

Internal Review

Case number: 2019PL377529

Name Organisation under review: Centre of Molecular and Macromolecular Studies Polish Academy of Sciences

Organisation's contact details: Sienkiewicza112, Lodz, 90-363

1. Organisational Information

*Please provide an update of the key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	147
Of whom are international (i.e. foreign nationality) *	14
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	72
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	40
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	62
Of whom are stage R1 = in most organisations corresponding with doctoral level *	29
Total number of students (if relevant) *	29
Total number of staff (including management, administrative, teaching and research staff) *	182
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	4,816517
Annual organisational direct government funding (designated for research)	2,760681

RESEARCH FUNDING (figures for most recent fiscal year)	€
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1,891745
Annual funding from private, non-government sources, designated for research	164 091

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

Centre of Molecular and Macromolecular Studies in Lodz (hereinafter referred to as CMMS-PAS) was founded in 1972 on the basis of two research groups active in the area of heteroorganic chemistry and polymer science. Within almost five decades of its existence, the Centre has thrived from a relatively small laboratory into a fully grown research facility with total close to 190 staff members, from which over 150 (July, 2019) are directly involved in research.

The CMMS-PAS belongs to a network of the Polish Academy of Sciences which gather research institutes that were established to conduct research in selected areas of science. The research carried out in our Centre covers, inter alia, organic chemistry, bioorganic chemistry and polymer chemistry and physics, with emphasis on developing methods to make advanced materials, both in the field of low molecular weight 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.

In 2018, the CMMS-PAS received high scientific category "A" that was granted by the Minister of Science and Higher Education. In Poland, every four years a regularly organized process called "parametrisation" evaluates scientific institutions and academic organisations. Such evaluation is liable to determine their value from "A" to "D" and distribute the governmental subsidies accordingly.

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Note: Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

"Ethical and professional aspects" are properly reflected in the legal framework and rules binding the CMMS-PAS. However there will be some changes which have to be introduced to the internal regulations as a result of significant consequence due to the national reform of science and higher education system. This new regulations, called the Constitution for Science (Law 2.0), will enter into full force on October 1st, 2019.

The information policy, including "Ethical and professional aspects", has been improved and the staff has been regularly reminded of the existence and importance of C&C, the Code of Ethics for Researchers, approved by the General Assembly of the Polish Academy of Sciences (last edition approved in 2016) and internal regulations, including non-discrimination, accountability, contractual and legal obligations and IPR. All principles covered by "Ethical and professional aspects" section have almost been implemented. Some of them, e.g. evaluation system, research freedom, ethical principles, professional responsibility and attitude, accountability, non-discrimination and dissemination and exploitation of results have been developed and well rooted in the overall system.

Despite that, there is a permanent need to continue the effort to increase the quality and make the existing solutions more and more staff-friendly. Thus further improvements are still possible and required since each year the CMMS-PAS gives employment and accommodates more researchers and students from overseas. They sometimes represent quite different cultures and we need time and patience to learn from each other. The eagerness and good will are on both sides. We respect and hold in high esteem any different approach to any issue that leads to discrepancy. In this respect, our someone may call "weakness", it's actually our "strength" (problem solving solutions, human aspect).

The CMMS-PAS will work on the quality of information available on our webpages, that have very recently been redefined and completely rebuild. Due to the process of completion further actions regarding our website are foreseen. The attention will be paid to the availability and quality of information in English.

Researches regardless of the stage of their careers, participate in research projects and enjoy freedom of conducting research. The institutional system of professional support provided by relevant administration units, e.g. Accounting Dep., Public Procurement Dep., Project Management Dep, Research Coordination Dep, or HRS4R Unit, allows meeting contractual and legal obligations in a proper manner.

Due to a growing share of staff members and PhD students from abroad in recent years there is a clear need for availability of internal documents in English and ability to provide full support in English to foreign employees and PhD students. Whereas, new actions have been planned which will result in increased internal availability of documents and services in English offered by larger than currently share of administration members, in particular those who have regular contacts with foreigners (in particular the HRS4R Unit).

Remarks (max 500 words)

The change of the organisational structure of CMMS-PAS adopted in 2018 will contribute to better responsiveness to the needs of researchers and to improved performance of our Centre.

In the recent survey, that was conducted early June 2019, the results somewhat differed from the findings presented in the previous one (2017). It is difficult to state the reasons for the outcome (overall positive), but making a careful assumption, we could say that the last survey was conducted more diligently and in a slightly different working environment.

The HRS4R implementation stage inspired us with new ideas for actions. One of them, related to the new website is for CMMS -PAS demonstrate the activities on social media as Facebook or Twitter. That will allow us to reach to the society at large not only by interesting presentation showed, but also by using the appropriate insides and forefront tools addressed to various groups of recipients.

The implementation of a new national law, known as "Law 2.0" will affect the internal evaluation system of researchers (the works to adjust the internal system to the new national principles and requirements are ongoing) and will have impact on the PhD studies, that used to be run by CMMS-PAS exclusively.



Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

"Recruitment and selection rules" are properly reflected in the legal framework and rules binding the CMMS-PAS. The procedures and processes have already been well developed but still need certain up-date and modification. Yet, the recruitment and selection process are transparent, merit-based and supervised by the Board of Directors and the Scientific Council. Further details are provided in OTM-R checklist.

In the course of Internal Review and the preparation of OTM-R checklist for the CMMS-PAS, it was identified that a clear indication regarding complain procedure is missing in the feedback to applicants. A relevant action is planned in the Revised Action Plan. Still in order to ensure impartiality and the highest quality in the recruitment and selection process more actions are planned, e.g., introduction on the revised website a dedicated section, that would contain all the necessary information relevant to the offered position (links).

