the years 2009-2015, CMMS PAS has obtained 28 national patents. In the last year the Centre has also acquired 3 European patents, that is:

- "All-polymer fibrillar nanocomposites and method for manufacture of thereof" - EP2428597 A2;
- "Method of modification of properties of polylactide or compositions containing polylactide" - EP 1899417;

During last 6-years period, CMMS PAS has published 474 scientific articles in numerous internationally recognised journals from the Philadelphia List (ISI Master Journal List).

Within the structures of CMMS PAS there is also operating a Screening Laboratory aimed at the identification of anti-cancer compounds. Until now, it has examined cytotoxic properties of about 750 compounds, synthesised in national organic synthesis laboratories, with reference to selected cancer and non-cancer cell lines. As a result, a number of compounds with promising anti-leukemic properties are at present a subject of advanced pre-clinical research.

II. Internal Gap Analysis

1. Methodology

According to the requirements stated by the European Commission, the internal gap analysis process consisted of two general phases:

- Conducting the internal anonymous on-line survey;
- Preparing a summary report together with Action Plan (this document).

For the purpose of the survey, the Centre used a standard template of questionnaire, provided by the EC on the Euraxess web page (http://ec.europa.eu/euraxess) that is a transposition of the regulations included in the Charter and Code. The guidelines available on the above site allowed to use this template, or to modify it when necessary. CMMS PAS decided to apply the original questions, to be certain that every aspect of the two documents has been covered. Therefore, the survey was divided into two sets of statements, with reference to the origin of a certain issue, that is the Charter or Code, and then into four general problem groups:
• Ethical and professional aspects;
• Recruitment;
• Working conditions and social security;
• Training.

For each question/statement the survey proposed five possible answers and an additional text field to provide discretionary comment, if necessary. The survey was directed to the scientific personnel of the Institute, to collect their opinions whether or not a given issue is implemented at CMMS PAS (and, if so, to what extent). The answers were therefore associated with marks (points) as follows:

• I entirely agree – 5 points;
• I agree – 4 points;
• Neither agree nor disagree – 3 points;
• I disagree – 2 points;
• I totally disagree – 1 point.

The list of questions was then complemented by five queries for statistical purposes, concerning such issues as: sex, age, position within CMMS PAS, duration and form of employment at CMMS PAS. Finally, the survey consisted of 45 questions, with no time limit to complete the questionnaire, however the period of gathering data has been limited to one week (5 working days). In order to make it accessible also for foreign employees of CMMS PAS, the survey has been prepared in two versions (English and Polish).

To conduct the survey in the most efficient and seamless way, the Centre decided to use a web based services (www.survio.com), managed fully via internet. The provider of the questionnaire form enabled both gathering and simple summarising of the data. Nevertheless, the final analysis has been done by the Working Group for HR Excellence (established by the decision of the CMMS PAS Director of 22nd January 2016). The idea was that the Working Group should represent possibly the widest range of stakeholders involved in the HR Excellence certification process, to ensure that all points of view on this matter are present at every stage of the HR Strategy implementation. The Working Group finally consists of the following members:

• Acting Deputy Director for Administration – Krzysztof Ławiński MA (Coordinator)
• Deputy Director for Science – Arkadiusz Chworoś Ph.D.;
• Proxy for Development and Promotion of Young Researchers – Piotr Guga Ph.D./AP;
• Chairman of Ph.D. Students Self-government – Bartłomiej Gostyński MSc;
• Specialist in HR affairs – Anna Grygiel MA.
The Working Group was assembled with the aim of investigating the survey answers, discussing possible solutions or suggestions (in the light of the Centre’s specificity), and finally proposing practical actions, devised in response to previously determined needs of CMMS PAS. Particular attention has been paid to questions/statements that received less than 4 points, as it was agreeable that this should be considered a threshold, below which a certain area requires verification. However, in general, a vast majority of answers scored clearly above this level, confirming a prior assumption that CMMS PAS has already adopted a significant range of the Charter and Code regulations. Specific recommendations prepared by the Working Group are therefore listed in Chapter III of this document (Action Plan).

2. Statistical overview

As to the statistical side of the survey, the internet questionnaire has been active between 30th January and 5th February 2016. The survey was initiated by an e-mail invitation, sent to all CMMS PAS employees, which included basic information on the purpose of the query, character of the questions and technical issues concerning the survey (i.e. structure, scoring, time scope, anonymity, etc.). Ultimately, 48 responses were received, and this number can be perceived as a representative percentage of CMMS PAS employees, taking into consideration that the survey was not compulsory. The characteristics of the survey participants can be summarised by the following graphs.

