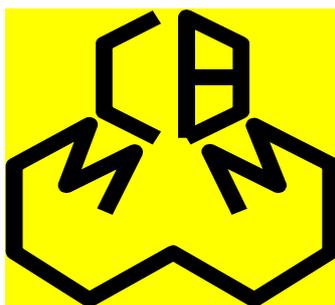


**Centre of Molecular and Macromolecular Studies  
of the Polish Academy of Sciences in Lodz**



**Internal Gap Analysis and Action Plan**

for the purpose of

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

*(second revision)*

Lodz, July 2016

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## 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 130 are directly involved in research (including 8 professors, 12 associate professors, 21 adjuncts and 29 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 hold the scientific title of professor, 17 persons the degree of Ph.D. D.Sc. and 58 persons the Ph.D. degree. It is also worth mentioning that the Institute's personnel is vastly diversified and consist of 95 women and 87 men (respectively, 66 and 70, as to scientific employees), from Ph.D. students (36 persons in 2015) to internationally renown professors.

According to the recommendation of the President 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 eminent European scientists were asked to join the 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 not only developed into a network of official research projects, but also brought 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 1<sup>st</sup> (Bachelor of Science) or 2<sup>nd</sup> (Master of Science) level. 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 work 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 (identical number of active Ph.D. students last year).

The CMMS PAS analytical laboratories serve not only the Centre itself, but also research teams from other universities and research institutes nationwide. The Institute is also open for more industry oriented research in collaboration with companies from Poland and abroad. The specialised 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;
- *"Halogen derivatives of benzo[b]furans, possibly in the form of pharmaceutically acceptable salts, and use of halogen derivatives of benzo[b]furans"* - EP 13150611.5.

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

of Researchers (hereinafter referred to as 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 these 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 theme 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 free-text field to provide voluntarily a discretionary comment. The survey was directed to the scientific personnel of the Institute, with the aim 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 free web based service – Survio ([www.survio.com](http://www.survio.com)) – managed fully *via* internet. The provider of the questionnaire form enabled both gathering and simple summarising of the data. Moreover, the service ensured full anonymity for the survey respondents – technically, no IP logs were collected and only one person (Coordinator of the Working Group) had access to the Institute's profile at Survio. Thus, unless a certain person wanted to reveal its identity (in practice, no one), there was absolutely no method allowing the Centre to match particular answer with its author (there were also no complaints on this issue).

Nevertheless, the final analysis has been done by the Working Group for HR Excellence (established by the decision of the CMMS PAS Director of 22<sup>nd</sup> 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:

- Deputy Director for Administration – Krzysztof Ławiński MA (Coordinator)
- Deputy Director for Science – Arkadiusz Chworoś Ph.D. D.Sc.;
- 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.

During the evaluation of the previous version of the Internal Gap Analysis, the above mentioned assembly has been found not enough representative, therefore another decision of the CMMS PAS Director of 29<sup>th</sup> April 2016 has been adopted, enlarging the Working Group by 7 persons, namely:

- Dominika Jędrzejczyk MSc;
- Beata Łukasik MSc;
- Justyna Krajenta MSc;
- Anna Lewandowska MSc;
- Kinga Piórecka MSc;
- Justyna Śniechowska MSc;
- Przemysław Sowiński MSc.

The co-opted members are Ph.D. students (internally elected to the Self-government Council of the Ph.D. Students at CMMS PAS), so at present their representation in the Working Group is even dominating (8 out of 12 members). Every new stakeholder had the opportunity to be introduced to the previous proceedings of the group, with reference to the Internal Gap Analysis and Action Plan (including the results of both surveys), and was able to take active part in every step of devising the amended version of these documents, providing commentaries and proposing modifications to the drafts. The communication process regarding the matter was continued on a regular basis, including various methods, in particular direct meetings of the Working Group and via e-mail/phone. The final version of the Internal Gap Analysis and Action Plan is now published on the CMMS PAS web page (<http://www.cbmm.lodz.pl/news.php?id=280&title=hr-excellence-in-research>). What is more, the character of the Working Group remains open, with a permanent invitation to all scientific personnel to join its works (sent separately via general e-mail).

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 in-depth verification. In addition, as a result of implementing guidelines provided by the evaluators of the first version of Internal Gap Analysis, another class has been created, that is 4-4.25 points, being the interim phase of a certain category, not entirely critical, but to be carefully scrutinised. However, in general, still a majority of answers scored clearly above these levels, confirming a prior assumption that CMMS PAS has already adopted a significant range of the Charter and Code regulations. Specific, bespoke actions to be undertaken, devised by the Working Group, are therefore listed in Chapter III of this document (Action Plan).

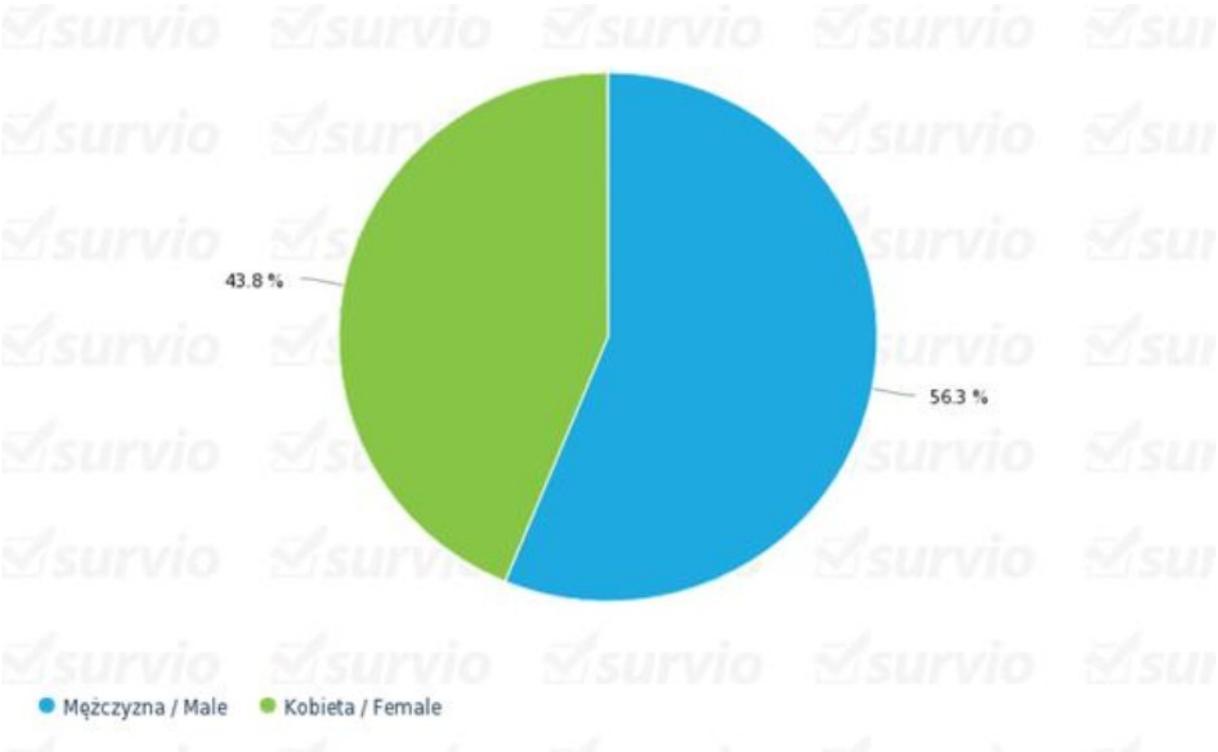
## **2. Statistical overview**

As to the statistical side of the first survey, the internet questionnaire has been active between 30<sup>th</sup> January and 5<sup>th</sup> 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 obligatory.

