

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.		

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	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>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).</p>	<p>13. Recruitment (Code)</p>	<p>2nd quarter of 2017</p>	<p>Scientific Depts, Contact Point, Committee for Equal Treatment, HR Unit, Dept. of public procurement</p>	<p>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.</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 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.</p>		
	<p>IN PROGRESS</p>			

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

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 (...).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
21. Postdoctoral appointments (Code)	2nd quarter of 2017	Director, Administrative and Scientific Depts	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.

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 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.

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	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.		

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