



**The European Charter for Researchers**  
**The Code of Conduct for the Recruitment of Researchers**

Internal Gap Analysis and Action Plan

September 2016

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## 1. Introduction

Polish Academy of Sciences is a scientific institution whose objective is the development, promotion, integration and popularisation of science, the development of education and the enrichment of the national culture. To the Academy's tasks belong in particular: conducting scientific research and development works, supporting the development of people at the early stages of their scientific career, training of doctoral students and other forms, as well as the broadly understood national and international cooperation with schools, institutes and the socioeconomic environment. The Academy acts through science institutes that carry out the aforementioned tasks. The bodies of the institute are the director, who is the head of the institute, and the scientific council.

The Centre of Polymer and Carbon Materials, Polish Academy of Sciences (CMPW PAN) is an Institute of the Polish Academy of Sciences, that was established in January 2007 as a result of the merger between the Center of Polymer Chemistry, Polish Academy of Sciences in Zabrze and the Institute of Carbon Chemistry, Polish Academy of Sciences in Gliwice, whose scientific activity dates back to 1954. Currently, the director of CMPW PAN is prof. Andrzej Dworak.

The objective of CMPW PAN is to conduct interdisciplinary scientific research on polymers and various forms of carbon, to obtain and study new properties of new polymer, polymer-carbon and carbon materials, and to study the processes of production and processing of the materials, as well as to conduct R&D works and to implement the results of the research into the economy. All those actions are aimed at ensuring the conditions for comprehensive development to all the members of the scientific committee of CMPW PAN. Moreover, the Institute initiates and undertakes projects of scientific, regional, national and international nature, beyond the narrowly defined scientific goals.

The institute connects many fields of knowledge (chemistry, physics, biology, biochemistry) around the problem that is crucial for the use of polymers, that is the dependency of the polymers' properties from their structure. The interdisciplinary character of the Centre is expressed not only in the laboratories it houses, but also in the personnel (scientists from different fields of knowledge), researched topics, scientific projects and publications.

Research topics of CMPW PAN directed at producing advanced polymer and carbon material are concentrated around 6 subject areas:

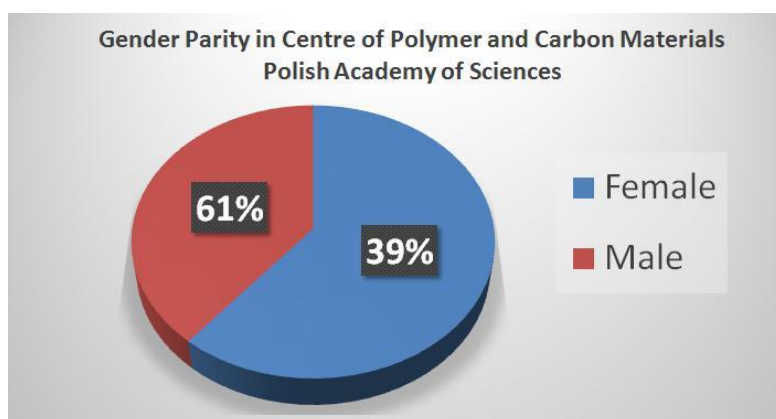
1. macromolecular nano- and microstructural materials with controlled properties
2. biodegradable polymers
3. bioresorbable polymers for medicine
4. new materials for optoelectronics and nonlinear optics
5. new carbon and polymer-carbon materials
6. polymer and composite materials for membrane separation of liquids and gases

The objective of conducted research is mostly the application of the materials and structures made from them in the health care, environmental protection and technology.

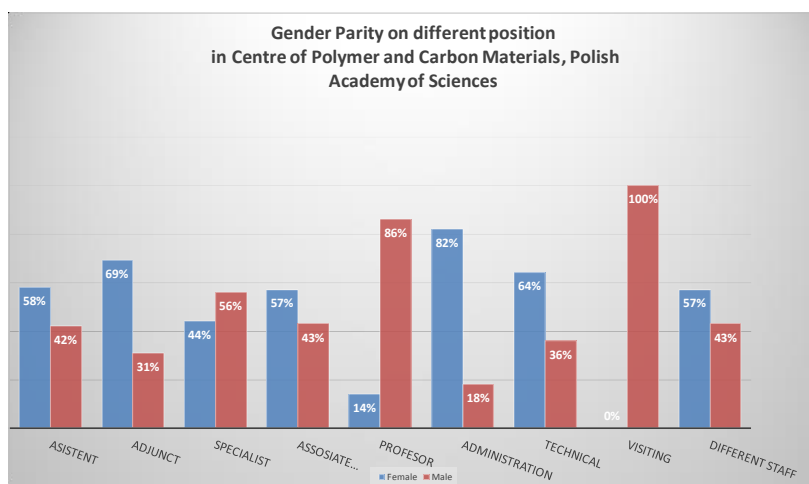
The Centre of Polymer and Carbon Material, Polish Academy of Sciences consists of 7 laboratories:

1. Laboratory of Biodegradable Materials
2. Laboratory of Nano- and Microstructural Materials
3. Laboratory of Polymer Biomedical Materials
4. Laboratory of Polymer Materials for Optoelectronics and Nonlinear Optics
5. Laboratory of Membrane Materials and Processes
6. Laboratory of Carbon and Polymer-Carbon Materials
7. Group of Innovation, Technology and Analysis

CMPW PAN currently employs 103 people, most of which are women, represented especially strongly in the administrative sectors.



In the scientific research conducted by CMPW PAN, 80 people are directly involved. Number of people employed in scientific positions of: professor (7), associate professor (7), visiting professor (1), assistant professor (26) and assistant (19), in research-technological positions with the PhD title (specialist) (9) and in engineering and technical as well as technical positions (11).



Building infrastructure, equipment and laboratory work conditions in CMPW PAN meet the European standards. The modern equipment, based on experimental techniques important for the conducted tests and for which the Centre has an intellectual base, allows to conduct research efficiently. The recently observed great emphasis placed on the increase of cooperation between science and economy in the new financial perspective for the years 2014-2020, resulted in the creation in 2014 of the Group of Innovation, Technology and Analysis, within CMPW PAN, that implements the policies formulated by the management of CMPW PAN in relation to external business entities. The main directions of action of the Group include: working to promote the Centre in the scope of service activities and initiating the cooperation with small and medium-sized enterprises, establishing contact and cooperation with external entities in the scope of research services of CMPW PAN, initiating research projects in cooperation with business partners and coordination of services for external entities carried out in CMPW PAN.

CMPW PAN pays special attention to the inclusion of its youngest researchers into the projects.

Currently, CMPW PAN is publishing approximately 100 articles annually, most of them in renowned magazines circulated internationally. A large percentage of the authors are young researchers, working on their doctoral dissertations. In years 2010-2015 scientists of CMPW PAN published 390 publications in journals with a high Impact Factor, 8 Polish patents were obtained, 4 foreign patents were obtained and 18 patents were filed.