Graph 1 – Sex

![Graph 1 – Sex](image-url)
Graph 2 – Age (in years)

Graph 3 – Occupation
Graph 4 – Type of employment at CMMS PAS

Graph 5 – Duration of employment at CMMS PAS (in years)
As it is shown above, the Centre’s HR structure can be described as typical for this type of scientific institution. The factors that should be emphasized in this respect are definitely those of graphs number 4 and 5. The graph 4 referring to the form of employment at the Institute shows that CMMS PAS fully respects national law regulations in terms of stability and social security of employees. There were no indications to contractual base of employment, which allows to draw a conclusion that this is rather scarce solution at the Centre. Accordingly, the graph 5 demonstrates that CMMS PAS is a place for clearly a long-term employment, even for the majority of professional life and career. This also corresponds with the graph 2, illustrating the age of employees, where both junior and senior researchers can be found, in almost equal proportions (assuming the age of 40 as a borderline).

3. Results of the survey

The charts below illustrate averaged scores for each question, with the actual selections converted to the numerical values (as mentioned above, each question might score from 1 to 5 points). Then, for all 4 categories, an overall average value was calculated (not presented in the graphs) and an identical threshold at the level of 4.0 points (shown as a vertical red line) has been adopted. This procedure allowed for identifying the areas which may require some improvements.

3.1 Ethical and professional principles
This category scored an overall average of 4.3 points. Only one question did not achieve the 4.0 points borderline (Public engagement) and two areas scored above 4.5 points – Ethical principles and Non discrimination. Therefore, only the Public engagement issue was taken into consideration for the Action Plan.

### 3.2 Recruitment

![Bar chart showing recruitment categories]

This category has overall average of 4.1 points, with no scores of 4.5 points or above. Two areas received a score below the threshold of 4.0 points – Selection and Variations in the chronological order of CVs. Thus, both of them are included into the recommendations section. For the above reasons, the Recruitment category itself became an area of interest for the Working Group.
3.3 Working conditions and social security

The above category is definitely the largest and the most diversified internally, also in terms of evaluation. Although the overall average for this group is remarkably high (4.3 points), there are also noticeable score variations. Three areas received the score of 4.5 points or above, whereas two scored in the range 3.5 – 4.0 and other two exactly 4.0 points. In result, four issues were subjected to detailed analysis by the Working Group – Recognition of the profession, Value of mobility, Gender balance and Access to career advice, with special attention to the latter two.
The last category also achieved the overall average of 4.3 points, with no individual scores below or even close to the threshold level. This could be partially attributed to the limited number of queries in this group, though their equally high values justify the assumption that in this respect there are proper procedures and practices. Thus, the Working Group has not delivered any specific recommendations for that category, except for standard monitoring.

III. Action Plan

1. Conclusions from the survey

As it was mentioned before, the data collected based on the conducted query enabled identification of seven issues to be further investigated. Four of them scored less than 4 points (however, no score dropped below the level of 3.5 points), and another three scored exactly 4 points. In the opinion of the Working Group, analytical emphasis should be put on the first 4, although the remaining 3 also should not be left without a comment.

To summarize, four categories with the lowest rank are:

- **Recruitment:**
  - Selection (exact value - 3.69);
  - Variations in the chronological order of CVs (exact value - 3.94);

- **Working condition and social security:**
  - Gender balance (exact value - 3.71);
  - Access to career advice (exact value - 3.94).

Additionally, three categories scored the borderline of 4 points:
• Ethical and professional principles:
  o Public engagement;
• Working condition and social security:
  o Recognition of the profession;
  o Value of mobility.

In the additional comment section of the survey, the respondents gave various reasons for lower evaluation in the above cases. Obviously, there were no discrepancies as to the very meaning of these questions, but it appears that, particularly in the lowest rank group, the researchers intended to point out another relevant issue, which they considered even more crucial than the basic description of the query. For instance, the largest numbers of comments have been given to such areas as Recognition of the profession, Gender balance or Access to career advice. The respondents indicated that they define professionalism or equal treatment even more strictly than the original statement, perceiving it as matters where any form of privilege may not be applied and everyone should be judged on the basis of personal achievements only. Similarly, the career advisory is supposed to be rather guidance and professional care, but not a direct job seeking activity of the employer.

2. Recommendations

According to the conclusions derived from the questionnaire results, the Working Group has verified thoroughly all the above mentioned aspects and drafted a set of measures aimed at increasing the evaluation scores in a short (up to two years) and long term (up to four years) perspective. Needless to say, having prepared the Internal Gap Analysis and Action Plan, the Working Group is not to be disassembled or suspended, but it will regularly monitor and/or amend/supplement the planned activities to ensure a successful implementation of the HR Strategy for Researchers.

This is intended to be done especially by additional survey(s), based on an adapted template, that are supposed to assess the progress in correcting the most demanding areas, and to provide valuable feedback from researchers, hopefully with some practical and viable suggestions from the respondent’s point of view. Such preliminary concept is also worth considering due to the fact that, judging from selected written comments to the survey, a noticeable group of scientific personnel has found the questions inadequate to the particular characteristics of a public research institute, not because they do not share the principles behind Charter and Code (on the contrary, in their view, these document describe a most desired status), but because of objective circumstances which require a more individual approach.