As declared in the initial Action Plan, the CMMS-PAS has already set up on a permanent basis a Contact Point, called the HRS4R Unit, that has been designated to assist the applicants and foreigners with any issues they might find difficult to deal with. The new interdisciplinary committees were appointed early this year to prepare the survey and the revised Action Plan. Those four committees presented their findings during numerous meetings.

Furthermore, late this year the CMMS-PAS will establish (pursuant to internal regulation) a body within the HRS4R Unit that will supervise the compliance with the Charter and Code principles, in particular with those related to "equal treatment". The designated group of six members from various divisions, age group, position within the organization, will deal on a daily basis with any controversial issues and with any aspect of inequality/disparity that interfere with the Charter and Code principles. The body will closely cooperate with recruitment boards, Labour Inspection, Trade Union (already at the site) and will be enhanced by certain discretionary powers.

Remarks (max 500 words)

Remarks concerning recruitment and selection process, e.g. variation in the chronological order of CVs, recognition of mobility experience, recognition of qualifications, seniority, postdoctoral appointments are described hereinafter. Nevertheless it is worth mentioning that due to cross-

compliance with C&C principles certain changes have been made and the significant ones are under development. Those apply to the 4 thematic areas of the Charter and Code.

Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Although the working conditions as such were generally positively assessed in the Gap Analysis, a number of gaps and some room for improvement compared to C&C principles was identified. Among them was a need for easy access to information presented in a clear and concise manner.

In the feedback regularly collected from the staff, also as part of Internal Review, there were no fundamental complains about research environment, working conditions, stability and permanence of employment, funding and salaries, IPR and co-authorship, recognition of the profession and gender issues. The recent investments in research and IT equipment, including new servers, contributed to the overall level of satisfaction. With the view of improving access to information and regular distribution of information (e.g. on research and mobility programmes, IPR, employment rules) there is still need for further actions.

Among the staff and PhD students there is no feeling of gender imbalance in terms of equal treatment and fair conditions, which might have a bearing. However in the recent survey there were some objections raised in reference to the above as not being fully satisfactory. In every community such sentiment may have sporadic occurrence, but still it must be handled in a proper manner.

Despite the relatively small share of women in the overall research community of the CMMS-PAS (the main reason is a general limited availability of female researchers in traditionally "male" sciences, in particular among the older generation) female researchers gradually play more and more important roles in key bodies of the CMMS-PAS, for example two out of four Scientific Departments are chaired by a female professor. The number of women in the younger generation of researchers at the CMMS-PAS is growing.

In addition to increase the awareness of the gender balance principle and to promote more gender balanced representation in various internal bodies, whenever feasible, further action is planned in the Revised Action Plan.

At the CMMS-PAS rules and regulations regarding career development are available to the staff on request, but they will be available in place. The Scientific Council is in charge of the research career development policy. Updated career development offers are regularly distributed to the staff. Researchers can participate in research seminars, organised regularly by every research department. Individual career advice and job placement assistance are offered on the research department level. HR Office also provides necessary support on the case by case basis. There is still a gap in systemic

approach to access to career advice in Poland, in particular at smaller research institutions like the CMMS-PAS. As the initiative addressed to the President of the Polish Academy of Sciences in 2017 has remained unanswered there are further steps planned to address the issue.

The actions undertaken and already implemented (also those outside direct HRS4R framework, like for example the restructuring process, finalised in 2018) together with the ones planned in the Revised Action Plan should bring a visible quality change.

Remarks (max 500 words)

Remarks concerning working conditions, and social security, e.g. recognition of the profession, gender balance, value of mobility, access to career advice, career development, complains/appeals are described hereinafter.

Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

The organisational structure of the CMMS-PAS with a clear division into research departments and research groups (supported by internal legal framework), ensures sufficient level of formal and real supervision. The way the CMMS-PAS functions, with merit-based collaboration between researchers, guarantees sound support in a friendly atmosphere. The fact that the majority of the Board of Directors members are active researchers themselves contribute to a good understanding of researchers' needs across the whole Institute.

Leaders of research departments and groups, who are selected in open competition, are natural (and formal) mentors and supervisors of their teams. They also play successfully their roles of leaders, project coordinators as well as case-by-case career advisors. PhD students are guided and monitored in their research work by dedicated senior scientific supervisors. A common practice spread across the Institute of regular organisation of scientific seminars serves well the purpose of exchanging knowledge and obtaining feedback on conducted research works, in particular in case of early-stage researchers.

Participation in research projects, workshops and conferences helps researchers at the CMMS-PAS to develop new and update existing knowledge and acquire new skills. Researchers are free to participate in trainings they need. However, in some cases financial aspects (a lack of grant) may limit their freedom.

Despite the generally positive feedback collected in the recent survey and due to daily observation, it was concluded that soft skills coaching could be beneficial for the staff, in particular for the ones holding managerial positions and for those who underperform. Some steps have been taken to boost awareness, still more to inspire, engage and empower soft skills among the researches are needed. The soft skills coaching would include: people skills and self-management skills. It is vital for career development to identify the areas of weaknesses and then seek soft skills training in the areas one needs to improve. The HRS4R Unit will further assist the researchers with their struggle with these challenges.

Remarks (max 500 words)

As soft skills have always been an important part of any working environment, the lack of those skills can cause serious disturbance in any organization. Thus coaching is desired with regard to e.g. interpersonal communication, presentation, team work, leadership, ability to work under pressure, problem solving, self-confidence, resilience, patience, self-promotion, taking responsibility or decision making.

Other remarks concerning training and development are described hereinafter.

Have any of the priorities for the short- and medium term changed? (max 500 words)

Generally, the priorities of the CMMS-PAS remain unchanged. They are fully in line with the ambition of the Institute to strive for excellence, to strongly move forward and to increase the international recognition of its potential and activities.