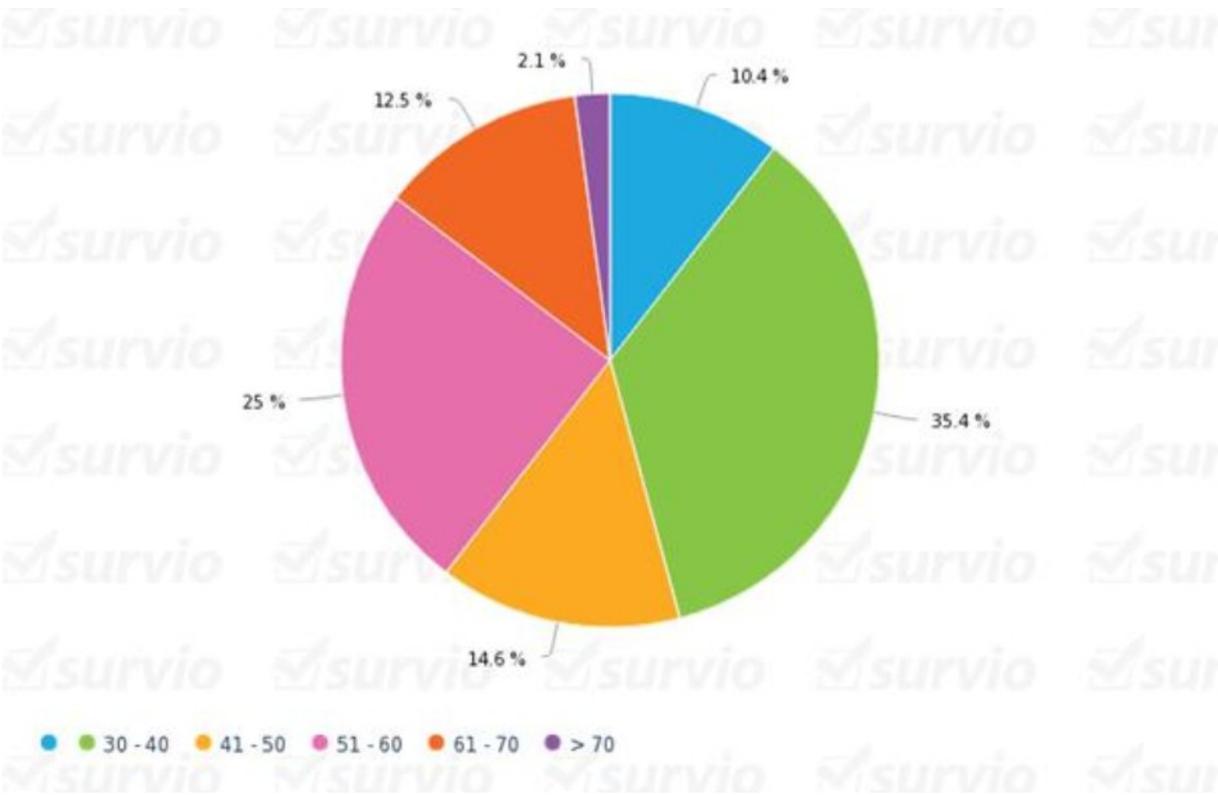
In the above respect, the Centre has also received certain recommendations from the assessors of the previous Internal Gap Analysis, concerning the length and structure of the conducted survey. The suggestions were that a survey of such kind should last for a month minimum, so that every interested employee would be able to take part in it, regardless any objective circumstances, i.e. study visits, scientific exchanges or longer holidays. In response, an additional, complementary survey has been announced, with exactly the same technical conditions (Survio), and with the duration of over 4 weeks (between 11<sup>th</sup> April and 10<sup>th</sup> May 2016), also covering all 4 main groups of the survey template, but containing only open text questions, in order to obtain more accurate and specific feedback on how the HR affairs are being perceived by the CMMS PAS employees. This approach was seemingly more encouraging, as it demanded much less effort from the respondents, and as well granting them full freedom of speech. Effectively, 17 persons have decided to provide answers in this supplementing query, which increased the total number of responses up to 65, nearly half of the scientific personnel of the Institute. According to the evaluators' suggestions, the results of both surveys, in the form of raw data (as delivered by Survio service), have been made available to all employees of the

Institute via the Centre's web site (however, no additional feedback was received). The characteristics of the original survey participants can be summarised by the following graphs.