Research conducted in CMPW PAN is directed at research priorities of Poland and Europe, what enables a broad use of project and grant funding systems. In years 2010-2015, 3 projects were carried out in CMPW PAN, within the framework of the European funds project VII PR UE: ANIMPOL, EFFACEUR and BIOCLEAR. The centre also has experience in carrying out projects financed by the European Social Fund, as a part of which the project of the European territorial cooperation program, PLASTICE, was carried out. In the framework of the Innovative Economy Program, 7 projects were implemented: DERMOSTIM, MEMSTENT, MARGEN, BIOGRATEX and 3 HOMING PLUS projects. Moreover, the Centre also implemented projects financed by the Ministry of Science and Higher Education (MNiSW), National Science Centre (NCN), The National Centre for Research and Development (NCBiR) and funds from outside of Europe - Air Force Defense Research Sciences Program. Currently, CMPW PAN implements 15 research projects financed by NCN and NCBiR and 7 bilateral projects (Poland-Bulgaria, Poland-Belgium, Poland-Germany, Poland-Romania, Poland-Slovakia, Poland-Ukraine).

The high level of scientific research conducted by the CMPW PAN's employees and a perfect laboratory base and available equipment result in a cooperation with many countries and foreign research centres in Austria, Belgium, Bulgaria, China, France, Germany, Romania, Slovakia, Sweden, Great Britain, Ukraine, Italy. CMPW PAN is a member of both scientific and industrial-scientific national Networks and Centres and it participates in international scientific networks and laboratories.

The mobility of the scientific staff of the CMPW PAN is focused mainly on conferences and scientific internships (mostly post-doctoral internships) and it is connected to the implementation of projects within the framework of international cooperation. Members of the scientific staff of CMPW PAN were the finalists of projects of the government program supporting innovations in science, funded by the Human Capital Operational Program – Top 500 Innovators. The objective of the project was to raise the qualifications of Polish R&D human resources in the scope of the cooperation with economy, research management and commercialisation of their results. The scientific staff of CMPW PAN participated also in the “Mobility Plus” program which funded research or R&D works conducted in foreign scientific facilities. In the last five years, 6 researchers held their post-doctoral internship in Belgium, Germany, Great Britain, USA, Sweden and France.

Research conducted in the Centre was the basis of PhD dissertations and habilitation theses carried out in the recent years. In the years 2010-2015, 19 members of the scientific staff obtained the PhD degree and 8 employees obtained the habilitation. In 2015, CMPW PAN, on the basis of the decision of the Central Commission for Academic Degrees and Titles, has gained the right to award the doctorate degree in the field of chemical studies, in the discipline of Chemistry.

## **2. Internal Gap Analysis**

### **2.1. Methodology**

Both the employees and the Management of CMPW PAN believe that accepting the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers is important not only to follow the rules of ethics but it can also be helpful in creating own strategies regarding employment standards, scientific development and good relations between young scientists and their scientific supervisor. A confirmation by CMPW PAN of commitment to adopt the European Charter and the Code of Conduct for the Recruitment of Researchers was the signing of the declaration in May 2015 by prof. Andrzej Dworak

In April 2016, two meetings of the Centre Management with the institute's employees took place. Their goal was to inform the employees about a planned survey regarding compliance with the rules of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. On May 16, 2016 a meeting took place between the managers of laboratories and administration, and the employees of the Centre that initialized the attempts of CMPW PAN to obtain the logo of "Human Resources Excellence in Research". During the meeting, the Director and the Scientific Secretary have introduced the implementation idea and the method of conducting an internal analysis. Apart from its informative character, the meeting was a chance to exchange views of the scientific staff on the employment conditions and professional development in CMPW PAN. A decision was made to use a standard table of internal analysis available on the EURAXESS webpage (<http://ec.europa.eu/euraxess>). Anonymous survey was carried out from 16.05. to 03.06.2016. Among those invited to participate were the scientific, research and technical, research and engineering employees. The survey questionnaire comprised of four thematic blocks:

- I. ethical and professional aspects
- II. recruitment
- III. working conditions and social security
- IV. training.

The survey had 40 questions in total, corresponding to requirements from the Charter and the Code. For each question, a table was proposed that held two possible answers "yes" or "no" and an empty field to add a comment. In the survey, the participant was asked to select the answer that reflected their opinion on to what extent did CMPW PAN fulfil the given requirement. 38 scientific employees took part in the survey, 61% of which were women.

On June 21, 2016 an employee meeting took place, during which the Director of CMPW PAN thanked all the participants of the survey. During that meeting, also the Work Group was established, composed of representatives of the younger and older scientific staff and the representatives of the Scientific Secretary of CMPW PAN. Below can be found the composition of the Work Group.

Dr hab. Grażyna Adamus, Associate Professor – the chairman of the Work Group

Prof. dr hab. Barbara Trzebicka

Dr hab. inż. Wojciech Wałach, Assistant Professor

Dr inż. Michał Kwiecień, Adjunct  
Dr Alicja Utrata-Wesołek, Adjunct  
Mgr inż. Magdalena Wójtowicz, Assistant  
Mgr inż. Paweł Wróbel, Assistant  
Dr inż. Bożena Szapska, Scientific Secretary of CMPW PAN  
Mgr Paulina Gąsior

The objective of the Work Group was to process the results of the survey and the analysis of compliance of the legal provisions and rules of operation in CMPW PAN with the rules of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

