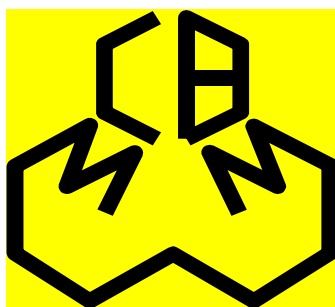


**Centre of Molecular and Macromolecular Studies
of the Polish Academy of Sciences in Lodz**



Action Plan

for the purpose of

HR Excellence in Research / HR Strategy for Researchers

(draft version – second revision)

Lodz, June/July 2016

Proposed recommendations for selected HR issues – according to the results of the Internal Gap Analysis (general and complementary survey):

2.1 Ethical and professional aspects

Public engagement			
<p>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.</p>			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Act on the Polish Academy of Sciences of 30th April 2010 with amendments; Statute of the CMMS PAS of 20th April 2011 with amendments</p>	<p>The Centre is active in the field of disseminating the results of scientific research, mainly through publications in various professional journals.</p> <p>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).</p>	<p>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.</p> <p>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).</p>	<p>Administrative Departments (Public procurement, IT Specialist); Scientific Departments</p> <p>III-IV quarter 2016 – I-II quarter 2017</p>

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.			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
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; Act on higher education system of 27th July 2005 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)	It is obviously an obligation for both – the researchers and the Centre to be aware of the entire applicable law and/or contractual regulations concerning the mutual relations. On the Institute's side, full transparency and eagerness to provide any information necessary is always ensured. In case a specific situation emerges, that is for instance an externally part-financed project/grant, there are dedicated sections within CMMS PAS structure to be of assistance to scientists who intend to apply for such funds, so that the formalities would not become an obstacle. These sections (Public procurement Unit, Planning Unit) are engaged also in the phase of budgeting, expenditures and general reconciliation of projects.	As far as formal aspects are concerned, it is envisaged to maintain current assistance system to researchers, as well as due diligence in all the proceedings. Also the redesigned and adapted to present needs web site of the Institute may be of significant help – in case a change in law rules or a new call for applications is announced, an information with link to further details will be instantly included there as well.	Administrative Departments (Public procurement); Scientific Departments (Planning) Continuous activity III-IV quarter 2016 – I-II quarter 2017 (web page section)

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.			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who

<p>Act on the Polish Academy of Sciences of 30th April 2010 with amendments; Statute of the CMMS PAS of 20th April 2011 with amendments; Rules and regulations on remuneration at CMMS PAS (Resolution of CMMS PAS Director of 15th July 2012); Rules and regulations on evaluation of scientific employees at CMMS PAS (Resolution of CMMS PAS Scientific Council of 9th December 2011); Rules and regulations on performance bonuses at CMMS PAS (Resolution of CMMS PAS Director of 27th November 2013)</p>	<p>The Centre has prepared an official regulation with reference to the assessment of scientific personnel, which is notified to every member of the staff. According to its stipulations, a formal and profound verification is being undertaken, i.e. in 2015 there has been conducted a complex analysis among assistants/adjuncts for the period of 2010-2014 (56 persons subjected, with the usage of evaluation charts and commission interviews, especially in case of unsatisfactory results).</p> <p>Simultaneously, there are rules on financial motivation for the most apt and effective researchers, which are an obvious element of appraisal, not mentioning the yearly event of presenting the annual CMMS PAS report, on which occasion such scientists are personally, directly presented and complimented by the Centre's authorities.</p>	<p>In view of the Working Group, the emphasis should be put on two aspects – the continuing process of researcher's evaluation (the assessment of other position groups is now being planned, as well as monitoring of the results among assistants/adjuncts).</p> <p>The second part is the attempt of assigning additional sources for positive motivation. This, however, depends on the scientific, and subsequent financial, success of CMMS PAS as a whole, because without proper funding any work stimulating actions are all but impossible, especially if addressed to younger staff. The Institute is constantly applying for additional resources, although with little effect, as the budgetary decisions are rather discretionary, regardless the actual, even dire, circumstances.</p>	<p>Director of CMMS PAS; Administrative Departments; Scientific Departments</p> <p>Continuous activity</p>
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2.2 Recruitment

<p>Selection (Code)</p> <p>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.</p>			
<p>Relevant legislation (permitting or impeding the implementation of this principle)</p>	<p>Existing Institutional rules and/or practices</p>	<p>Actions required</p>	<p>When/Who</p>