One of the factors which contribute to achieving the goals is to work towards further improvements in working environment. Over the years the CMMS-PAS undertaken regular systemic actions to continuously improve its performance and to continue to create more favourable conditions for all, with a special emphasis on scientists conducting research.

Although the general directions of the development of the CMMS-PAS remain unchanged, some changes will be needed due to the entry into force on 1.10.2019 of the new law for science and higher education called Constitution for Science (see on the far end/last page). The CMMS-PAS is currently in the process of revision and adjustment of its internal legal framework and practice in order to make it fully compliant with the new national regulations. As the national reform introduced revolutionary changes to the overall science and higher education system and some of the national executive acts are still missing, the process of adjusting internal legal framework and practice of the CMS-PAS to new requirements might be extended compared to the current schedule.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

Apart from the mentioned above Constitution for Science there are no other significant changes in the circumstances in which the CMMS-PAS operates that could have impact on our HR strategy. However, the structural changes within the Institute and slow, difficult process of finding the right provider for the brand new

website caused the noticeable slow-down in the implementation process. In view of the foregoing, the CMMS-PAS will speed up the efforts to pursue the Charter and Code principles.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

The strategic decisions at various levels have already been made. Therefore, no substantial changes in the development strategy of the CMMS-PAS are foreseen which could influence the Action Plan, apart from Law 2.0, the new law for science and higher education called Constitution for Science (see on the far end/last page).

3. Actions

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also add new objectives.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS

Action 1

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).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
9. Public engagement	2nd quarter of 2017	Dept. of public procurement, IT specialist	A new interactive website with additional one dedicated to science - so researchers would ensure that their research activities are made known to society at large.

Current Status	Remarks
IN PROGRESS	new timing: 4th quarter of 2019 / 1st quarter of 2020 / continuous activity The brand new CMMS-PAS website became operational in May 2019 and is still in the process of pending the completion of data. A dedicated web site for scientific news has not yet been developed - for that part the current status is "extended".

Proposed ACTIONS

Action 2

(...) 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.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
5. Contractual and legal obligations	2nd quarter of 2017 /continuous activity	Dept. of public procurement Dept. of planning	To make researchers at all levels be familiar with the national and institutional regulations within the terms of employment/contract.
Current Status	Remarks		
IN PROGRESS	new timing: 4th quarter of 2019 / 1st quarter of 2020 / continuous activity As stated above the CMMS-PAS website is in the process of pending the completion of data and will keep working to provide the researchers with all the information needed - that includes the national and institutional regulations posted on the web page/web pages.		

Action 3

(...) 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). 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 (...).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
11. Evaluation/ appraisal systems	continuous activity	Director, Administrative and Scientific Depts	To establish an independent committee and introduce the systems for assessing researchers` professional performance on a regular basis and in a transparent manner.
Current Status	Remarks		
IN PROGRESS	<p>new timing: 4th quarter of 2019 / 1st quarter of 2020 / continuous activity</p> <p>The completion of the evaluation process/appraisal system has been in most parts finalised and put on paper. The process is regulated and monitored. However, it cannot be said that its current status is completed due to some adjustments that have to be put in place in order to make the process even more transparent in all aspects including positive motivation bonus and other monetary benefits for outstanding achievements.</p>		

Action 4

a. (...) to introduce a separate section within the revised web page, containing all necessary information relevant to the offered position(s). b. (...) 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. c. (...) to directly implement an explicit reference to the Charter and Code in the existing Rules and regulations (...) ensuring the proper course of the selection proceedings. 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 (...) This body will closely cooperate with recruitment boards, having full access, and if necessary, with Labour Inspection and Trade Union (...). d. (...) to prepare more precise job post descriptions (...) including all the crucial and expected information (...).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
14. Selection (Code)	4th quarter of 2017	Scientific Depts, Contact Point, Committee for Equal Treatment, HR Unit	To further ensure that the selection committees for recruitment process are impartial .
Current Status	Remarks		
IN PROGRESS	new timing: 4th quarter of 2019 / 1st quarter of 2020 / continuous activity The sub-actions that have been undertaken within Action 4 listed on the left are at various stages of completion, though they are all in progress as being not entirely completed. a. - in the course of implementation, b.- nearly completed as the Contact Point has been established and a person in charge and interdisciplinary committee have been appointed. c. - the CMMS-PAS is a relatively small organization therefore the committee mentioned above will serve as Committee for Equal Treatment within the HRS4R Unit. The Committee has yet to be formally appointed by a relevant Regulation signed by the Director (CEO) of the Institute. d. - in the course of implementation.		

Proposed ACTIONS

Action 5

(...) 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 (...).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
17. Variations in the chronological order of CVs (Code)	2nd quarter of 2017 /continuous activity	Scientific Depts.	In order to guarantee that career breaks or variations in the chronological order of CVs would not be penalised, but regarded as an evolution of a career.

Current Status	Remarks
IN PROGRESS	new timing: 4th quarter of 2019 / 1st quarter of 2020 / continuous activity Introduction and authorisation of the formal regulations regarding variations in the chronological order of CVs (Code) declared in the Action Plan are pending, yet on an ongoing basis, penalisation of any form for career breaks or variations in the chronological order of CVs does not occur, but still they is not regarded as an evolution of a career.

Action 6

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

Action 6

a. (...) 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 (.. b. (...) a dedicated section within the Institute's modified web page is planned, containing all necessary information relevant to the offered position(s) (...) c. 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. d. (...) to prepare more precise job post descriptions in each possible case (,,,), 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).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
13. Recruitment (Code)	2nd quarter of 2017	Scientific Depts, Contact Point, Committee for Equal Treatment, HR Unit, Dept. of public procurement	To obey the principles set out in the C&C when appointing or recruiting researchers as well as to establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable.