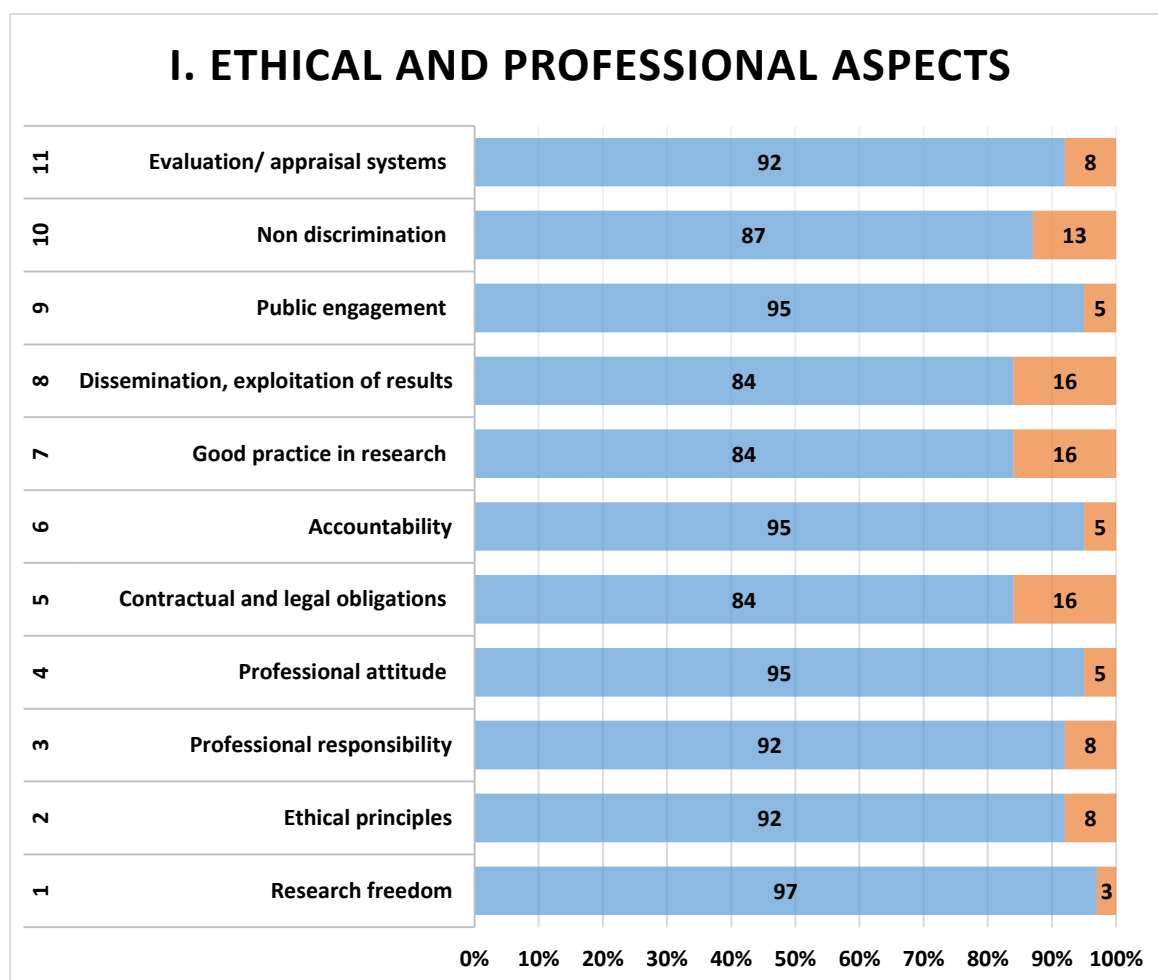
During the meetings of the Work Group that took place on July 12 and September 5, 2016, the results of the survey were discussed. The results of the survey were analysed from the quantitative and qualitative angle. The Work Group adopted a rule that if less than 25% of respondents believed that CMPW PAN actions in a given area did not correspond with the provisions of the Charter or the Code (selected answer “no”, no selection, or selection of both “yes” and “no”), then the areas should be treated as not requiring corrections. Areas that obtained a grade below 75% of positive answers were considered as worrisome, discussed in detail and sent for consideration in the HR Strategy and Work plan. Tasks were appointed to be carried out in the scope of the HR Strategy and Work plan. Specific elements of the HR Strategy and Work plan document were discussed. Then the HR Strategy and Work plan, prepared for CMPW PAN, was presented to the Director.



## 2.2. Results from internal survey

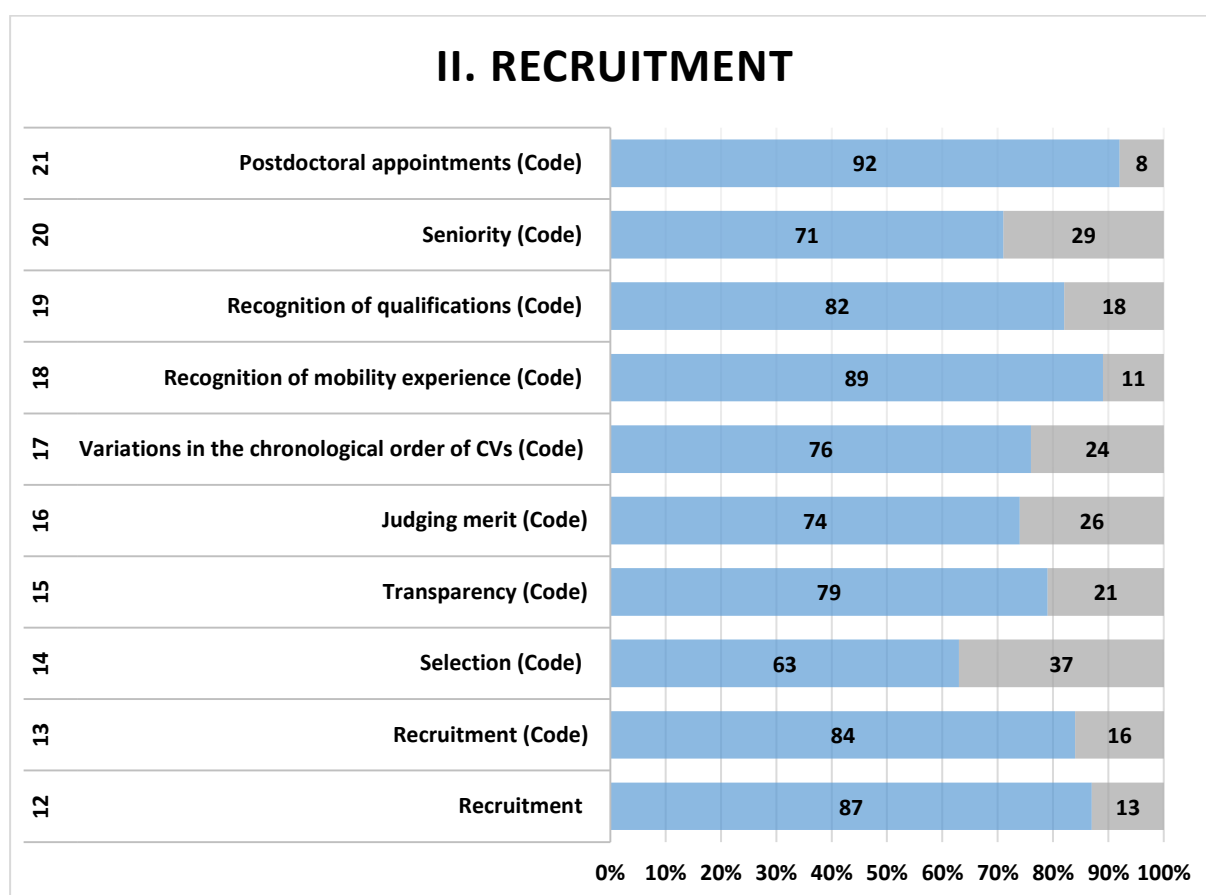
Data gathered from the survey are presented below in the form of graphs and short comments, taking into account the division into 4 areas present in the survey.