<p>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)</p>	<p>In the area of personnel selection, general national law requirements are applicable, as well as internal regulations.</p> <p>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).</p> <p>Standard interview/assessment techniques are in use at CMMS PAS and in 2015 an interdisciplinary evaluation committee was introduced (joining specialists in diversified scientific disciplines that could, however, contribute to the selection). This committee has evaluated a group of prospective team leaders in accordance to the Charter and Code. The concept of such committee has proven its efficiency and therefore will be continued and developed, in a case-by-case manner (not always it is substantiated but when it is, it should be assembled).</p>	<p>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 is also envisaged to directly implement an explicit reference to the Charter and Code in the existing Rules and regulations, which will be not only a reminder to implement these principles on an everyday basis, but it will also be directly beneficial for scientific staff, ensuring the proper course of the selection proceedings.</p> <p>The most vital initiative here will be however the introduction of the Committee for Equal Treatment, as an advisory/auditing body for recruitment and also for present scientific employees. Its competences will allow it to act directly during selection process (advice/complaints) and in every other controversial situations when any aspect of equality is endangered. This body will closely cooperate with recruitment boards, having full access, and if necessary, with Labour Inspection and Trade Union (already existing in the Centre).</p> <p>In addition, there is also a guideline from the Working Group to prepare more precise job post descriptions in each possible case, including all the crucial and expected information (summarising the scope of duties and, accordingly, the necessary qualifications for existing posts). This will enable more accurate creation of further job requirements and job advertisements.</p>	<p>Administrative Departments (Public procurement; HR unit); Scientific Departments</p> <p>III-IV quarter 2016 – III-IV quarter 2017 (Committee for Equal Treatment, Contact Point, web page section, amendments to Rules and regulations, job post descriptions)</p>
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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.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
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	There are absolutely 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.	As to particular actions proposed by the Working Group, if such variation actually 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. As a supplement, while revising the Institute's Rules and regulations on competitions for the posts of scientific employees at CMMS PAS, an additional stipulation will be introduced to this document.	Scientific Departments Continuous activity III-IV quarter 2016 – I-II quarter 2017 (amendments to Rules and regulations)

Recruitment / Recruitment (Code)

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

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.			
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>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)</p>	<p>The area of recruitment is also organised mainly by national law and Institute's internal regulations.</p> <p>The requirements stipulated in job advertisements are always carefully formulated, without narrowing criteria and stating clear conditions, according to the law. All scientists regardless their career history are equally treated and invited to participate in recruitment if they meet entry criteria.</p> <p>In addition, the descriptions for all job offers are already being published (i.e. CMMS PAS advertisements on the Euraxess web page), it is only the case of the level of details and/or separate document constituting the exact scope of duties (not every post qualifies to have such extraordinary description).</p> <p>An appeal procedure is always enabled, with national government inspections for working conditions, or civil courts of justice.</p>	<p>The abovementioned Committee for Equal Treatment and the Contact Point will be directly involved in this respect, providing designated person(s) responsible for full assistance to applicants in the selection process, including potential complaints as to the course of the recruitment (acting as a "spokesperson" of the candidate/employee and being 100% independent body).</p> <p>Also, as it was previously described in <i>Selection</i>, a dedicated section within the Institute's modified web page is planned, containing all necessary information relevant to the offered position(s), with clear, unified layout and search/filtering options.</p> <p>A direct reference to the Charter and Code (and the necessity of adherence to them) will be stated in the existing Rules and regulations, as well as in job offers/advertisements.</p> <p>The Working Group considered that another solution is also to prepare more precise job post descriptions in each possible case, including all the crucial and expected information. Moreover, additional recruitment techniques (i.e. work samples, AC, teleconference etc.) will be implemented, in each case, according to the specific needs of a certain post (recruitment committee discretion).</p>	<p>Administrative Departments (Public procurement; HR unit); Scientific Departments</p> <p>III-IV quarter 2016 – I-II quarter 2017 (Committee for Equal Treatment, Contact Point, web page section, amendments to Rules and regulations, job post descriptions, recruitment techniques)</p>