Current Status	Remarks
IN PROGRESS	new timing: 4th quarter of 2019 / 1st quarter of 2020 / continuous activity The sub-actions that have been undertaken within Action 6 listed on the left are at various stages of completion, though they are all in progress as being not entirely completed. a. - nearly completed as the Contact Point has been established and a person in charge and interdisciplinary committee have been appointed, b/c/d - pending the implementation.

Action 7

There will be a separate section on the redesigned CMMS PAS internet site, emphasising the importance for the (young) scientists to be active, mobile (...) to issue a general guidance, to be used especially by recruitment/evaluation committees, covering the topic of recognising different examples of mobility.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
18. Recognition of mobility experience (Code)	1st quarter of 2017 /continuous activity	Director, Administrative and Scientific Depts, Committee for Equal Treatment,	To allow mobility experience become a valuable contribution to the professional development of a researcher and be recognized as such.

Current Status

Remarks

IN PROGRESS	new timing: 4th quarter of 2019 / 1st quarter of 2020 / continuous activity Introduction and authorisation of the formal regulations regarding recognition of the mobility experience (Code) declared in the Action Plan are pending, yet on an ongoing basis mobility experience is regarded as an impartial fact in comparison with qualifications or scientific achievements. However, in the internal regulations, as well as in practice, mobility experience would be acknowledged to a greater extend.
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Action 8

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

Action 8

(...) detailed actions are devised (The Committee for Equal Treatment, The Contact Point, additional guidelines, (...) to be implemented as the subsequent steps in amending this issue. (...) only a permanent monitoring can be a preventative measure to counteract any potential problems with proper recognition of qualifications.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
19. Recognition of qualifications (Code)	2nd quarter of 2017 /continuous activity	Director, Administrative and Scientific Depts, Committee for Equal Treatment,	To provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all the researchers.
Current Status	Remarks		
IN PROGRESS	new timing: 4th quarter of 2019 / 1st quarter of 2020 / continuous activity The implementation of the principles outlined in the Code which refer to the recognition of qualification are nearly completed as the Contact Point has been established and a person in charge and interdisciplinary committee have been appointed. The CMMS-PAS is a relatively small organization therefore the committee would serve as Committee for Equal Treatment within the HRS4R Unit. The Committee has yet to be formally appointed by a relevant Regulation signed by the Director (CEO) of the Institute. That would take place over the next few weeks. The Committee would assure the researchers full access to channels that would help them grasp the rules, procedures and standards governing the recognition of such qualifications.		

Proposed ACTIONS

Action 9

(...) more precise job descriptions or more variable selection methods.
 (...) 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).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
20. Seniority (Code)	1st quarter of 2017 /continuous activity	Director, Administrative and Scientific Depts	To comply with the principles which recommend that the level of qualifications required should be in line with the needs of the position and not be a barrier to entry.

Current Status	Remarks
IN PROGRESS	new timing: 4th quarter of 2019 / 1st quarter of 2020 / continuous activity More precise job descriptions, more justified selection methods including elimination of barriers to entry, as to focus solely on judging the achievements and professional qualifications of those who apply will be reflected in the CMMS-PAS internal regulations. The endeavour to assure that those commitments are implemented in compliance with the C&C rules would take place in Q4 and be supervised by the HRS4R Unit and the Committee.

Action 10

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

Action 10	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>a. (...) to create a more tailor made solution for postdoctoral appointments, (...) proper, adequate and precise treatment provided for post doctors, b. (...) this will be provided by the Contact Point, and specifically the spokesperson for scientists, on a regular basis, c. (...) an amendment to the existing Rules and regulations is planned (chapter on postdoctoral scientists) or a new, separate document (...).</p>	<p>21. Postdoctoral appointments (Code)</p>	<p>2nd quarter of 2017</p>	<p>Director, Administrative and Scientific Depts</p>	<p>To provide clear rules and guidelines for the recruitment and appointment of postdoctoral researchers in the internal regulations that are in compliance with C&C principles.</p>
	<p>Current Status</p>	<p>Remarks</p> <p>new timing: 4th quarter of 2019 / 1st quarter of 2020 / continuous activity The sub-actions that have been undertaken within Action 10 listed on the left are at various stages of completion, though they are all in progress as being not entirely completed. a. - relevant document is being drawn up, as we speak b. - nearly completed as the Contact Point has been established and a person in charge and interdisciplinary committee have been appointed, c. - relevant document is being drawn up, as we speak.</p>		

Proposed ACTIONS

Action 11

a. (...) 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. b. For the specialised research teams a restored workshop building is planned (...) any other form of incentives, based on scientific work achievements, will be available mainly with reference to the level of financial subsidies (...).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
22. Recognition of the profession	2017-2020 /continuous activity	Director, Administrative and Scientific Depts, Committee for Equal Treatment	In order to guarantee that all researchers are recognized as professionals and are treated accordingly.

Current Status	Remarks
COMPLETED	new timing: continuous activity a. - completed, b. - completed. Aside from various incentive payments that are currently in force (by formal ordinance) more benefits are intended for outstanding achievements of researchers.