### 2.2.1. Ethical and professional aspects



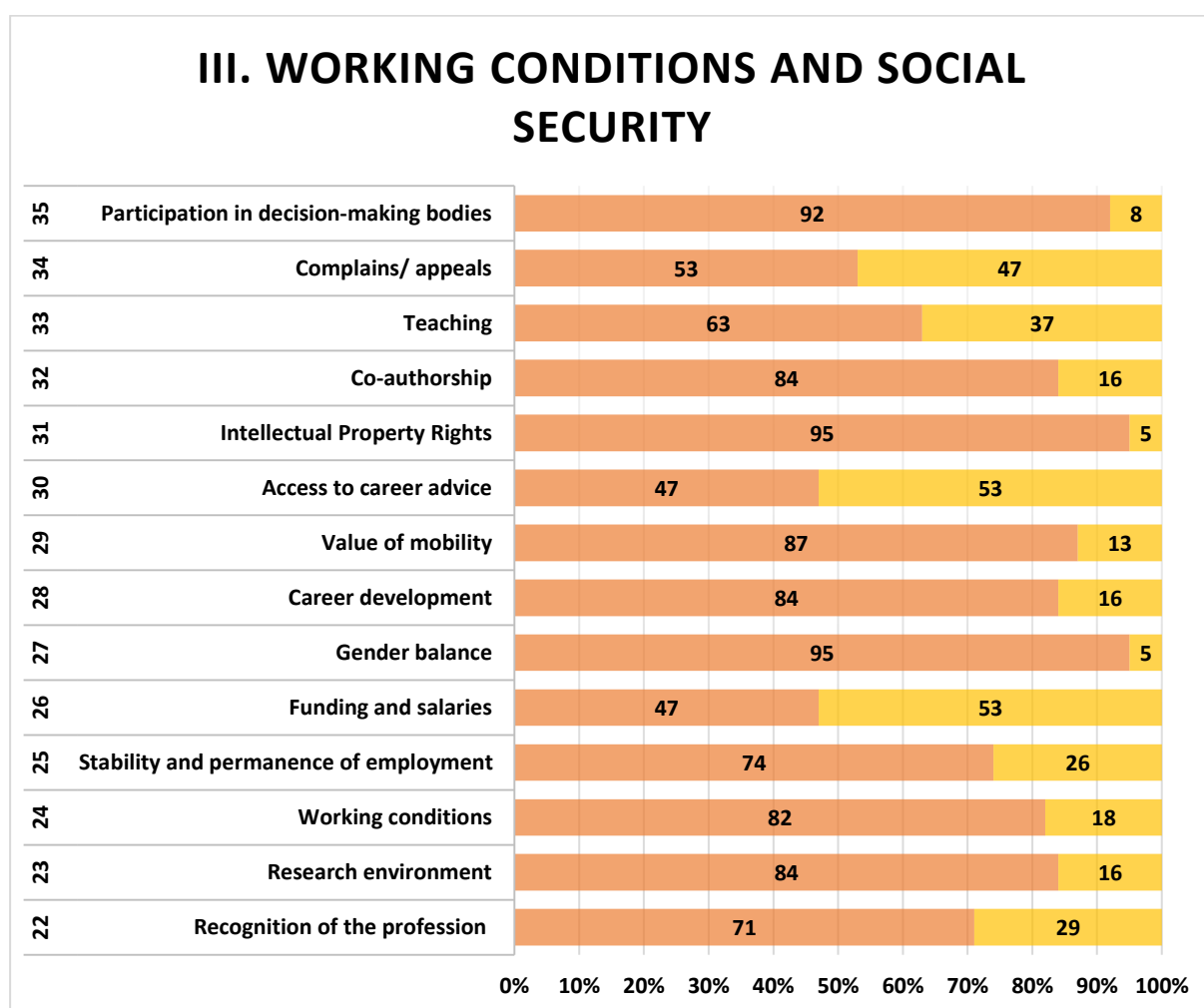
In area I “Ethical and professional aspects”, most respondents answered “yes” to the overwhelming majority of questions. On the basis of the given answers it can be said that the respondents view the current situation in CMPW PAN within this area as good. It is proven by the predominance of positive answers, 7 out of 11 questions which correspond to the rules from the Charter and the Code, over 90% answers were “yes”. The highest indicator of positive answers, that is 97% was obtained by question 1 concerning the freedom of research. Therefore, the Work Group has decided that this area does not require any corrective actions.

## 2.2.2. Recruitment



In area II, “Recruitment”, on 7 out of 10 questions, more than 75% of respondents answered “yes”. On the basis of the answers, it can be assumed that the respondents view the actions of CMPW PAN in the scope of recruitment and staff review largely as compliant with the rules written in the Charter and the Code. Less than 75% of positive answers was obtained by the questions 14, 16 and 20. Therefore, the Work Group has decided that it was justified to conduct a deeper analysis of the currently used in CMPW PAN practices regarding the selection of the staff, the evaluation of merit and seniority, and to propose corrective actions in this area.

### 2.2.3. Working conditions and social security

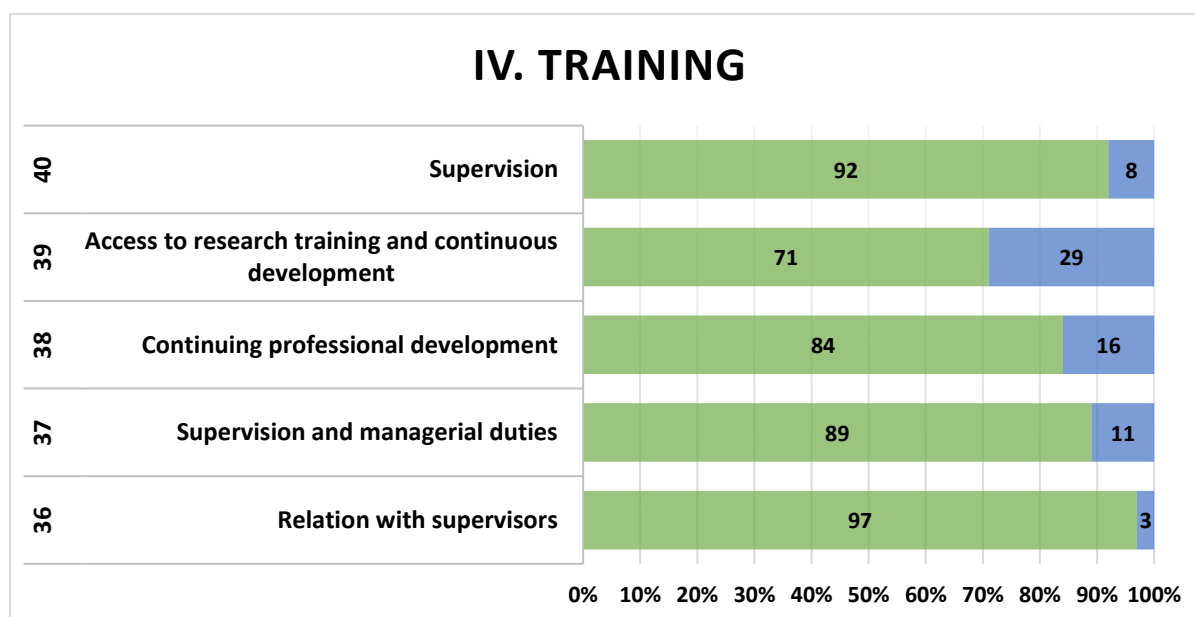


In area III, “Working conditions and social security”, on 8 out of 14 question, more than 75% of respondents answered “yes”, whereas the last 6 questions have received less than 75% of positive answers. Less than 75% rate of positive answers was obtained for questions 22, 25, 26, 30, 33 and 34. On the basis of the given answers, it can be assumed that the respondents view the conditions in CMPW PAN regarding the working conditions, and especially the wages, as largely not compliant with the provisions of the Charter and the Code. Therefore, the Work Group has decided that it was justified to conduct a deeper analysis of current work conditions in that scope and proposed a plan of corrective actions. Additionally, after the analysis of the content of the questions no. 30 “Access to career counselling” and no. 33 “Training” and the results of the survey, the Work Group has decided that those questions do not directly relate to the Institute. CMPW PAN, according to its statute, is a scientific institution focused on scientific research and does not handle teaching in the academic understanding of that word. Similarly, in the case of question 30, Polish Academy of Sciences is not an institution aimed at preparing staff for other scientific institutions, but rather at caring about the behaviour of the scientific staff, often raised with great effort and with the use of a lot of resources. The Work Group also supports the existing form of counselling of CMPW PAN in the scope of finding work, consisting in providing information about

vacancies in other scientific institutions. However, it believes that in the actions of the Institute in the scope of career counselling and help in finding work, there should be a balance between the need of mobility and the attraction and retaining of the best scientific staff.