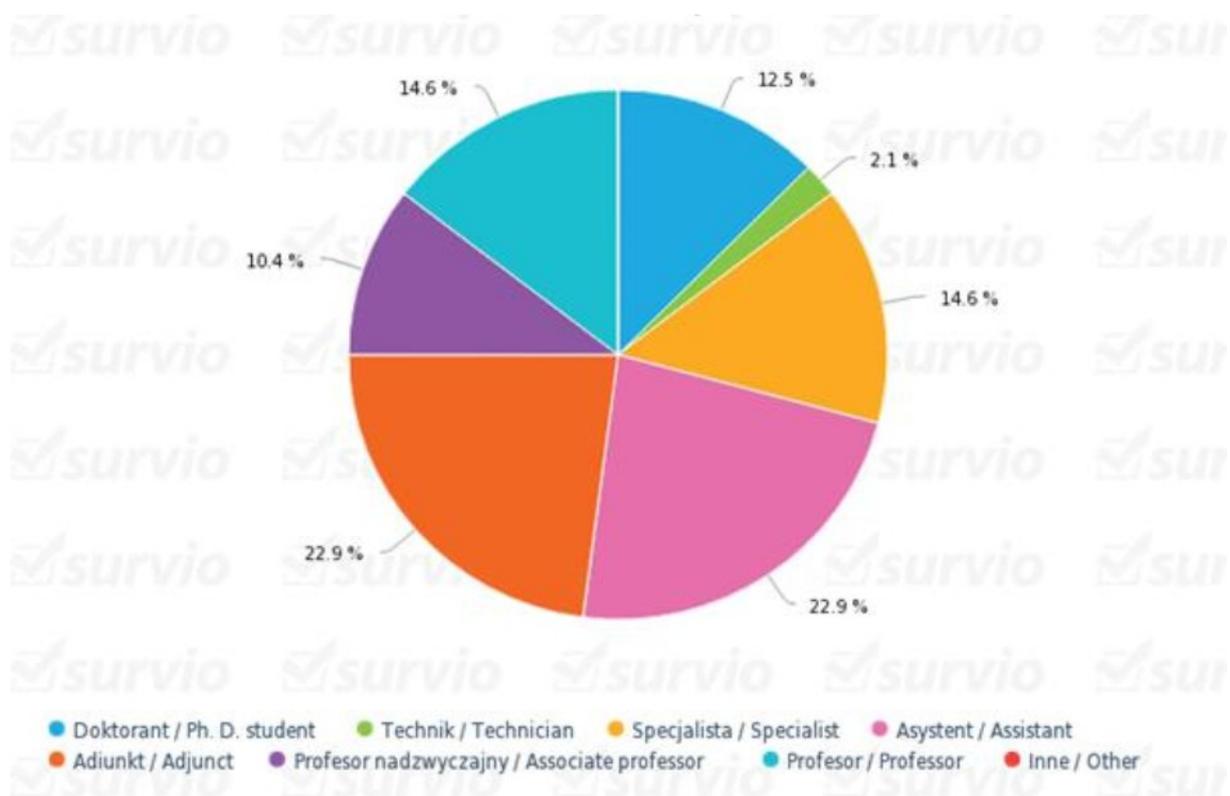
**Graph 1 – Sex**



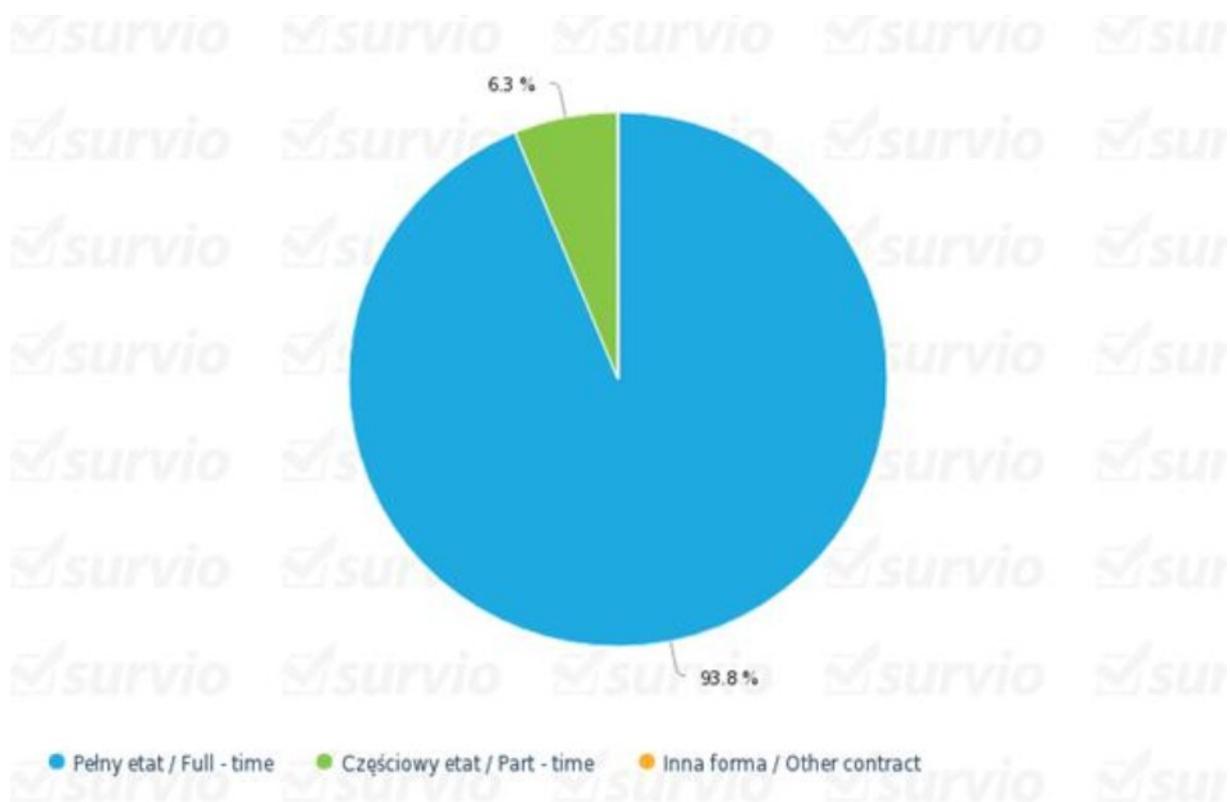
**Graph 2 – Age (in years)**



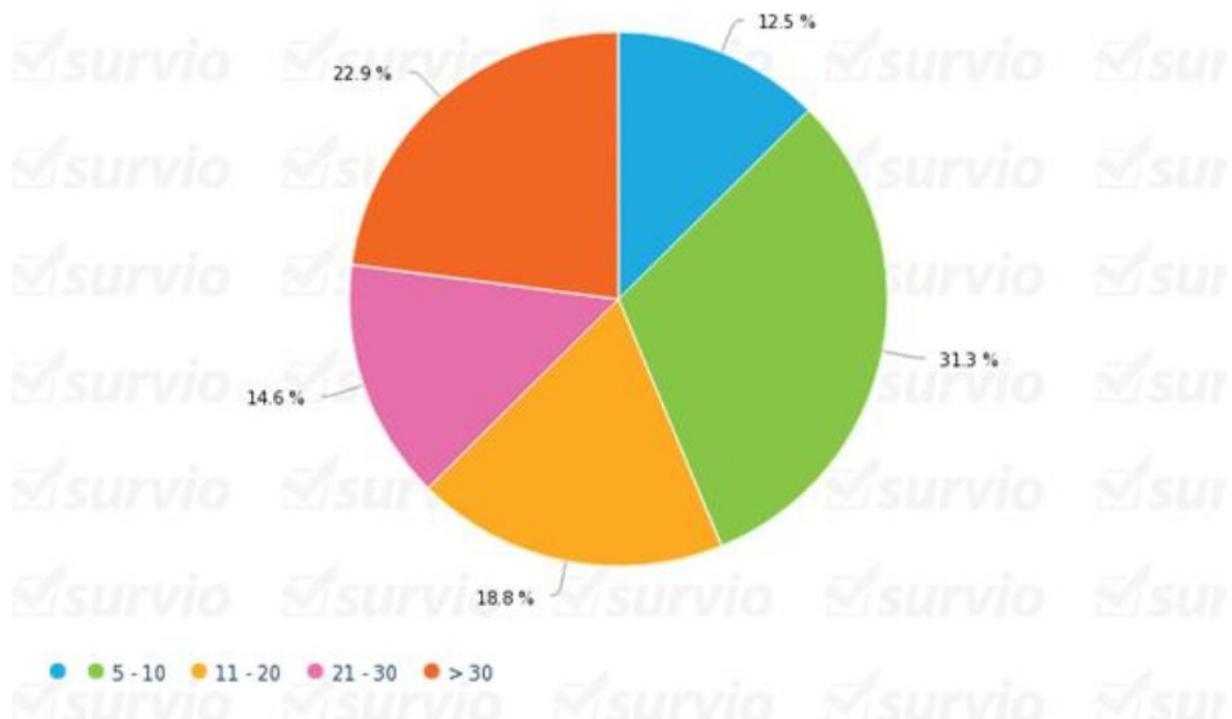
**Graph 3 – Occupation**



**Graph 4 – Type of employment at CMMS PAS**

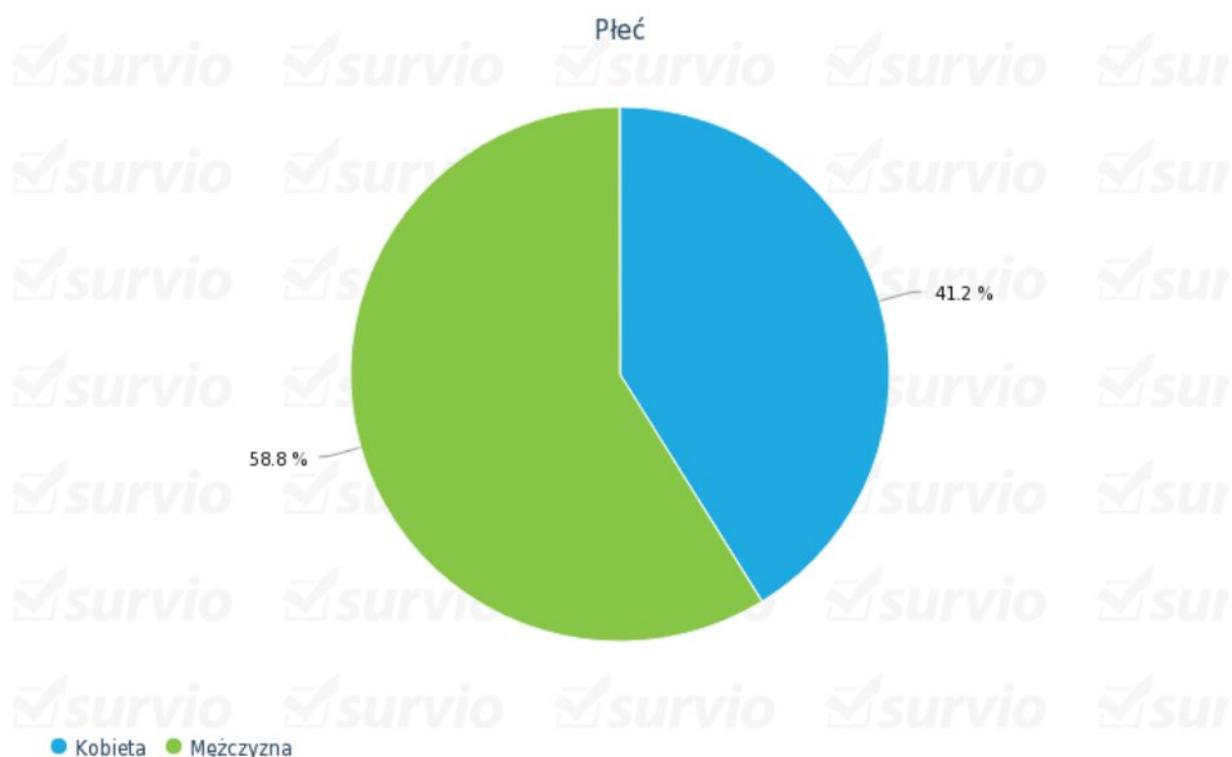