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.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>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; 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)</p>	<p>The Centre is dedicated to be active to the greatest possible extent in the area of international cooperation, and accordingly, it appreciates any example of being involved in gaining experience from different post/disciplines/countries. Any type of such collaboration, providing it is coherent with the scientific career as a whole, constitutes a remarkable asset for a prospective CMMS PAS employee, as it is evidently a significant “added value” to the Institute.</p> <p>In the commentaries to the survey the respondent have also pointed out that this should be a “positive” recognition, that is not the intensive mobility itself is an advantage (as it may be caused by i.e. interpersonal issues), but rather carefully planned actions of that kind.</p>	<p>There will be a separate section on the redesigned CMMS PAS internet site, emphasising the importance for the (young) scientists to be active, mobile, and engaged in expanding their knowledge and professional experience, exploiting every occasion to do so. Of course, in practice it is intractable to prepare a precise document on how certain cases of mobility should be treated and appraised, mainly due to the fact that such experience may be incomparable by its nature. Nevertheless, it is envisaged to issue a general guidance, to be used especially by recruitment/evaluation committees, covering the topic of recognising different examples of mobility.</p>	<p>Director of CMMS PAS; Administrative Departments; Scientific Departments</p> <p>Continuous activity</p> <p>IV quarter 2016 – I quarter 2017 (web page section, guidance on assessing mobility)</p>

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.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
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; Act on higher education system of 27th July 2005 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)	As it was mentioned above, the existing national and internal rules and practices almost fully cover this type of recognition. The obliging law regulations are being constantly monitored (i.e. by online databases for lawyers), and every amendment is noted and adopted internally, if it is necessary. The scientific hierarchy and qualification levels are perfectly known to all professional researchers, as it is regulated by the state acts. As to the more informal aspects, or the issue of mobility, this is less prone to stipulation.	The Working Group confirms all the previous guidelines concerning the non-formal issues, for which detailed actions are devised (The Committee for Equal Treatment, The Contact Point, additional guidelines, new sections on web page,) to be implemented as the subsequent steps in amending this issue. Apart from that, only a permanent monitoring can be a preventative measure to counteract any potential problems with proper recognition of qualifications.	Director of CMMS PAS; Administrative Departments; Scientific Departments Continuous activity III-IV quarter 2016 – I-II quarter 2017 (Committee for Equal Treatment, Contact Point, web page section, guidelines)

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.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who

<p>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</p>	<p>Concerning the specific character of the research conducted at CMMS PAS (i.e. involving dangerous/radioactive substances/devices), every candidate to be employed at the Centre is thoroughly and carefully assessed by a panel of professionals in the particular fields that are applicable in each case. Such expert evaluation practically excludes situation in which an accidental person would be accepted for a certain post. Moreover, it is never a discretionary, subjective proposal of one or a few members of the recruitment commission, as the final decision is being made at the level of the Centre's authorities.</p>	<p>In view of the Working Group, certain subsidiary measures are applicable in this aspect, especially in the form of the already envisaged actions, such as more precise job descriptions or more variable selection methods.</p> <p>Needless to say that all the proceedings will still be realised entirely in accordance to the Charter and Code (an explicit reference to the C&C in the existing Rules and regulations).</p> <p>The interdisciplinary committees will also continue to function on a regular basis, to the maximum possible extent.</p>	<p>Director of CMMS PAS; Administrative Departments; Scientific Departments</p> <p>Continuous activity</p> <p>IV quarter 2016 – I quarter 2017 (job post descriptions, recruitment techniques, amendments to Rules and regulations)</p>
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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.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who

<p>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; Act on higher education system of 27th July 2005 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)</p>	<p>At CMMS PAS there is a set of rules and regulations concerning the employment of researchers of every level, including the ones with postdoctoral status. This group of scientific personnel is not distinguished officially, i.e. by specific conditions for them, but on the other hand, they are subject to fully equal and fair approach at CMMS PAS.</p> <p>This group of posts will also be specifically appraised in the coming years, as the structure of the Institute evolves towards smaller scientific teams with an expert level leader.</p>	<p>As the current status may seem indifferent towards postdoctoral researchers, it is desirable to create a more tailor made solution for them.</p> <p>Temporarily, a similar proposal to the above mentioned guidance on mobility is planned by the Working Group, with reference to the proper, adequate and precise treatment provided for post doctors (details will be discussed with Scientific Departments – to align its form/scope with actual needs). Eventually, this will be provided by the Contact Point, and specifically the “spokesperson” for scientists, on a regular basis.</p> <p>Simultaneously, an amendment to the existing Rules and regulations is planned (chapter on postdoctoral scientists) or a new, separate document regulating this issue (to be decided by the CMMS PAS Director).</p>	<p>Director of CMMS PAS; Scientific Departments</p> <p>III-IV quarter 2016 – I-II quarter 2017 (additional guidance, amendments to Rules and regulations)</p>
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2.3 Working conditions and social security