Finally, the group has decided to display the results in the summary of the survey of the actions currently undertaken by the Centre in the scope of teaching and access to career counselling without a proposition of corrective actions.

#### 2.2.4. Training



In area 4, “Training”, on 4 out of 5 questions, more than 75% of respondents answered “yes”. Slightly less than 75% of positive answers was recorded for question 39 (71%). On the basis of received answers, it can be assumed that the respondents view the current situation at CMPW PAN in that area as good, not deviating from the rules from the Charter and the Code. Only the issue of access to scientific training and the opportunity of constant career development has aroused some dissatisfaction (29% of respondents). As a result, the Work Group has deemed as justified the conduct of a deeper analysis of the current conditions of access to scientific training at CMPW PAN and to propose corrective actions in that area in the future.

## 2.3. Summary of results from internal survey

Summary of the areas requiring corrective actions

No.	Question No.*	The area requiring corrective actions
<b>II. Recruitment</b>		
1	14	<b>Selection</b>
2	16	<b>Judging merit</b>
3	20	Seniority
<b>III. Work conditions and social security</b>		
4	22	Recognition of the profession
5	25	Stability and permanence of employment
6	26	<b>Funding and salaries</b>
7	30	<b>Access to career advice</b>
8	33	<b>Teaching</b>
9	34	Complaints/appeals
<b>IV. Training</b>		
10	39	<b>Access to research training and continuous development</b>

\*Question number compliant with the survey

## Analysis of the areas requiring corrective actions

### II. Recruitment

#### 14 Selection (Code)

*Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained should be realistic.*

#### Survey results – determination of the area requiring corrective actions:

According to 37% of respondents, the selection of new employees of CMPW PAN is done in an incorrect way. The institution lacks a proper panel, there is no candidate selection committee, and if there is, then its members lack the necessary training. The answers to this

question, however, are contradictory. A part of the respondents believed such system to be unnecessary, and even unreal with the current financing of CMPW PAN.

#### **Current situation:**

In CMPW PAN, the selection of candidates for scientific positions is done through open competition, according to the rules of the Regulations on competitions for the positions of scientific staff in CMPW PAN. The announcement about the competition with the description of the requirements is published in Public Information Bulletin of the Ministry of Science and Higher Education, on the webpage of the institution and on the EURAXESS Portal of the European Commission. The Competition Commissions, appointed by the Director of the Institute, select the candidates for the scientific positions. The Competition Commission, in the case of an open competition for Associate Professor, Professor or the Visiting Professor, consists of five people, including the director of the team or laboratory, in which the candidate would work, and of four people representing the discipline proper for the position the candidate would work in. In the case of a competition for an assistant or the assistant professor, the Commission comprises three people, that is the director of the team or laboratory, in which the candidate would work, and of four people representing the discipline proper for the position the candidate would work in. The members of the Commission have scientific titles of at least a doctor and are representatives of both genders. The Competition Commission evaluates the candidate offers through comparison of the information from the documents (education diploma, CV, academic achievements) with the requirements specified in the announcement about the completion and stemming from the profile of the offered scientific position. In the case of any doubts, the candidate can be invited to a job interview or asked to deliver a seminar, on which they would have the chance to present their achievements and scientific interests. The perspectives of career development are regulated by the directive of the director of CMPW PAN from 15.12.2015, which specifies the requirements for the candidates for scientific positions of: an assistant, an assistant professor, an associate professor, a professor and a visiting professor and for the technical and research positions of: the main specialist for the environmental research apparatus and a specialist.

#### **Solution:**

After a discussion, the Work Group has decided that the creation of a unit that would comprise of representatives of foreign scientific institutions, other outside experts and HR specialists, as suggested by some survey respondents, in CMPW PAN where relatively few employees are hired every year, would generate additional costs that would burden the already modest budget of the institution. The Work Group suggests that the corrective actions should mostly involve informing the employees on the rules of the scientific staff selection and on the course of the recruitment process in CMPW PAN. To do that, it has requested that the Director places the Regulations on the Competitions for Scientific Positions and the directive of the Director regarding the requirements of the institution regarding specific scientific positions and the perspectives of the career development on the CMPW PAN

webpage in the subpage for employees. It also suggested that the information on the composition of the Commission and the results of the competition should be placed on the bulletin board.

## **16. Judging merit (Code)**

*The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.*

### **Survey results – determination of the area requiring corrective actions:**

The analysis of the survey has shown that 26% of respondents believes that in the process of the staff selection in CMPW PAN not all their abilities are taken under consideration. However, among the negative answers, a half of them (13%) resulted from the lack of any answer.

### **Current situation:**

The evaluation of candidates on scientific positions is performed in accordance with the qualification requirements specified in the directive of the Director no. 42/200 from 15.12.2015. Those requirements are also published on CMPW PAN webpage. The current system of evaluation of the qualifications of scientific staff focuses the most on the academic achievements (bibliometric indicator) and on experience and ability to work in a laboratory. Most employees of the CMPW PAN, employed in the last 5 years on scientific positions, are mostly university graduates just entering the job market, that know the basics of work in a laboratory and do not have many publications yet. They do not have experience gained by working outside of scientific institutions or universities. Often in such situations, it is relevant when deciding on the employment, that the candidate is a graduate in a specific field of study, that they defended their thesis and graduated with a very good result and that they have the will to systematically improve their skills.

In the case of hiring experienced employees, with scientific degrees and titles for independent scientific positions, after meeting the qualification requirements specified in aforementioned directive also other skills are taken into consideration, including ability to work in a team, ability to manage a scientific team, participation in activities that popularize science, organizational skills, experience in work with students and young scientists. Competencies, trainings or rewards from outside of the scientific and academic environment are less relevant. The great emphasis placed on the academic achievements of the candidate is connected with the system of evaluation of scientific institutions currently existing in Poland.

**Solution:**

The Work Group requested from the Director of CMPW PAN to conduct an analysis and to make potential modifications to the currently existing system of evaluation of candidates on scientific position in CMPW PAN, that to a greater extent would take into consideration the whole scope of the candidates' experience. The modified system should consider not only the potential of the candidates for scientists, important because of the system of institution evaluation existing in Poland, but it should also take into consideration their research creativity.

**20 Seniority (Code)**

*The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.*

**Survey results – determination of the area requiring corrective actions:**

A part of the respondents (29%) believes that in the case of hiring for scientific positions in CMPW PAN *qualifications and work experience of the candidates* are not always the most important criteria.

**Current situation:**

During recruitment for scientific positions in CMPW PAN, it is the candidates' qualifications and measurable academic achievements that are mostly evaluated, and not, f. ex. their reputation.