Concurrently, the greater emphasis should be also put on better understanding of the Charter and Code statements, that is not as imposed
obligations, with no reference to the practical application, but as a more general view on the subject. This should bring attempts to remind the foundations of HR and to change the attitudes, both personal and institutional, to become more aware of the HR affairs and, therefore, to act closer to their ideals.

**Detailed recommendations for selected issues from the survey:**

**Ethical and professional aspects**

**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.

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<tr>
<th>Relevant legislation (permitting or impeding the implementation of this principle)</th>
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<tr>
<td>Act on the Polish Academy of Sciences of 30th April 2010 with amendments; Statute of the CMMS PAS of 20th April 2011 with amendments</td>
<td>The Centre is active in the field of disseminating the results of scientific research, mainly through publications in various professional journals. For a broader audience, CMMS PAS participates in a periodical Festival of Culture and Science (a municipally organised outdoor event for the local society), and issues an internal bulletin reporting the most important facts from within the Institute (sent via e-mail to all employees).</td>
<td>The publications are hermetic, due to the scope of research and the level of their advancement. The other activities are insufficiently frequent and do not cover the scientific news from the Centre. It is proposed to modify the CMMS PAS web page thoroughly, to make it more attractive (i.e. AV material), interactive (i.e. social media input) and accessible to CMMS PAS researchers to allow them to independently publish their personal achievements through CMS system (optionally, a dedicated web site only with scientific news – depending on the web developer solutions).</td>
<td>Administrative Departments (Public procurement, IT Specialist); Scientific Departments III-IV quarter 2016 – I-II quarter 2017</td>
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**Recruitment**

**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.

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<td>Act on the Polish Academy of Sciences of 30th April 2010 with amendments; Act on the Code of Labour of 26th June 1974 with amendments; Statute of the CMMS PAS of 20th April 2011 with amendments; Rules and regulations on competitions for the posts of scientific employees at CMMS PAS (Resolution of CMMS PAS Scientific Council of 17th December 2010); Rules and regulations on evaluation of scientific employees at CMMS PAS (Resolution of CMMS PAS Scientific Council of 9th December 2011)</td>
<td>In the area of personnel selection, general national law requirements are applicable, as well as internal regulations. As to the specific character of the positions within CMMS PAS, only professionals in particular fields are able to properly assess a candidate (respondent’s comment). Standard interview/assessment techniques are in use at CMMS PAS and in 2015 an interdisciplinary evaluation committee was introduced. This committee has evaluated a group of prospective team leaders in accordance to the Charter and Code.</td>
<td>In order to ensure impartiality and the highest possible quality of the selection procedures it is planned to introduce a separate section within the revised web page, containing all necessary information relevant to the offered position(s). It is also vital to introduce a Contact Point (designated person(s) to be responsible for any kind of assistance to applicants in the recruitment process. The interdisciplinary committees will continue to function on a regular basis. It would also be beneficial to directly implement an explicit reference to the Charter and Code in the existing Rules and regulations. In addition, there is also a concept of preparing precise job post descriptions for at least selected employees, to summarise their scope of duties and, accordingly, their necessary qualifications. This will enable more accurate creation of job requirements and advertisements.</td>
<td>Administrative Departments (Public procurement; HR unit); Scientific Departments III-IV quarter 2016 – I-II quarter 2017 (web page section, Contact Point, amendments to Rules and regulations) 2017-2018 (job post description)</td>
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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.

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<td>No specific regulations relevant to this issue - partially: Act on the Polish Academy of Sciences of 30th April 2010 with amendments; Act on the Code of Labour of 26th June 1974 with amendments</td>
<td>There are no rules or practices at CMMS PAS that would differentiate personnel on the grounds of such variations. The analysis proved that a lower score than the average for this question is a result of indifferent attitude towards this statement among researchers (scientists generally do not perceive variations as a problem). The very assessment of scientific personnel comes from the quality of previous work exclusively.</td>
<td>No particular actions were proposed by the Working Group. If such variations occur, every case will be processed individually, and if reasonable explanation is provided by a candidate, this will not affect the recruitment in any way. Optionally, on an occasion of revising the Rules and regulations on competitions for the posts of scientific employees at CMMS PAS, an additional stipulation may be introduced to this document.</td>
<td>Scientific Departments Continuous activity III-IV quarter 2016 – I-II quarter 2017 (amendments to Rules and regulations)</td>
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### 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).

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Similarly as above, the existing rules and practices fully adopt that recognition. Among the respondents’ comments the dominant opinion was that only the personal merits and a career overview can be determining factors proving that a given researcher is a professional or not.