Action 12

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

Action 12	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>a. (...) 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, b. (...) the Committee for Equal Treatment, 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 (...), c. the 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, d. (...) an amendment within the internal procedures is also definitely to be introduced, e. (...) a preventive action is being planned, in a form of trainings/lectures performed by a specialist (...) to put additional emphasis on the necessity to maintain balance of genders, so that it is never jeopardised (...).</p>	27. Gender balance	2nd quarter of 2017	Director, Administrative and Scientific Depts, Committee for Equal Treatment,	In order to guarantee the representative gender balance at all levels of staff, including at supervisory and managerial level.
	Current Status	Remarks		
	IN PROGRESS	<p>new timing: 4th quarter of 2019 / 1st quarter of 2020 / continuous activity The sub-actions that have been undertaken within Action 12 listed on the left are at various stages of completion, though they are all in progress as being not entirely completed. a. - pending the implementation, b/c. - nearly completed as the Contact Point has been established and a person in charge and interdisciplinary committee have been appointed, d. - relevant document is being currently drawn up, e. - pending the implementation. Gender balance issue has been raised at meetings and identified with regard to a given situation. The CMMS-PAS policy and internal regulations emphasise the importance of gender balance principles while retaining quality and competence criteria as the most important.</p>		

Action 13	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

Action 13

a. (...) present actions targeted at boosting mobility (...) the planned activities should concern both the virtual and material aspects of mobility. b. (...) the idea of short-term internships (nationwide), designed for Ph.D. students, in institutions of the same profile, as their field of study (...) c. a separate part of the new CMMS PAS internet site, devoted to the mobility issues with potential students and researchers exchange possibilities (...) so that the relevant pieces of information will be cumulated in one place (...) d. (...) it is planned to issue a supplementing guidance for evaluating committees on how to assess, value and compare certain types of mobility.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
29. Value of mobility	2nd quarter of 2017 2017-2020 /continuous activity	Director, Administrative and Scientific Depts,	To recognize the value of geographical, inter-sectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector.

Current Status	Remarks
IN PROGRESS	new timing: 4th quarter of 2019 / 1st quarter of 2020 / continuous activity The sub-actions that have been undertaken within Action 13 listed on the left are at various stages of completion, though they are all in progress as being not entirely completed. a/b/c. - pending the implementation, d. - relevant document is being currently drawn up. With regard to value of mobility regulations, the CMMS-PAS underlines the need to allow the portability of grants, which ultimately will result in a better recognition and appreciation of any mobility experience within researchers` career appraisal system.

Proposed ACTIONS

Action 14

a. (...) the most intense role here will be assigned to the Contact Point (..) to serve assistance to researchers, especially by gathering the most recent information (and disseminating it, i.e. by administering the web site) and solving individual issues. b. (...) Contact Point will be of permanent assistance to all scientific staff, (...) with appointed personnel, having the initiative and actively searching for information and professional opportunities. c. (...) there will be organised a consultation session with a particularly engaged researcher (i.e. via a videoconference), so that a bespoke guidance could be delivered.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
30. Access to career advice	2nd quarter of 2017	Administrative and Scientific Depts,	To ensure that career advice and job placement assistance is offered to researchers at all stages of their development.

Current Status	Remarks
IN PROGRESS	new timing: 4th quarter of 2019 / 1st quarter of 2020 / continuous activity The sub-actions that have been undertaken within Action 14 listed on the left are in the course of implementation. The HRS4R Unit (Contact Point) together with the Management of Scientific Departments shall endeavour to provide opportunities for researchers who want to make progress and continually improve themselves by regularly updating and expanding their skills and competencies. Researchers and PhD students currently receive information by mail about new grants/ conferences/ scientific meetings and the assistance is granted to them on a daily basis.

Action 15

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

Action 15

(...) 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). (...) 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 (...)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development	2nd quarter of 2017	Administrative and Scientific Depts	To establish a pattern for a career development strategy for researchers at all stages of their career.

Current Status

Remarks

IN PROGRESS

new timing: 4th quarter of 2019 / 1st quarter of 2020 / continuous activity At the CMMS-PAS, access to career advice as well as to career development is relatively simple and straightforward. However, to secure the career development of a researcher and his/hers scientific potential more efforts shall be made in a form of clearly defined criteria and guidelines on how to proceed. That includes the availability of mentors involved in providing support and guidance. Such regulations shall be determined in the internal procedures late 2019. Reference from Action 14 "Researchers and PhD students currently receive information by mail about new grants/ conferences/ scientific meetings and the assistance is granted to them on a daily basis" also applies to the GAP Principle, Career development.

Action 16

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

Action 16

(...) the current legal means of protecting individual right and privileges are generally sufficient (...), (...) 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 (...) 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.

GAP Principle(s)	Timing (at least by year’s quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
34. Complains/ appeals	2nd quarter of 2017 /continuous activity	Director, Administrative and Scientific Depts, Committee for Equal Treatment,	To establish, in compliance with national rules and regulations, appropriate procedures to deal with complains/appeals of researchers with the aim of promoting fair and equitable treatment to all researchers at all stages of their careers,
Current Status	Remarks		
IN PROGRESS	new timing: 4th quarter of 2019 / 1st quarter of 2020 / continuous activity Introduction of the appeal procedures against the decision of the recruitment committee is in the works. The new regulation should also include the appeal mechanism against any rulings delivered by decision-making authority at the CMMS-PAS. Committee for Equal Treatment, as an impartial, independent body, shall have the right given by the CEO`s Ordinance to serve as a confidential and informal assistance in resolving work-related conflicts, disputes and grievances.		