The requirements imposed on the candidates are adequate to the given position, other conditions or reputation is not a hindrance for employment. Moreover, in the recent years, CMPW PAN has mostly hired people immediately after graduation, to which the criterion of seniority does not apply. Whereas, when hiring an assistant professor and higher, the seniority, and qualifications and work achievements connected to it are always taken into consideration.

**Solution:**

The survey analysis in this area has shown that the problem formulated in question 20 was not understood by a part of the respondents, what could be a result of insufficient information on the employment in CMPW PAN. Therefore, the Work Group has proposed for the corrective actions in this area to consist mostly of informing the employees on the staff selection rules and the course of the recruitment process in CMPW PAN. To do that, it has requested that the Director places the Regulations on the Competitions for Scientific Positions and the directive of the Director regarding the requirements of the institution regarding specific scientific positions and the perspectives of the career development on the CMPW PAN webpage in the subpage for employees.



### **III. Work conditions and social security**

#### **22. Recognition of the profession**

*All researchers engaged in a research career should be recognized as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).*

#### **Survey results – determination of the area requiring corrective actions:**

Part of the respondents (29%) has expressed a view, that employees of CMPW PAN are not treated equally, that the opinions of the younger colleagues are not taken into consideration by the staff with higher scientific degrees. It is especially a problem in the case of doctorates.

#### **Current situation:**

All scientific employees of CMPW PAN are specialists in their areas, of course in the scope of obtained scientific degree or title. According to that, they are obligated to recognize the academic achievements and independence of other employees. Scientific positions in CMPW PAN are conditioned by law and responsibilities imposed by state legislation and stemming from the directive no. 42/2015 from 15.12.2015. That document regulates aspects of work on every career stage. All necessary information are placed on the CMPW PAN webpage and regularly sent to the employees via e-mail. The employees are evaluated on every stage of their career in the category corresponding to their scientific position, what allows to distinguish the best employees on each scientific position. An initiated in CMPW PAN series of seminars, where the doctorates can also present their research results, allows to build a more active position of the young scientists. Initiatives are undertaken to financially support the research of young scientists. Competitions are held for the best doctorates and doctors aged 35 and less, within the framework of donations from the Ministry of Science and Higher Education for young scientists (in the understanding of the Act from April 30, 2010 on the rules of science funding, Journal of Laws 2010 No. 96, item 615).

“External” recognition of profession depends on many factors, also socio-political, whose formation is outside the reach of CMPW PAN.

#### **Solution:**

The Work Group supports the continuation of the seminar meetings in CMPW PAN conducted on any stage of the career of the scientific employees, to enable the building of a more active position of the young scientists and the development of proper relations between employees. Financial support for the research of young scientists in the form of competitions for scientific projects serving the development of young scientists and rewarding the best research projects.

The problem of not taking the opinions of the young scientists into consideration often results from their much more modest scientific experience. The older staff is responsible both for the level of the conducted research and for the test results. The necessary understanding between the young and older staff can be achieved through the sharing of the scientific information regarding the research process with the young scientists. Young scientist can also appeal to the Centre Director in this case.

## **25. Stability and permanence of employment**

*Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the EU Directive on Fixed-Term Work.*

### **Survey results - determination of the area requiring corrective actions:**

In the scope of the area “Work conditions and social security”, the issue that arouses dissatisfaction among the respondents is stabilization and the chance for permanent employment. The analysis of the survey showed that 26% of respondents indicated difficulties or even impossibility to obtain employment for an indefinite period. The respondents have indicated that such practices do not create a feeling of security and are not a motivation for further work.

### **Current situation:**

In CMPW PAN, the employment contracts are signed in accordance to the applicable regulations. On the basis of amended provisions of the Labour Code, effective from February 22, 2016, CMPW PAN can sign three fixed-term contracts with an employee, while the total duration of those contracts cannot exceed 33 months. The first contract for scientific position in CMPW PAN is customarily signed for a fixed-term, to verify the predispositions of the employee for science work and their ability to complete the PhD dissertation, or habilitation, in the case of hiring an employee with the PhD degree (Act on the Polish Academy of Sciences, Act on scientific degrees and scientific title and on degrees and titles in Art). The extension of the contract for a fixed-term or obtaining a contract for an indefinite time depends on the results of the evaluation of the employee’s scientific activity, in accordance to the Regulations on the evaluation of scientific employees. Employees of CMPW PAN know both the employment rules and the requirements regarding the extension of the contract.

### **Solution:**

Taking the results of the survey for this point into consideration, the Work Group has issued a request to the Director and HR department of CMPW PAN to familiarize the employees with applicable national laws regarding employment, applicable documents in CMPW PAN

and the links to provision of the national law on the webpage of the institute in the tab for employees.

## **26 Funding and salaries**

*Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.*

### **Survey results – determination of the area requiring corrective actions:**

In the conducted survey, 53% of employees indicated that the level of financing of employee wages is too low and unfair. Employees indicated that the wages do not correspond to the education level of employees and to the responsibilities entrusted to them. Most of the 53% of employees unsatisfied with the level of financing indicated that the wages are decidedly too low.

### **Current situation:**

The level of science **funding and salaries** in CMPW PAN results directly from the level of statutory financing granted to the Institute by the Ministry of Science and Higher Education on the basis of the Act of April 30, 2010 on the rules of financing science (Journal of Laws No. 96, item 615) and the Act of January 15, 2015 on the amendment of the Act on the rules of financing science (Journal of Laws, February 24, 2015, item 249). The level of the statutory grant for the Institute is calculated on the basis of evaluation of scientific institution, conducted every 4 years, encompassing the institution's academic achievements and actions that promote science. The scope of the evaluation comprises four basic criteria: a) academic and creative achievements (65%); b) Scientific potential (10%); c) Material effects of the scientific activity (15%); d) Other effects of the scientific activity (10%). On the basis of those criteria, the evaluation committee determines the category of the scientific institution in so-called uniform grade groups (A+, A, B, C) in accordance to the Ordinance of the Ministry of Science and Higher Education from October 27, 2015 on the criteria and mode of assigning categories to scientific institutions. The assigned category directly influences the level of the statutory grant to a given scientific institution. In the last evaluation of the scientific institutions, for the years 2009-2012, CMPW PAN has received category B, previously the Institute had category A. Receiving category B, resulted in lowering of the statutory grant, what has directly translated to the financial state of the Institution. In the budget for 2015, CMPW PAN has spent more than 50% of total income on wages (statutory grant from the Ministry, income from contracts for research projects, research services). The amount spent on wages has exceeded the amount of the grant from the Ministry for statutory work. The level

of wages of employees who carry out research only within the framework of statutory subject matters is derived from the amount of the statutory grant of the Centre. Other financing sources (i.e. projects, grants) allow to pay additional wages only to people directly engaged in a given project and they also are not high.

### **Solution:**

The Work Group, with the agreement from the Director, analysed the budget of CMPW PAN. The analysis of the received document indicated that the amount of wages in CMPW PAN exceeds the 100% of the statutory grant. It is only possible due to the use of non-statutory income, most of all, income from projects. With the current budget it is not possible to increase the level of wages as it could lead to quick bankruptcy of the institution. The only solution that could enable the increase of employee wages, is obtaining a higher category in the future evaluation, what is connected with an improvement of scientific results, especially in areas encompassed by the evaluation.