**Graph 5 – Duration of employment at CMMS PAS (in years)**

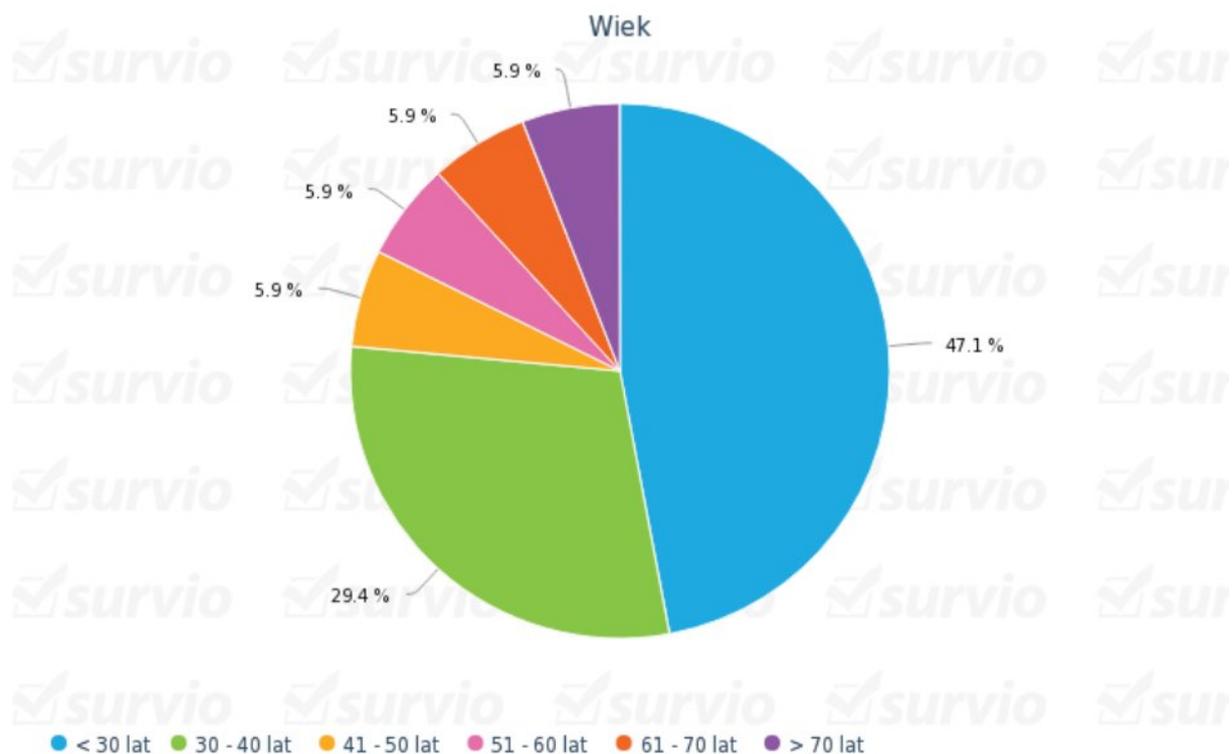


Subsequently, the next graphs illustrate the characteristics of the participants of the second, additional survey (all the questions and descriptions were identical, to maintain comparability).