Action 17

Proposed ACTIONS

Action 17

(...) the influence on interpersonal affairs among scientists on different professional levels depend only on the character of the involved person (...) 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. (...) Contact Point for scientists (or the Committee for Equal Treatment) will also provide necessary assistance (...).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
36. Relation with supervisors	2nd quarter of 2017 /continuous activity	Administrative and Scientific Depts, Committee for Equal Treatment,	To ensure the proper relationship between a researcher and his/her supervisor in every aspect of professional work.
Current Status	Remarks		
IN PROGRESS	<p>new timing: 4th quarter of 2019 / 1st quarter of 2020 / continuous activity At the CMMS-PAS, efficient and effective supervisory system shall apply, which is in compliance with the C&C principles of the Charter and Code and includes, i.e., obtaining feedback by means of reports and seminars, working in accordance with agreed schedules or ensuring the effective use of research outputs. As stated in previous section 2. Strengths and weaknesses of the current practice, in reference to subsection "Training and development", there is an urgent need to provide the researchers with soft skills coaching for the betterment of interpersonal communication, presentation, team work, leadership, ability to work under pressure, problem solving, self-confidence, resilience, patience, self-promotion, taking responsibility or decision making. Soft skills coaching will be introduced late 2019 and will be regarded as a continuous activity.</p>		

Action 18

The commitment arising from the recent survey to introduce the harmonised rules in a form of internal regulation, that shall provide further details than those laid down in the Ordinance 2/2017 of the CMMS-PAS Director. Formal regulation on the non-discrimination issue shall enter into force late 2019 and the implementation of the rules applicable to each aspect of the matter shall be closely monitored by the Committee for Equal Treatment. The CET shall have the right to resolve any controversy regarding this principle.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
10. Non discrimination	4th quarter of 2019 / 1st quarter of 2020 / continuous activity	Director, Scientific Depts, Committee for Equal Treatment,	The full implementation of the non-discrimination policy against researchers, based on the C&C principles of the Charter and Code.
Current Status	Remarks		
NEW	Any infringement or violation shall be subject to appropriate, proportionate and effective sanctions described in greater detail in the new internal regulations that shall outlaw discrimination on the grounds of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition. In the recent anonymous survey some isolated cases concerning a breach of non-discrimination principles were given as examples, so the CET shall examine the grounds and reasons behind this sense of injustice. The new harmonised rules will ensure transparency and legal certainty for those who are affected by a breach of the principle of equal treatment and non-discrimination.		

Action 19

Aside from various incentive payments that are currently in force (by formal ordinance) more benefits are intended for outstanding researchers.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
26. Funding and salaries	4th quarter of 2019 / 1st quarter of 2020 / continuous activity	Director, Scientific Depts, Committee for Equal Treatment,	Within the relevant provision narrowing the focus to ensure that the researchers enjoy fair and attractive conditions of funding and/or salaries.

Current Status	Remarks
NEW	The recent anonymous survey revealed that a number of scientists do not find current earnings satisfactory and they expect yet another wage rise. It should be pointed out that the researchers were given a significant wage increase early this year (way bigger than the administration) and the management of the CMMS-PAS does its utmost to better wage-setting for researchers in order to meet their expectations. Security provisions, i.e. sickness and parental benefits, pension rights and unemployment benefits, are in accordance with existing national legislation and other legally binding agreements.

Proposed ACTIONS

Action 20

The CMMS-PAS shall conduct training courses and workshops in soft skills (personal competences) with an emphasis on communication techniques and in particular relational skills.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
40. Supervision	4th quarter of 2019 / 1st quarter of 2020 / continuous activity	Director, Scientific Depts, Committee for Equal Treatment,	To aim at the development of employees' skills in the main areas: soft skills and leadership.
Current Status	Remarks		
NEW	The recent survey as well as the talks carried out with researchers on an informal basis, have shown that a number of scientists lack the soft skills. It occasionally happens that the lack of personal competences reflects poorly on the effectiveness, due to low scores in communication, engagement and caring about the team members. Meetings are ineffective as a result of one sided discussions with little feedback from the people attending. The supervisors are sufficiently expert in supervising research, have knowledge and experience but they need to improve their soft skills in the areas: interpersonal skills, communication skills. The soft skills training is a must and shall be addressed to researchers at all stages including supervisors.		

Unselected principles:

- 1. Research freedom 2. Ethical principles 3. Professional responsibility 4. Professional attitude 6. Accountability 7. Good practice in research
- 8. Dissemination, exploitation of results 12. Recruitment 15. Transparency (Code) 16. Judging merit (Code) 23. Research environment 24. Working conditions
- 25. Stability and permanence of employment 31. Intellectual Property Rights 32. Co-authorship 33. Teaching 35. Participation in decision-making bodies

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site *:

URL *: <https://www.cbmm.lodz.pl/>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles (Initial Phase)

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

Variation in the applicable order and original spelling as appeared in the primary Action Plan (Action 1-17).

The list and the content of the above chapter 3. "Actions" was put in the precise order presented by the CMMS-PAS in 2016/2017 and the original spelling of the primary Action Plan was kept along with the content of Timing and Responsible Unit. For non-essential descriptive elements some cutting off have been made, though, it still could be recognized as insufficient. Targets, Current Status and Remarks were written for the purpose of Internal Review for Interim Assessment, along with entire content of Action 18-20.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

URL: <http://www.yoursite.com>

4. Implementation

General overview of the implementation process: (max. 1000 words)

The ambition and mission of the Centre of Molecular and Macromolecular Studies Polish Academy of Science is to conduct the high quality research in the areas of the focus of the world's science and technology. Over the years the CMMS-PAS has undertaken regular systemic actions to improve its performance and to continue to create favourable conditions for scientists conducting research.

The implementation of HRS4R rules have contributed to making improvements in the working environment of the CMMS-PAS. They have increased the general awareness of C&C principles and triggered certain organisational and cultural changes in the manner the Institute has operated. The Action Plan assigned responsibility for individual actions to relevant organisational units. The HRS4R coordinator has been in regular contacts with relevant units to support them and, if necessary, to provide additional information on the context and content of C&C. The implementation of HRS4R and the Action Plan has been monitored by the Working Group (4 teams). The Board of Directors supervised the implementation process and was available for additional discussion, whenever needed, on issues regarding HRS4R implementation. The Scientific Department of the CMMS-PAS was another important body, regularly involved in the implementation and monitoring of HRS4R execution. Feedback regarding working conditions and other issues related to C&C principles has been collected from the CMMS-PAS community at various occasions, including seminars and other meetings. As the community of CMMS-PAS is not very big, PhD students and staff have easier access to relevant organisational units and bodies, including directors than in bigger organisations like for example big universities. Any staff member can make an appointment with a relevant director, if needed. The Institute's surroundings create favourable conditions for contacts between all employees and formal and informal discussion.