Although no special recommendations are necessary, as this issue was marked with 4.0 points, the Working Group underlines that there are certain practical actions already in progress, namely: bonuses for the most frequently quoted scientific publications (granted by the Director of CMMS PAS) and a financial award for the most apt Ph.D. student.

As to the infrastructural affairs, it is designed to restore and fully equip one of the buildings at the CMMS PAS, previously used as workshop, in order to expand laboratory space and generate another workplaces for newly created positions within the Institute (specialised research teams). This aim is dependent on the volume of resources allocated to CMMS PAS by the Ministry of Science and Higher Education (applying in progress).

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<td>Director of CMMS PAS; Scientific Departments</td>
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<td>2017-20</td>
<td>(building restoration, equipment purchase)</td>
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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.

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As it was previously mentioned, every member of the Centre’s personnel entirely agrees with the idea of gender equality and non-discrimination obligations (the relevant question in the survey scored 4.6 points). According to the comments, the scientific society understands this statement in two ways - no restraints and no privileges to anyone, based only on personal characteristics.

As above, in opinion of the Working Group no extraordinary measures have to be imposed in this area. Obviously, the aim here should not be a total parity of genders, but rather a natural process of facilitating the science path to anyone seriously interested, regardless of the gender affairs.

Nevertheless, the planned Contact Point for researchers will also be of much importance in this respect. It is intended partially as a spokesperson for scientific personnel, in case a gender (or of other nature) controversy emerges, so that a mutually agreeable solution could be reached, on ground of equal treatment.

### 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.

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Administrative Departments; Scientific Departments Continuous activity III-IV quarter 2016 – I-II quarter 2017 (Contact Point)
No specific regulations relevant to this issue – partially: Act on the Polish Academy of Sciences of 30th April 2010 with amendments; Act on higher education system of 27th July 2005 with amendments; Act on the Code of Labour of 26th June 1974 with amendments; Statute of the CMMS PAS of 20th April 2011 with amendments

Currently the Centre is participating as a member or in other forms of cooperation in various initiatives that include the element of mobility, as an option or even requirement. The list of institutes and universities collaborating with CMMS PAS is available on its web page and it would be impossible to name here even the most renown of them. This takes place not only by study visits or scientific exchange, but also by recruiting researchers from abroad (2015), and forming international research teams within CMMS PAS (first of such teams is already operating – Ukrainian/Armenian permanent staff).

In addition to present actions targeted at boosting mobility (as far as scientific grants are concerned, up to 3 months visits/exchanges are already functioning), there are general changes of CMMS PAS structure to form 4-5 research groups within the structure of Departments. The Working Group reckons that the planned activities should concern both the virtual and material aspects of mobility.

There should be a separate part of the new CMMS PAS internet site (and Contact Point) devoted to the mobility issues with potential students and researchers exchange possibilities (details to be discussed with scientific staff and web developer of the site), so that the relevant pieces of information will be cumulated in one place and accessible to whom it may concern.

Another concept that serves this purpose is the idea of short-term internships (nationwide), designed for Ph.D. students, in institutions of the same profile, as their field of study, thanks to which the students will obtain their first hands-on experience and confront themselves with practical application of the discipline they plan to master at (dedicated CMMS PAS Director's Ordinance to be issued).

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<th>Administrative Departments; Scientific Departments</th>
<th>Continuous activity</th>
<th>III-IV quarter 2016 – I-II quarter 2017 (web page section, Contact Point)</th>
<th>2017-2020 (structural changes, all new teams established)</th>
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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.
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<td>CMMS PAS is an institution of scientific research and has limited abilities as to provide direct help for its employees to improve their career in terms of arranging placements or transfers to other employers. However, the survey has shown that it is not what the researchers would expect/demand. There is rather a need of finding a competent verification and suggestion how to best develop the current scientific path or how to alter it according to a given person’s skills and qualifications.</td>
<td>In the course of improving the current status, the most intense role here will be assigned to the Contact Point. Upon it is fully operational, a part of its resources (in terms of HR) will be assigned to serve assistance to the researchers, especially by gathering the most recent information (and disseminating it, i.e. by administrating the web site) and solving individual issues. In case a more profound piece of advice is necessary, there might be organised a consultation session with a particularly appointed researcher (i.e. via a videoconference), so that a bespoke guidance could be delivered.</td>
<td>Administrative Departments; Scientific Departments III-IV quarter 2016 – I-II quarter 2017 (web page section, Contact Point)</td>
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3. Acceptance

The Director of the Centre of Molecular and Macromolecular Studies of the Polish Academy of Sciences hereby accepts the Internal Gap Analysis and Action Plan (HR Strategy for Researchers).

Professor Marek Potrzebowski
Director of the Centre
of Molecular and Macromolecular Studies
of the Polish Academy of Sciences

Signature