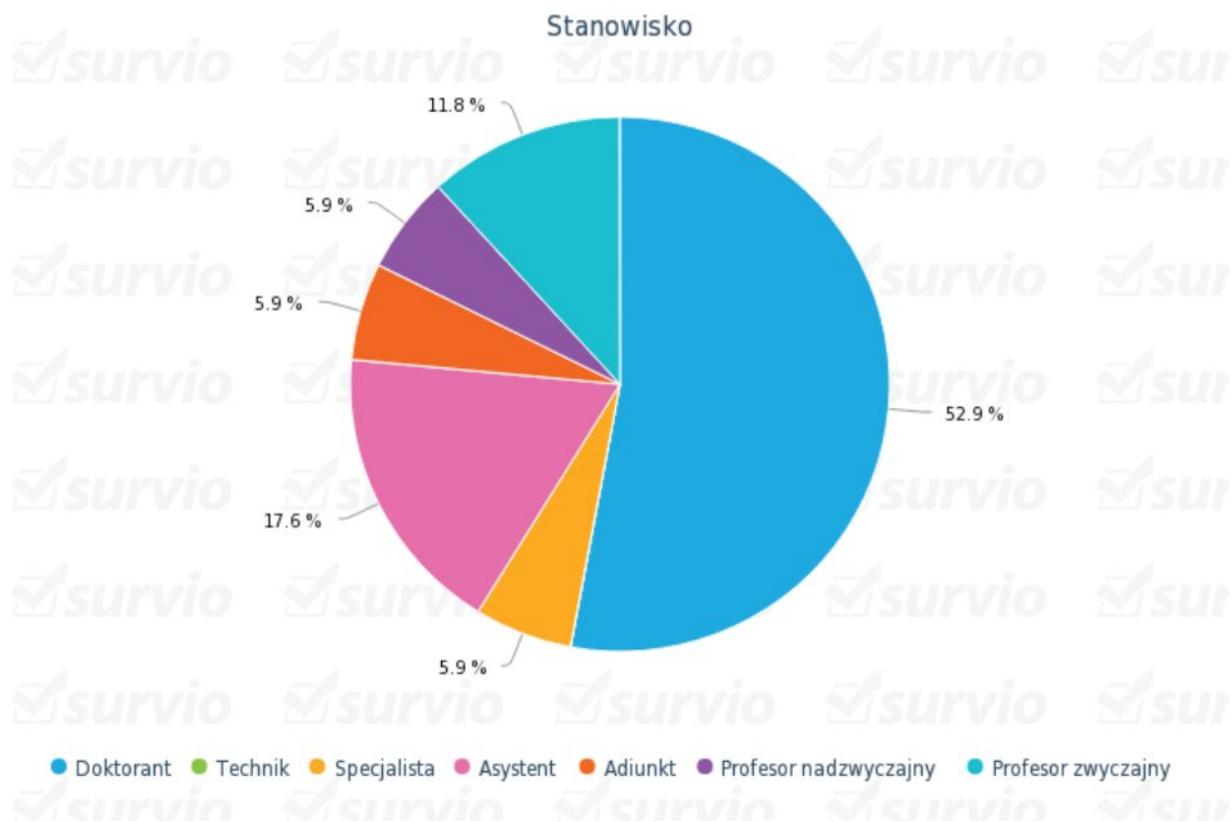
**Graph 1 – Sex**



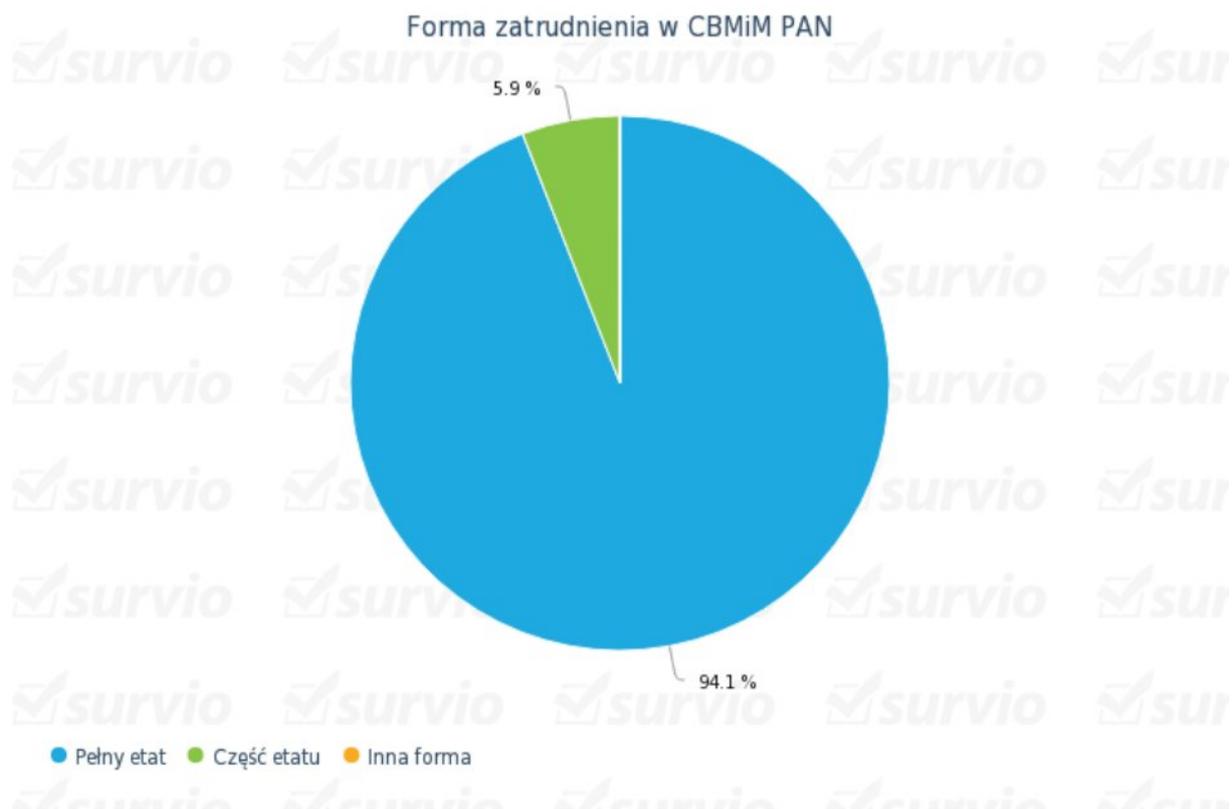
**Graph 2 – Age (in years)**



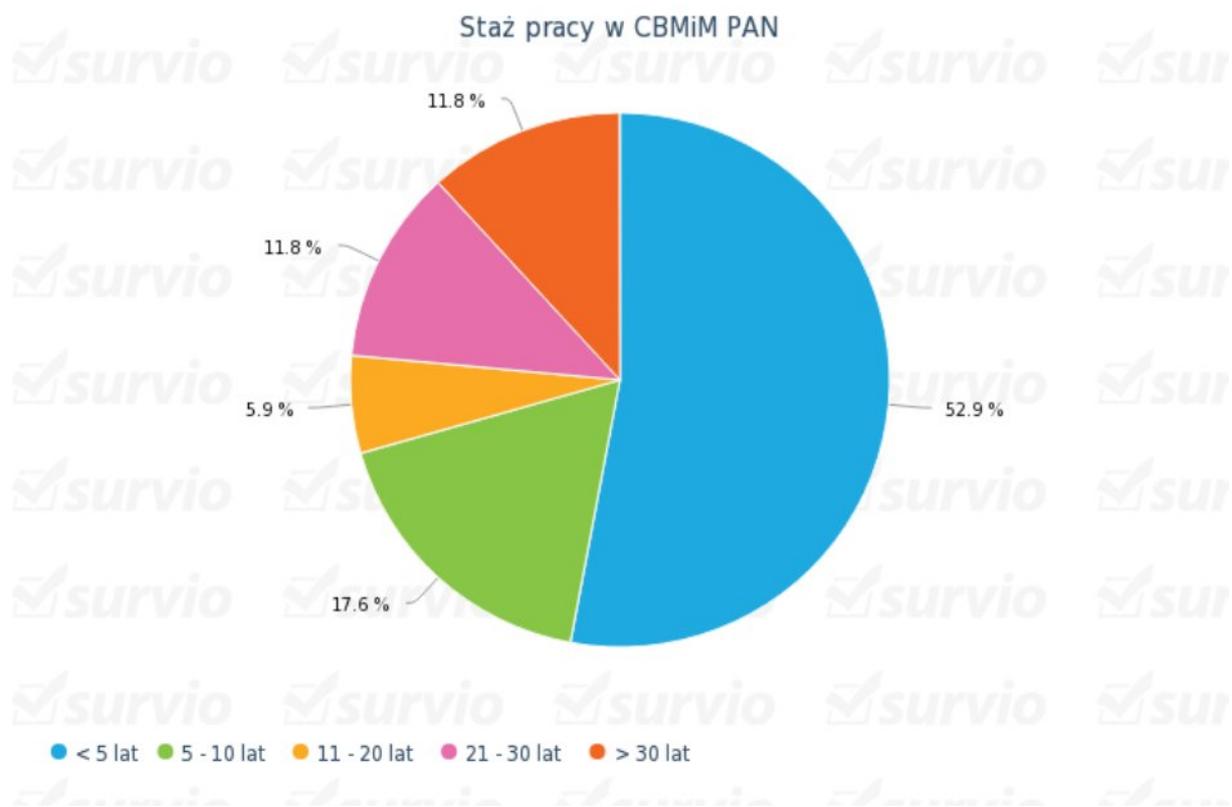
**Graph 3 – Occupation**



**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 brings 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, presenting 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).

The invitation to participate in the second, complementary survey has been addressed especially towards the doctoral students, and generally younger scientific staff. Due to this fact, the percentage of these groups is noticeably larger than previously (graphs 2, 3 and 5). This is again a proof of the Centre's intention to both fulfill all the suggestions from the evaluators, as well as target the whole HR Excellence process at the researchers on the earliest stages of their career path.

As to the very interpretation of these statistics, it is necessary to underline that the purpose of implementing such questions was neither the idea to gather large volume of detailed data, nor to subjectively use it, showing that the Centre is absolutely average in every respect, but to verify whether there are more profound problems in terms of HR, i.e. if there were some significant distortions in certain aspect. Taking this into consideration, there was no need for extensive interpretation of these statistics, because the assumed result has been already achieved – the specific answers demonstrate that among the group of respondents (that is individuals actually engaged in the Centre's scientific environment) none of them is mis- or underrepresented in any way, or intentionally marginalised, which is the most vital (and positive) conclusion that can be derived from this statistical queries. It is also another factor supporting the fact that in terms of, for example, gender or age balance, the Centre is welcoming and unbiased institution.