### **30 Access to career advice**

*Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.*

### **Survey results - determination of the area requiring corrective actions:**

According to the Charter and Code, in the involved institutions or in cooperation with other structures, the employer should provide scientists on every stage of professional career, undependably on the type of the contract, with career counselling and help in finding work. In the conducted survey 53% of respondents indicated the need to create with the CMPW PAN an "Information Centre" concerned with career counselling.

### **Current situation:**

Career counselling and help with finding work is present in CMPW PAN through publication and posting on the bulletin board announcements of competitions for scientific positions and competitions for research implementation in scientific institutions in the country and abroad.

The institute currently employs 80 scientific workers, including 17 assistants carrying out doctoral work. To ensure the access to career counselling and help in finding work to all of them, would require personal and financial expenditures that the current financial situation of CMPW PAN does not allow for. The institute does not offer doctoral studies, hence it does not provide career counselling nor Careers' Office, which function in universities and are aimed only at students and participants of doctorate studies. In the opinion of the Work Group, that provision of the Charter and Code does not apply to CMPW PAN.

Assistants (doctorate candidates) after obtaining the PhD degree are encouraged to partake in post-docs in foreign institutions. The supervisors try to help them to the best of their abili-

ties. Moreover, after the internship, young PhDs have a guaranteed possibility to return to work at CMPW PAN.

### **33 Teaching**

*Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.*

#### **Survey results:**

Among the respondents, 37% indicated that the fulfilment of the provision "Teaching is an essential method of organizing and popularising knowledge, and therefore it should be seen as valuable opportunity on the path of professional development of scientists" is unsatisfactory.

Because CMPW PAN, according to the Statute, is a scientific institution focused on conducting research and does not conduct didactic activities in the academic understanding of that term, and it does not offer doctoral studies, therefore, in the opinion of the Work Group that provision of the Charter and the Code does not apply to CMPW PAN.

However, CMPW PAN is aware of the meaning of education and shaping of appropriate attitudes among the young scientific workers. The educational activity of GMPW PAN is realized through scientific supervision of bachelor and master theses and doctoral dissertations within the framework of agreements between universities and through supervision of doctoral dissertations of the employees of the Institute. Special responsibility lies with the higher scientific staff that assumes the roles of promoters or scientific advisors. Each young scientist in CMPW PAN has their supervisor who is responsible for introducing them into the research subject as well as help with preparing the plan for the doctoral study and evaluating the progress of the works, help with preparing posters or presentations at conferences or seminars organized in CMPW PAN. Time spent on training of the beginning scientists by the employees with a higher scientific degree is considered as a part of their engagement in the educational process. The responsibilities of the scientific workers in the scope of supervision over doctorate candidates are included in the Regulations on the evaluation of the scientific activity of the scientific staff of CMPW PAN from 22.12.2015. Moreover, in the recent years, despite external obstacles, CMPW PAN puts an extensive effort in order to participate in the education process at the highest level.

### **34 Complains/ appeals**

*Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.*

#### **Survey results - determination of the area requiring corrective actions:**

One of the issues in the scope of the area “Work conditions and social security” that arouses dissatisfaction of the respondents is the not transparent enough way to file complaints and appeals. The analysis of the conducted survey shows that 47% of respondents indicated a lack of clearly specified paths and methods of filing complaints and appeals.

#### **Current situation:**

The priority of CMPW PAN is to try and solve internal conflicts on the way of negotiation. According to the Work Regulations of CMPW PAN from July 25, 2014, the employee has the right to file an oral or written complaint to their superior. The employee can also turn directly to the Director of the Institute in the context of complaints and requests. The Director of the Institute accepts petitioners in the context of complaints and requests after prior appointment. The Regulations is available for viewing by the employees in the form of a directive of the Director of the Institute and can be found in the HR department. According to the applicable Work Regulations of CMPW PAN every newly hired employee is obligated to familiarize themselves with the Regulations and that fact is recorded in the employee’s personal file.

Moreover, the Scientific Council of CMPW PAN to ensure the high level of scientific activity and scientific development of its employees, especially those just starting a scientific career, appoints for each term of office, from among the independent scientific workers of CMPW PAN, the Disciplinary Spokesman and the Disciplinary Commission (in accordance to the Act on the Polish Academy of Sciences and the statute of CMPW PAN). The task of the Disciplinary Spokesman and the Disciplinary Commission is to conduct investigations regarding the disciplinary responsibility of the scientific and technical and scientific employees. A glaring misconduct or offense of the scientific employee results in a disciplinary punishment. A scientific or technical and scientific employee disciplinary punished by the Director can file an appeal to the Disciplinary Commission in CMPW PAN or to the Disciplinary Commission by the Polish Academy of Sciences.

In CMPW PAN there exists also a Trade Union of PAN employees and August 80 Free Trade Union, the employees have a chance to solve their problems also with the help of those aforementioned organizations.

**Solution:**

Taking into considerations the results of the conducted survey, the Work Group has asked the Director of CMPW PAN for a more broad distribution of the existing documents which discuss the methods of filing and solving complaints, i.e. the Work Regulations and the Statute, by placing those documents on the CMPW PAN webpage in the subpage for employees. Moreover, on the webpage there should also be shared the information about the Disciplinary Spokesman and the Disciplinary Commission in CMPW PAN and about the Trade Unions existing in it.

**IV. Training****39 Access to research training and continuous development**

*Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.*

**Survey results – determination of the area requiring corrective actions:**

According to the conducted analysis, 29% of respondents indicated a limited access to the scientific training and the opportunity of constant career development

**Current situation:**

The basis of career development of the scientific workers is their participation in the meetings of the scientific world. The costs of participation in conferences, however, are high, and this is the main reason why in CMPW PAN they are mainly financed with money from grants and projects, and hence limited to the group of employees who has access to such financing. However, all employees can increase their qualifications by participating in open seminars, both in CMPW PAN as well as in other scientific institutions. The access to them is not limited in any way. The opportunity for constant career development also stems from the access of scientific employees to magazines' databases, and that is ensured in CMPW PAN. Moreover, in the case of purchase of a new apparatus, the employees of CMPW PAN have a possibility to participate in training on how to use it, which is always an element of the signed contract with the manufacturer/distributor. CMPW PAN is open to propositions from companies that, as advertisement of new equipment introduced into the market, organise trainings on the use and principles of the operation of the new apparatus, mostly available to all interested parties. Information on the possibility to partake in free trainings, mostly within the framework of European projects, are always shared via e-mail.

**Solution:**

After analysing the results of the survey and the current situation, the Work Group believes that the access to trainings and the opportunity for constant career development in CMPW PAN are on a good level and do not require any corrective actions. CMPW PAN with

the current financing level is not able to set aside resources enabling constant development of skills and qualifications of its employees. The development of the training system would limit the possibility to finance already low, basic wages and would result in downsizing.