Furthermore, changes to the structure of the Institute that took place in 2018, allow the CMMS-PAS to operate in a more flexibility manner and to be more responsive to internal and external needs. Another action which has its origin in the implementation of HRS4R was the initiative to rebuild the website (structure completed/data in progress) and start activity in selected social media (in progress). During the implementation of HRS4R rules the legal framework has been monitored to ensure that any changes in the national framework are reflected in relevant adjustments in internal regulations, for them to form as stable, predictable and flexible framework for the staff as possible in order to create and maintain favourable working environment.

Some activities will have a continuous character given additional steps for further improvement of all activities to ensure a consistent approach and coherence with the rules established in the C&C principles of the Charter and Code.

Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail:

Note: Click on each question of the checklist to open the editor.

How have you prepared the internal review?*



Detailed description and duly justification (max. 500 words)

On the basis on the Institute experience with the 2016 survey and feedback collected from colleagues, the HRS4R Working Group (made up of four sub-groups, named in the down section *Do you have an implementation committee and/or steering group regularly overseeing progress?*) was of the opinion that carrying out a similar survey under Internal Review would be problematic and discouraging (many time-consuming questions, difficult language, etc.). However, in late May the survey was carried out and we had a remarkably good response.

The survey of 2019 was focused on the level of implementation of all C&C principles with a particular focus on those which had received the lowest overall satisfaction scores in the previous survey and on those where, despite the high level of satisfaction of the staff and PhD students, improvements and changes were required (public engagement, selection, stability and performance of employment, gender balance, value of mobility and recognition of mobility experience, complains/appeals, participation in decision making bodies, relations with supervisor - to name but a few). The HRS4R Working Group (4 teams) was responsible for monitoring the progress of changes. The aim of the survey was to assess what actions have been successful, which ones should be continued and what can and should still be a subject of particular attention for further HRS4R implementation. The results have shown the need for taking actions in the areas in which major progress is most likely to be achieved: rules improvement, developing key skills of the staff, improving staff awareness of the provisions of C&C and other applicable regulations.

How have you involved the research community, your main stakeholders, in the implementation process? *



Detailed description and duly justification (max. 500 words)

Actions undertaken as part of HRS4R implementation concern researchers, so they are directly involved in the implementation by proposing and reviewing substantive content of the proposed activities. Researchers are also effectively engaged in the process of creating actions directed to the "academic" part of our community.

The HRS4R Unit together with the Committee for Equal Treatment, in a vast majority made up of scientists, will make sure that the research community, who is the primary addressee of the changes proposed is deeply engaged in the implementation process. Cooperation and information sharing between the parties is key to ensuring proper supervision of activities undertaken and the improvement of their effectiveness.

Do you have an implementation committee and/or steering group regularly overseeing progress?

*



Detailed description and duly justification (max. 500 words)

The implementation of the overall strategy, in particular the Action Plan, has been monitored by the HRS4R Unit (October 2018 under the CEO Ordinance, number 13/2018) and the four independent committees that were set up early 2019. The committees, listed below, were working hard from February till June 2019. Several meetings have been held to examine and establish the level of compliance with C&C principles of the Charter and Code.

A. Ethical and professional aspects

1. Aneta Rzewnicka, PhD
2. Grażyna Mielniczak, PhD
3. Małgorzata Kwiatkowska, PhD
4. Justyna Śniechowska, PhD

B. Recruitment and selection

1. Teresa Basińska, PhD with “habilitation”
2. Andrzej Pawlak, PhD with “habilitation”
3. Irena Bąk-Sypień, PhD
4. Izabela Pospiech, M.A. (HR Unit)

C. Working conditions

1. Monika Gosecka, PhD
2. Marek Brzeziński, PhD
3. Mehrnaz Khalaji, MSc. (PhD student)
4. Beata Kurzyk, MA., MSc. (HRS4R Unit)

D. Training and development

1. Piotr Guga, PhD with “habilitation”
2. Agnieszka Krakowiak, PhD with “habilitation”
3. Katarzyna Ebenryter-Olbińska, PhD
4. Barbara Jeżyńska, PhD (Research Office)

The members of the Committee for Equal Treatment has been chosen from the former committees. The CET is composed as follows: Małgorzata Kwiatkowska, Irena Bąk-Sypień, Monika Gosecka, Marek Brzeziński, Piotr Guga, Beata Kurzyk. The CET will formally take up its work in September 2019 - planned and ad hoc meetings, although for a couple of months it has been working on a non-formal basis.

The Committee for Equal Treatment will guard against any possibility of non-compliance with the HRS4R regulations and will go after any infringement of the C&C principles of the Charter and Code.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy *

Detailed description and duly justification (max. 500 words)

In the CMMS-PAS organisational polices there is no arrangement in a straight line with the HRS4R. However, the Institute supports such alignment and would pursue its introduction in the new regulations. The alignment is not formal, yet the Institute makes a strong effort to comply its actions and activities with the C&C principles of the Charter and Code. The HRS4R Unit and the Committee for Equal Treatment that have recently been set up, surve the purpose to harmonise and unify the legal framework in line with the HRS4R for setting those overarching principles in the Institute`s startegy.

The CMMS-PAS has been given the right to use the distinctive logo, therefore it is actually under obligation to follow the rules of HRS4R. The Institute is held responsible for ensuring compliance with the principles outlined in the HRS4R regulations and those terms and principles shall be incorporated in the organisational policies in Q4 of 2019.