<p>Recognition of the profession</p> <p>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).</p>			
<p>Relevant legislation (permitting or impeding the implementation of this principle)</p>	<p>Existing Institutional rules and/or practices</p>	<p>Actions required</p>	<p>When/Who</p>

<p>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; Statute of the CMMS PAS of 20th April 2011 with amendments</p>	<p>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.</p> <p>As to the infrastructural affairs, one of the buildings at the CMMS PAS, previously used as workshop, requires restoration and loading with equipment in order to expand laboratory space and generate another new workplaces.</p>	<p>Although no particular adjustments are necessary (judging from the survey), 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.</p> <p>For the newly created positions within the Institute (specialised research teams) a restored workshop building is planned. This aim depends on the volume of resources allocated to CMMS PAS by the Ministry of Science and Higher Education (applying in progress – one call a year only). Accordingly, any other form of incentives, based on scientific work achievements, will be available mainly with reference to the level of financial subsidies (in this respect, the Ministry takes into consideration also the possession of HR Excellence award).</p>	<p>Director of CMMS PAS; Scientific Departments</p> <p>Continuous activity</p> <p>2017-20 (building restoration, equipment purchase)</p>
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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.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who

<p>The Constitution of the Republic of Poland of 2nd April 1997; 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)</p>	<p>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 social environment understands this statement in two ways - no restraints and no privileges to anyone, based on personal characteristics.</p> <p>It is crucial to say that the Centre's personnel is extremely sensitive to any signs of unfair treatment, in any possible way, therefore (and most probably – judging from the second survey) the reasonably low score in this respect was due to the suggestion implied in the question that it is recommended to introduce certain obligatory parities/quotas etc. Every comment on that underlines that only the merits of the mind should be decisive here and any other idea would encounter intense opposition.</p>	<p>The Working Group has devoted special attention, during a series of consultations, to this area, in order to achieve adequate measures to be enforced in this respect. 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.</p> <p>Nevertheless, as concrete actions were required here (what was also pointed out by the evaluators), and this will be the introduction of the Committee for Equal Treatment (Director's Ordinance), as an advisory / auditing body for both present scientific employees and recruitment. Its competences will enable it to be active during selection process (advice/complaints) and in every other controversial situation of endangered equality. This body will have direct access to the Director and will closely cooperate with recruitment boards and if necessary, with Labour Inspection and Trade Union (already existing in the Centre).</p> <p>Additionally, the planned Contact Point for researchers will also be of much importance in this area, as a very first instance. 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.</p> <p>Of course, an amendment within the internal procedures is also definitely to be introduced. Bearing that in mind, a preventive action is being planned, in a form of trainings/lectures performed by a specialist in this area, i.e. from selected NGO or independent, to put additional emphasis on the matter of the necessity to maintain balance of genders, so that it is never jeopardised and the comfort of all employees is guaranteed all the time.</p>	<p>Administrative Departments; Scientific Departments</p> <p>Continuous activity</p> <p>III-IV quarter 2016 – I-II quarter 2017 (Committee for Equal Treatment, Contact Point, trainings / lectures)</p>
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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.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
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<p>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</p>	<p>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).</p> <p>Recapitulating, the Centre definitely and strongly encourages the scientific personnel to search for mobility opportunities, and consequently appreciates scientists who have gathered experience at different universities/institutes, of course, treating each situation case-by-case, i.e. with reference to the scientific discipline, substantiating the mobility.</p>	<p>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.</p> <p>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).</p> <p>There is also envisaged the Contact Point, as well as a separate part of the new CMMS PAS internet site, devoted to the mobility issues with potential students and researchers exchange possibilities (details to be arranged 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. Finally, it is planned to issue a supplementing guidance for evaluating committees on how to assess, value and compare certain types of mobility.</p>	<p>Director of CMMS PAS; Administrative Departments; Scientific Departments</p> <p>Continuous activity</p> <p>III-IV quarter 2016 – I-II quarter 2017 (Contact Point, web page section)</p> <p>2017-2020 (structural changes, all new teams established)</p>
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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.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>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</p>	<p>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.</p>	<p>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 researchers, especially by gathering the most recent information (and disseminating it, i.e. by administrating the web site) and solving individual issues.</p> <p>It is necessary to underline that the above-mentioned Contact Point will be of permanent assistance to all scientific staff, as this is devised to be a separate unit within the structure of the Institute, with appointed personnel, having the initiative and actively searching for information and professional opportunities.</p> <p>In case a more profound piece of advice is necessary, there will be organised a consultation session with a particularly engaged researcher (i.e. <i>via</i> a videoconference), so that a bespoke guidance could be delivered.</p>	<p>Administrative Departments; Scientific Departments</p> <p>III-IV quarter 2016 – I-II quarter 2017 (Contact Point, web page section, consultation sessions)</p>