### 3. Action plan

Area from the Charter and the Code that requires action	Issue requiring corrective actions	Current regulations	Analysis and planned activities	Organizational unit responsible for implementation	Time limit for completion
II. Recruitment	14. Selection  Insufficient knowledge of the rules used when selecting new candidates for scientific positions in CMPW PAN.	Act on The Polish Academy of Sciences, Regulations on competitions for the scientific positions, The qualification requirements for scientific positions	1. Informing the employees about the rules of selection of the scientific staff and the course of the recruitment process in CMPW PAN. 2. Placing the Regulations on Competitions for Scientific Positions and the directive of the Director regarding the requirements for specific scientific positions and perspectives of professional development on the CMPW PAN webpage in the subpage for employees. 3. Placing the information about the composition of the Competition Commission on the information bulletin board.	The Director, The Scientific Secretariat, The Maintenance Office	03.2017
	16. Judging merit 26 % of respondents believes that not all their skills are taken into consideration during	Act on The Polish Academy of Sciences, Regulations on the assessment of the scientific activity of scientific workers, the qualification require-	1. Conducting an analysis and if needed a partial modification of the current evaluation system for candidates to scientific positions in CMPW PAN which would take into consideration the whole scope of the candi-	The Director, The Scientific Council of CMPW PAN	2 <sup>nd</sup> half 2017

	the recruitment process in CMPW PAN	ments for scientific positions	dates' experience and their creativity in research to a greater extent.		
	20. Seniority A part of the respondents (29%) believes that in the case of employment on a given scientific position in CMPW PAN, the qualification and work experience are not always the most important criteria	Act on The Polish Academy of Sciences, Regulations on the assessment of the scientific activity of scientific workers, Regulations on competitions for the scientific positions	1. Informing the employees about the rules of selection of the scientific staff and the course of the recruitment process in CMPW PAN. 2. Placing the Regulations on Competitions for Scientific Positions and the directive of the Director regarding the requirements for specific scientific positions and perspectives of professional development on the CMPW PAN webpage in the subpage for employees.	The Director, The Scientific Secretariat, The Maintenance Office	03.2017
III. Work conditions and social security	22. Recognition of profession (29%, of respondents holds a view that employees of CMPW PAN are treated unequally, the opinions of the younger colleagues are not taken into	Act on The Polish Academy of Sciences, the Work Regulations of CMPW PAN, the Statute of CMPW PAN	1. Continuing with the series of seminars in CMPW PAN conducted on each stage of the career of the scientific workers 2. Development of proper relations between employees by sharing with younger researchers the information on the research process. 3. Rewarding the best research pro-	The Director, The Scientific Secretariat	On-going

	consideration by the staff with higher scientific degrees.		jects of young scientists by awarding financial support.		
	25. Stability and permanence of employment 26% of respondents indicated difficulties in obtaining employment for indefinite period of time	Act on The Polish Academy of Sciences, The Labour code, the directive of the Director on the qualification requirements for scientific positions	1. Organisation of a meeting that will aim at acquainting the employees with applicable national laws regarding employment 2. Placing applicable CMPW PAN documents in that regard and links to national law provisions on the webpage of the institute in the subpage for employees.	The Scientific Secretariat, The Director, The Maintenance Office	03.2017
	26. Funding and salaries 53% of employees indicated the too low level of financing of wages of the employees.	Act on The Polish Academy of Sciences, Act on the financing rules, Payroll regulations	1. With the current budget, increasing basic wages is impossible as it could lead to a quick bankruptcy of the institution. 2. Putting extensive effort into obtaining the best possible results of scientific work, especially in areas encompassed by the evaluation.	The Director, The Chief Accountant, The Scientific Secretariat	Results of the next evaluation of scientific institutions in Poland (2 <sup>nd</sup> half of 2017)
	34. Complaints/appeals 47% of respondents indicated a lack of clearly de-	Act on The Polish Academy of Sciences, the Labour Code, the Work Regulations of CMPW PAN, the Statute of	1. Sharing the existing documents that describe the methods of filing and settling complaints, i.e. the Work Regulations and the Statute, by placing those documents of the CMPW PAN webpage in the subpage for em-	The Scientific Secretariat, The Maintenance Office	06.2017

	<p>defined ways and procedures of filing complaints and appeals.</p>	CMPW PAN	<p>ployees.</p> <p>2. Placing the information about the Disciplinary Spokesman and the composition of the Disciplinary Commission working in CMPW PAN on the webpage in the tab for employees.</p>		
IV. Training	<p><b>39. Access to research training and continuous development</b></p> <p>A limited access to training and limited opportunity of constant career development.</p>		<p>The Work Group believes that the access to training and the opportunity for the constant career development in CMPW PAN are at a good level and do not require any corrective actions. It is justified to continue the activities in this area on the current level. Expanding the system of training with the current budget, would limit the possibility to finance already very low, basic wages and would result in downsizing.</p>	Does not require corrective actions	On-going

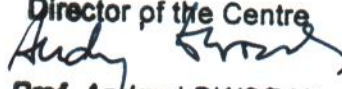
#### 4. Conclusions

The results of the conducted survey clearly show that the actions of CMPW PAN in the scope of recruitment and staff evaluation are to a great extent compliant with the rules of the European Charter for Researchers and the Code of Conducts for Recruitment of Researchers. In the block of questions regarding the ethical and professional aspects, the significant majority of respondents answered the majority of questions with “yes”, what allows to formulate conclusion that the conditions in CMPW PAN in this area are very good. The highest indicator of positive answers, i.e. 97%, was obtained for the question about the freedom of research. Therefore, the Work Group has decided that this area does not require any corrective actions. The analysis of the results of the survey conducted by the Work Group in the remaining 3 thematic blocks, Recruitment and evaluation, Work conditions and social security, Training, allowed to identify the areas in CMPW PAN that require some corrective actions. The Work Group has submitted for deeper analysis the practices currently used in CMPW PAN. In the next phase, it prepared and submitted to the Director an action plan that when implemented, it should allow the Institute to reach the status of an institution compliant with the rules of the European Charter for Researchers.

The only worrisome area, for which the Work Group did not find a solution yet, is the indicated in the survey too low level of financing the employees. It is, however, a problem that concerns most scientific institutions in Poland and is connected to the low level of science funding in Poland. CMPW does not have an influence on both the instruments funding the institutes as well as on the grant giving organization. Whereas, with the current budget, the increase in the basic wages in CMPW is impossible as it could lead to a quick bankruptcy of the institution. The only solution for now, that could enable a small increase of financing of wages of the employees of CMPW PAN, is obtaining of a higher category in the future parametric evaluation of the institutions. CMPW PAN is putting intensive efforts into obtaining the best results of scientific work, especially in areas encompassed by the evaluation.

## 5. Acceptance

The Director of the Centre of Polymer and Carbon Materials PAN accepts the results of the internal analysis and the action plan.

Director of the Centre  
  
Prof. Andrzej DWORAK

**CENTRE OF POLYMER AND CARBON  
MATERIALS**  
**POLISH ACADEMY OF SCIENCES**  
Marii Curie-Skłodowskiej 34, 41-819 Zabrze, Poland  
Tel.: +48(32) 271-60-77; Tel./Fax: +48(32) 271-29-69  
-1-