How has your organisation ensured that the proposed actions would be also implemented?*



Detailed description and duly justification (max. 500 words)

During the preparations for the Internal Review three new actions have been proposed, i.e. Action 18, concerning the "non-discrimination" principles, Action 19, concerning the "funding and salaries" principles, Action 20, concerning the "supervision" principles. The proposed actions derived from the properly conducted survey in H1 2019. Due to strong participation in the survey, the awareness of C&C principles and the importance of HRS4R for the Institute and its community has grown significantly. It has triggered additional top-down and bottom-up initiatives aiming at ensuring the most favourable working and studying conditions.

The proposed actions, along with the ones that are already in progress (via implementation process) will be put into effect based in the formal internal regulations authorised by the Executive Director of the CMMS-PAS. The HRS4R Unit and the Committee for Equal Treatment will carry out all activities and efforts to execute their full implementation.

How are you monitoring progress (timeline)?*



Detailed description and duly justification (max. 500 words)

The HRS4R Unit along with the CMMS-PAS Director and Committee for Equal Treatment has been monitoring the implementation process, the progress and its real or potential impact and will continue those efforts in the next implementation cycle. The dedication of the team work, the experience and working methods will ensure proper monitoring of the progress made.

The Group will hold regular (quarterly) meetings, started at the turn of September and October 2019 with the focus to analyse progress and, if necessary, to propose modifications or changes to the Revised Action Plan and its implementation in order to ensure maximum impact of the declared Actions.

Short, well focused surveys dedicated to monitor the level of satisfaction of both the research staff and PhD students will be conducted on a regular basis (once a year). The surveys will monitor the perception of the ongoing changes, as well as the overall quality of the working environment at CMMS-PAS. The feedback resulting from the survey will help identify further barriers, challenges and further actions needed to ensure compliance with the C&C principles of the Charter and Code.

How will you measure progress (indicators) in view of the next assessment?*



Detailed description and duly justification (max. 500 words)

The progress will be measured against reaching the targets set out in the revised Action Plan, taking into consideration appropriate measures leading to individual actions declared. The mentioned above short, well focused surveys dedicated to monitor the level of satisfaction of the staff and PhD students will form another, complementary pillar of the progress measuring system.

Prior to the end of the 3-year cycle a well prepared questionnaire regarding all principles of The European Charter for Researchers as well as those from The Code of Conduct for the Recruitment of Reserachers will be distributed to the staff and PhD students. The survey will be simplified in terms of complexity in order to reduce the burden on respondents. In general, for comparison of results it will follow the same rules as the survay conducted in mid-2019. The collected feedback will give a good overview on the level of satisfaction with HRS4R implementation. It will provide valuable answers whether the quality change the HRS4R implementation is bringing is visible to all the research staff and PhD students and have a positive impact on the CMMS-PAS community as a whole.

How do you expect to prepare for the external review?*



Detailed description and duly justification (max. 500 words)

The overall process of the HRS4R implementation has been conducted with dedication and commitment with a clear aim to reach the goals. The process will be continued with even higher level of engagement. The regular, hard day-to-day work, including monitoring of the progress will allow proper preparation for external review. The Management and HRS4R Unit together with its Committee for Equal Treatment devoted solely to assist and support the CMMS-PAS efforts towards the fulfilment of the revised commitments, will work diligently to bring visible results to our community. The activities are set out in the Revised Strategy and Action Plan for the next three years (2020-2022).

All documents and procedures developed in the course of activities will be posted on the dedicated page (HR) on our website.

The proposed implementation process is related in a certain correlation to the Constitution for Science.

On October 1st, the Law on Higher Education and Science and its introductory provisions enter into force. This comprehensive reform of higher education will result in big changes in the functioning of universities, their financing, and scientific careers.

The law makes many of the university's options (including awarding academic degrees) dependent on the scientific categories that the university receives in its disciplines. The law and a new regulation provide for a new division of fields and disciplines. .

According to the new law, the governing bodies of a public university, in addition to the rector and senate, will also include a new body - the university council, chosen by the community of a given university. The rector will gain more power to shape the university's policy, at the expense of collegial bodies, for example faculty boards.

The entry of the law into force will also introduce two paths to obtaining a doctorate: doctoral colleges and the so-called extramural path. In doctoral colleges, each PhD student will receive a scholarship. These schools will not have an extramural form. However, doctoral students will be required to meet higher standards when it comes to the quality of their research and publications. A doctoral college will have to have at least two disciplines.

The Constitution for Science emphasizes that scientists should publish in scientific journals included in international databases, which will help scientists from around the world find this content. Such publications will be scored higher. The Ministry of Science will launch a new program to help more Polish scientific journals enter such databases.

Although the law does not remove habilitation, obtaining this degree will have less importance. Habilitation will no longer be required, for example, to work as a university professor. The current time limit of 8 years for completing habilitation after doctorate also disappeared from the provisions.

In addition, the Ministry of Science and Higher Education proposes three major programs - initiatives of excellence. One of the programs is addressed to the best academic and research universities, another to regional academic universities, and the third program to public higher vocational schools. In these programs, the best universities from each of these three groups will have the opportunity to obtain additional money.

Law 2.0 will change the procedures for evaluating research activities.

The law also includes a provision that concerns the employment of judges of the Constitutional Tribunal, the Supreme Court or the Administrative Court at universities. As explained in the justification of the Senate amendment, it introduces the right of incumbent judge of the Constitutional Tribunal, the Supreme Court or the Administrative Court and the retired judge to lifetime employment at an university irrespective of the result of the employee assessment.

Law 2.0 that reffers to research activities, PhD students, doctoral colleges and other academic issues will be fully obeyed and implemented in the CMMS-PAS internal regulations and provisions.