### **3. Results of the survey**

The charts below demonstrate average scores for each question, with the actual selections converted to the numerical values (as mentioned above, each question might have been scored from 1 to 5 points). Then, for all 4 categories, an overall average value was calculated (behind the graphs) and identical two thresholds, at the level of 4.0 and 4.25 points (shown as a vertical red and orange line respectively) have been adopted. This procedure allowed identification of areas which may require instant improvements and/or some supplementary attention.

The general concept of introducing the above borderlines, and as a result, three main spheres of interest, in terms of the intensity of actions to be undertaken towards specific issues, is twofold. Firstly, the Working Group agreed with the conclusions from the evaluation of the previously prepared document, indicating that differentiating only the problematic and non-problematic areas does not reflect the full scale of situations in real. Therefore, there was a clear need for implementation of another category - that is cases, which are not alarming yet, however stating potential risk if left unattended. On the other hand, such approach enables to moderate the level of proposed intervention, which can now be less immediate or thorough, but still causing the desired positive effect. This “subsidiary” method is apparently the right and most adequate choice in a noticeable number of C&C areas.

### 3.1 Ethical and professional principles



This category has 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, the *Public engagement* issue has been taken into detailed consideration for the Action Plan and *Contractual and legal obligations* and *Evaluation/appraisal systems* were analysed as potentially inadequately addressed.