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.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
<p>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; Rules and regulations on the working conditions at CMMS PAS (Resolution of CMMS PAS Director of 1st February 2005)</p>	<p>As it has been already pointed out, the CMMS PAS is an institution focused on scientific research and therefore has limited abilities to act as intermediary in order to assist and directly help its employees in improving their career prospect. Nevertheless, actual guidance on that matters is already being provided using personal professional relations among junior and senior scientific staff (mentoring).</p>	<p>The vast majority of responsibility in such area will be assigned to the newly created Contact Point. One of its main duties will be individual care over each interested researcher, seeking bespoke advice and a “road map” to his particular career circumstances (this will be an official, printed material/document).</p> <p>Although again, it is rather complicated to formalise such activity as mentoring, though an attempt will be made, in a form of a series of meetings and/or supportive guidelines, so that the younger researchers will be informed what to refer to in case of a doubt. The information in the above respect will be disseminated via mail/web page.</p>	<p>Administrative Departments; Scientific Departments</p> <p>III-IV quarter 2016 – I-II quarter 2017 (Contact Point, meetings/ guidelines)</p>

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.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who

<p>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; Act on the Administrative Proceedings Code of 14th June 1960 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)</p>	<p>According to what was mentioned before, national law regulations cover this aspect in a complex manner, leaving only less formal activities to the discretion of a certain organisation like the Institute. Every employee is entitled to lodge a formal complaint to various institutions, i.e. court of justice, governmental inspections, ombudsman, professional self-government, trade union (also present at the CMMS PAS), etc.</p>	<p>The opinion of the Working Group is that the current legal means of protecting individual right and privileges are generally sufficient. Thus, it is necessary to constantly remind of the existence of the formal approach.</p> <p>However, as far as the less official methods are concerned, the proposed Committee for Equal Treatment, combined with the Contact Point (respectively: second and first instance), acting as a dedicated "spokesperson" for the researchers may constitute a significant difference and a real, practical help to them. In case of a more problematic issue, or complaint, these entities will not be entitled to resolve it immediately and personally, but they will act as "peacemakers" and intermediary in front of the CMMS PAS authorities or supervisors, so that the researchers will not be left alone with their concerns. Both of these bodies are designed as fully independent, however acting entirely on behalf of the scientific staff, representing its very interest.</p>	<p>Director of CMMS PAS; Administrative Departments; Scientific Departments</p> <p>Continuous activity</p> <p>III-IV quarter 2016 – I-II quarter 2017 (Committee for Equal Treatment, Contact Point, spokesperson)</p>
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2.4 Training

<p>Relation with supervisors</p> <p>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.</p>			
<p>Relevant legislation (permitting or impeding the implementation of this principle)</p>	<p>Existing Institutional rules and/or practices</p>	<p>Actions required</p>	<p>When/Who</p>

<p>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; Rules and regulations on the doctoral studies at CMMS PAS (Resolution of CMMS PAS Director of 16th September 2013)</p>	<p>For obvious reasons, the doctoral studies offered at CMMS PAS are formally structured and subjected to the applicable state rules. Therefore it is obligatory that Ph.D. students are under detailed care and observation by the assigned supervisors. This is immanent characteristic of this type of studies, because otherwise any progress would be inhibited, in particular at such expert level works as chemistry/biology/physics sciences.</p>	<p>Apart from official regulations, the influence on interpersonal affairs among scientists on different professional levels depend only on the character of the involved person. It is believed that the ability to work in a specific environment should be a part of the selection procedure, so as to avoid potential awkward situations. In practice, the only thing that still can be done, from organisational viewpoint, is soft skills coaching (internal/external), which will be proposed as a part of the training offer for employees.</p> <p>Meanwhile, the projected Contact Point for scientists (or the Committee for Equal Treatment) will also provide necessary assistance, if a dubious situation emerges.</p>	<p>Administrative Departments; Scientific Departments</p> <p>Continuous activity</p> <p>III-IV quarter 2016 – I-II quarter 2017 (Committee for Equal Treatment, Contact Point, coaching)</p>
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