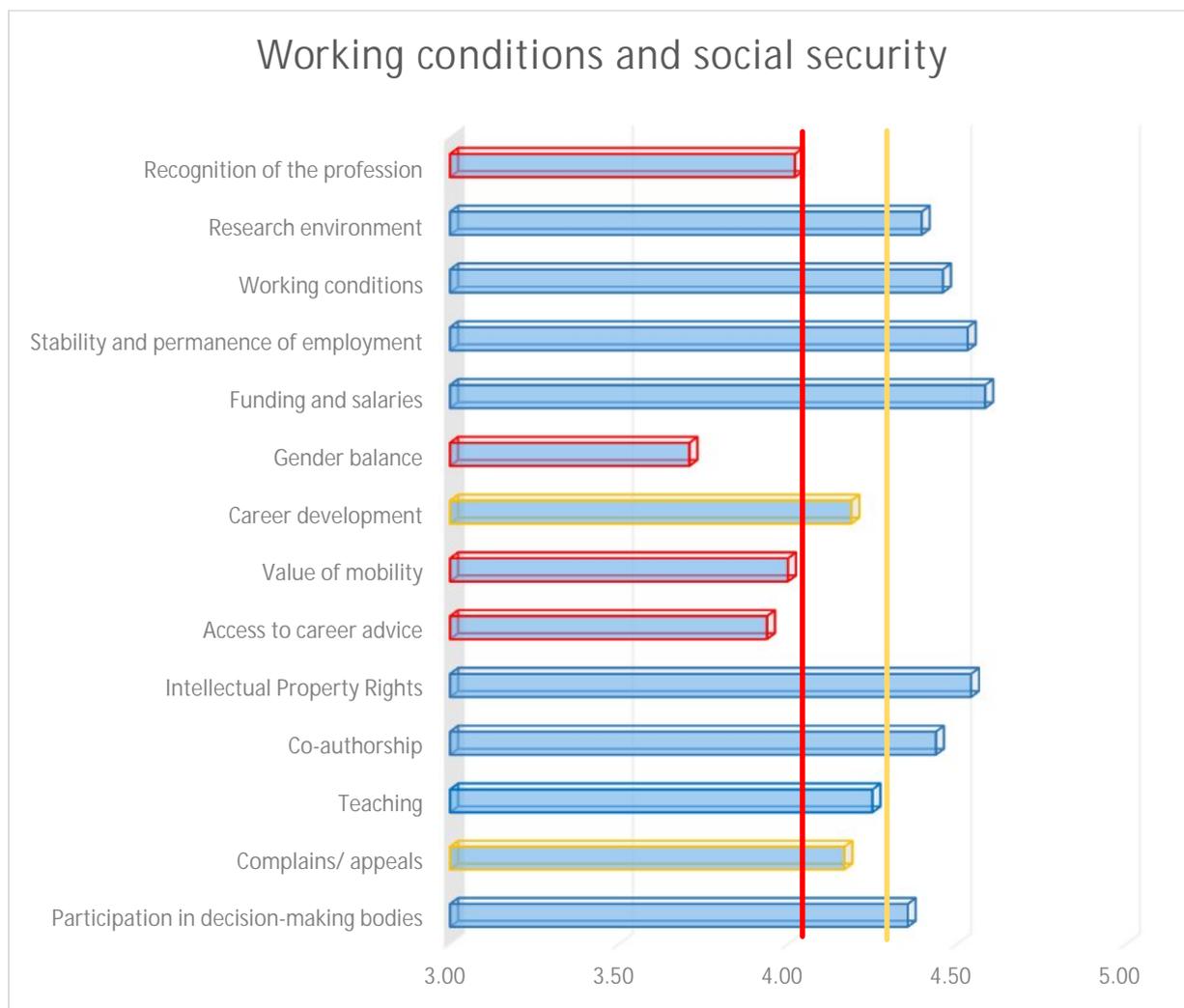
## 3.2 Recruitment



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 meticulously described in terms of actions to be implemented (separate section of the Action Plan). For the above reasons, the Recruitment category itself became an area of interest for the Working Group and eventually almost every issue in this theme scope has been scrutinised, except only *Transparency* and *Judging merit*. What has been really helpful here, was the commentaries included in the original (and particularly the additional) survey, which have proven that this case is far more complex than simply regarding it as an evident for researcher’s discontent. As it is stated below, the underlying reasons for slightly lesser scoring in this section are of totally different grounds, partially objective as far as the Centre’s (financial) capabilities are concerned, and also subjective for each person’s perspective. Nevertheless, certain viable solutions have been devised in response to the gathered opinions, with particular attention to the unsatisfied ones.

The Working Group has also decided to devote a separate series of meeting sessions for only this set of topics, in parallel to the HR Excellence certification process, and in close cooperation and involvement of the Ph.D. Students Self-government Council, as probably the most appropriate category of CMMS PAS employees that ought to be involved in the matter.

### 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 reasonably 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.

Considering that this section was also the major field of interest for the evaluators of the first version of Internal Action Plan, not only two other issues have been added for scrutiny, that is *Career development* and *Complaints/appeals*, but also the existing analyses have been revised and discussed to explore the matter in the most profound way possible (results in the “actions to be implemented” tables).

### 3.4 Training



The last category also achieved the overall average of 4.3 points, with no individual scores below or even close to the threshold level of 4 points. 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 implemented. Thus, the Working Group has not delivered any specific adjustments for this category, apart from standard monitoring, with one exception, that is *Relation with supervisors*. As this issue was marked exactly 4.16 points, it has been subjected to additional analysis, although towards this issue there were also no strictly critical voices in the commentaries section.

### III. Action Plan

#### 1. Conclusions from the survey

As it was mentioned before, the data collected on the basis of the conducted query enabled identification of seven issues for further investigation. 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.

Moreover, as a result of the evaluation of the first version of this Action Plan, the Working Group has decided to introduce additional threshold that would enable to distinguish relatively non-problematic areas (that is above the 4.25 points level) from issues requiring particular care, in order to prevent them from dropping to strictly alarming level (below 4 points). As artificial as it may seem, in fact such division has

occurred to be practical and very sensitive to slight differences between scores at this general level, bearing in mind that there were undoubtedly various factors that impacted the final marks in, sometimes, unpredictable way, generating discrepancies even in quite similar questions, and often without firm connection to a real problem. In selected areas, apparently the way the queries were formulated might have influenced the perception of respondents and induced particular types of answers. Each case of that kind has been addressed individually in the tables below.

To summarize, four categories with the lesser ranks 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, that is:

- **Ethical and professional principles:**
  - Public engagement (exact value – 4.00);
- **Working condition and social security:**
  - Recognition of the profession (exact value – 4.02);
  - Value of mobility (exact value – 4.00).

Eventually, ten categories that were determined additionally, and located within the boundaries of 4-4.25 points, are as follows:

- **Ethical and professional principles:**
  - Contractual and legal obligations (exact value – 4.21);
  - Evaluation/appraisal systems (exact value – 4.10);
- **Recruitment:**
  - Recruitment/Recruitment procedures (Code) (exact value - 4.17/4.19);
  - Recognition of mobility experience (exact value – 4.08);
  - Recognition of qualifications (exact value – 4.19);
  - Seniority (exact value – 4.08);
  - Postdoctoral appointments (exact value – 4.06);
- **Working condition and social security:**
  - Career development (exact value – 4.19);
  - Complains/appeals (exact value – 4.17);
- **Training:**
  - Relation with supervisors (exact value – 4.16).

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 (that it the ideas behind them), 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, Selection 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 must 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.

Nevertheless, considering the crucial impact of the above issues on the functioning of the Institute as a whole, especially the *Gender balance* and *Selection* aspect, the Working Group has, in response to the direct indication of the assessors, presented this problem to the CMMS PAS Director. As a result of this debate, a decision has been made that there will be established a new advisory/auditing body within the Institute, that is the Committee for Equal Treatment. This entity has been envisaged as a relatively small, but effective team of 3-5 persons, consisted of members of scientific staff, appointed voluntarily for a longer term (i.e. 4 years), and being absolutely independent from both the Director and recruitment boards.

The aim of this assembly will be twofold:

- to provide advice during each selection procedure, if there appears a potential risk to “fair play” (in order to do so, the Committee will have access to all recruitment documents and proceedings) and,
- in cases of more serious infringement of equality, the Committee will be entitled to lodge a formal complaint to the Director, as well as to inform the Social Labour Inspector and Trade Union Representative (both of which are official posts within the Centre).

This will ensure that the duties of the newly created team will not be only formal, but with real and even decisive influence on selection of employees and in any other contradictory situations, with reference especially to gender balance.

To sum up, the Committee for Equal Treatment, combined with the Contact Point for researchers (planned in the previous version of this document) are designed

to ensure complete and systematic solution to facilitate all the employment issues of scientific personnel at every stage of its career within the Centre. This system will consist of, respectively, first and second instance (CP and CET), so that even the most complex and problematic issue could be solved with appropriate measures and so that never a researcher would be left alone, without institutional assistance.

In conclusion to this thread, there is also one more aspect worth mentioning, that is the actual relation of genders within the Institute. According to the most up-to-date information gathered from the Administration Department, the overall count of researchers at CMMS PAS reaches the number of 136 persons, of which 66 are women and 70 are men. There are even certain employment groups, for instance assistants or engineering-technical personnel, where this number is in favour of women (respectively, 17/12 and 22/10).

In addition, the Centre is currently undergoing a process of internal structural changes, which will result in creating 4 Theme Groups instead of present Departments, and each of these Groups will be led by a Coordinator (at the post of professor). Among persons designated to assume the role of Coordinators there will be 2 women and 2 men, proving that the gender balance is observed also at the highest positions within the Institute. All the above measures mean that, even at the moment, there is a solid consideration among the decisive bodies (i.e. the recruitment boards) aimed at respecting and maintaining the practical gender balance. In result, the expected effects of introducing the abovementioned solutions can only be more positive in this respect, formally confirming and securing the existing tendencies of equality and fair chances to everyone, irrespective of individual characteristics, such as gender.

As per the more critical viewpoints, presented particularly in the additional survey, two general approaches could be determined. In the commentaries, occasionally statements of even uncompromised nature can be found, this however was practically always left without any details or descriptions, turning it into rather personal grievances. Therefore, apart from every intention of the Working Group to investigate the matter, this was unable to comply due to insufficient data. In particular, this is probably the main underlying issue for surprisingly low scoring in specific areas, such as *Selection*, which was treated by respondents as a point to address every, even not precisely related criticism. For instance, the *Selection* area, as it has been proven in comments given in the second survey, was marked lower mainly due to resentments connected to the level of initial remuneration for new employees. Undeniably, this is generally a part of recruitment, but more as a consequence, and is not entirely dependent on the procedures, but rather the financial abilities of the public scientific sector in Poland, which is based almost

entirely on Ministry's subsidies. Such interpretation of this survey results can be also confirmed by theoretically unexpected high scores in related spheres, such as *Transparency*, *Judging merit*, but also *Non discrimination*, *Working conditions* or *Stability and permanence of employment*. This proves clearly that a certain fraction of the scope of this query affected its general view and scoring, otherwise it would be exposed in the additional comments (and the opportunity to express opinions has actually been given twice). Of course, such single voices have also been noted and will be kept in mind while monitoring certain categories on a regular basis. Nevertheless, in this respect also the newly devised Committee will have its area of interest, acting as a "watchdog" and guardian of fair treatment as far as researchers salaries are concerned (the Committee will tackle every case of unequal treating).

The other key point that is quite evident on the grounds of the complementary survey is the overall dissatisfaction with reference to financial issues. This remark is often connected to both salaries, and/or the quality of the Institute's general material conditions and professional equipment, which then reflect on the development prospects of individual researchers. In this respect, although the economic facts are undisputed and fully agreeable, it is needless to say that this particular aspect is clearly an objective, external circumstance for the Centre. The CMMS PAS is a public budgetary institution, entirely depending on the subsidy received from the Ministry of Science and Higher Education. Certainly, the Institute constantly strives for any other sources of financing, especially national grants and EU part-financed projects, though such means cannot be taken for granted.

On the other hand, the main subsidy is being allocated on the basis of a complex algorithm, also not reflecting the current scientific status and aspirations of an entity as CMMS PAS. Due to the system of classification of the institutes (assessment once every 4 years), where a position even slightly below the top class effects in virtually closing many funding possibilities and makes it really a struggle to achieve sufficient results, allowing to be promoted in the next evaluation. The year 2016 is the last year before the upcoming assessment in 2017, therefore it is extremely complicated to assign more sources to even obvious needs, having the budget still diminished. Hopefully though, considering the HR Excellence process is completed successfully, the efforts undertaken by CMMS PAS will be appreciated much more and with the increased position the scale of planned initiatives will be vastly broader as well.

## **2. Actions to be implemented**

According to the conclusions derived from the questionnaires 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 meet, 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, and the ideas behind them, not entirely corresponding with 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 documents describe the most desired status), but because of objective, independent circumstances which require a more individual approach. Of course, the Working Group has discussed thoroughly the possibilities of altering the queries proposed in the template, but eventually decided not to interfere with their original versions, so that the received responses would be coherent with the aims and assumptions of the template. In other words, the data gathered through the survey should be comparable to other institutes, and not profiled to serve particular purposes of a certain R&D organization, allowing it to gain better results.

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 its ideals.

Apart from the actions stipulated below, the Working Group will be obliged to constantly monitor all the areas that were scored 4.25 points and above, by organising regular (i.e. quarterly) meetings and discussing the current status in each case. Every such meeting is supposed to be concluded with a protocol, containing the arisen issues, proposals on solving them and improvement activities.

**Detailed actions to be undertaken for selected issues from the survey:**

(also published as draft on the CMMS PAS web page, address as above)

## 2.1 Ethical and professional aspects

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

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

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

<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&amp;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.**

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

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

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

<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.

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

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

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

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

<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

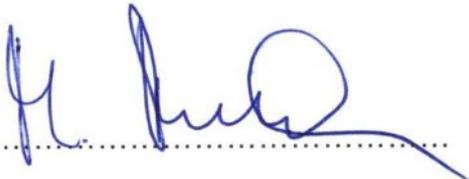
<p><b>Relation with supervisors</b></p> <p>Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all 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><b>Relevant legislation (permitting or impeding the implementation of this principle)</b></p>	<p><b>Existing Institutional rules and/or practices</b></p>	<p><b>Actions required</b></p>	<p><b>When/Who</b></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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### 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) – second revision.

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



*Signature*