

## GAP Analysis (Charter and Code Checklist)

Case number: 2022PL841029

Name Organisation under review: Centre of Polymer and Carbon Materials Polish Academy of Sciences

Organisation's contact details: M. Curie-Skłodowskiej 34, Zabrze, 41-819, Poland

Date endorsement charter and code: 19/10/2022

Submission date to the European Commission 17/01/2023

## GAP Analysis overview

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation. In order to help the organisation's recruitment strategy, a specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment.

## European Charter for Researchers and Code of Conduct for the Recruitment of Researchers: GAP analysis overview

- **Status:** to what extent does the organization meet the following principles?
- **Implementation** (++, +/-, -/+, --):
  - ++ fully implemented
  - +/- almost but not fully implemented
  - -/+ partially implemented
  - insufficiently implemented
- **GAP:** In case of --, -/+, or +/-, please **indicate the actual "gap"** between the principle and the current practice in your organisation.
- **Implementation impediments:** If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation
- **Initiatives undertaken/new proposals:** If relevant, please list any initiatives that have already been taken to improve the situation and/or new proposals that could remedy the current situation.

Status				
	Ethical and Professional Aspects	Implementation	GAP/Implementation impediments	Initiatives undertaken/new proposals
1	Research freedom	++ fully implemented	<p>The researchers are free to choose research areas to be explored, relevant to their interests. Researches have influence on the choice of new scientific problems, methodologies and practices. Simultaneously, they are obliged to respect the standards resulting from the principles of Ethical Code of Scientific Researcher (regulation of Polish Academy of Sciences Resolution 2/2020) and The Code of the National Science Centre on Research Integrity and Applying for Research Funding (regulation of National Science Centre), both based on The European Code of Conduct for Research Integrity, and Regulations for the Protection of Intellectual Property, Legal Protection of Intellectual Property and Commercialization of the CMPW PAN (Ordinance 14/2019).</p> <p>Based on the survey, 100% of respondents expressed positive opinion (79% Yes, 21% Rather Yes).</p>	No action required, however to increase the ease of access to mentioned documents they will be displayed at the CMPW PAN internal website dedicated to employees.
2	Ethical principles	++ fully implemented	<p>Based on the survey, no risk. All respondents expressed a positive opinion (88% Yes and 12% Rather Yes) declaring the familiarity and compliance with the ethical principles. Ethical Code of Scientific Researcher (regulation of Polish Academy of Sciences Resolution 2/2020) was send to each of the employee.</p>	No action required.
3	Professional responsibility	++ fully implemented	<p>Researchers of CMPW PAN are aware that their research is relevant to society and does not duplicate research previously carried out elsewhere. The Ethical Code of Scientific Researcher (regulation of Polish Academy of Sciences Resolution 2/2020) and The Code of the National Science Centre on Research Integrity and Applying for Research Funding (regulation of National Science Centre), the</p>	No action required.

			<p>employees are familiar with, regulate the plagiarism issue, the principles of intellectual property and the research collaboration. The CMPW PAN also provides a wide access to the literature database so that employees can get acquainted with the research related to their scientific interests conducted in the world.</p> <p>All respondents expressed a positive opinion (91% Yes, the rest Rather Yes)</p>	
4	Professional attitude	-/+ partially implemented	<p>The CMPW PAN has clearly defined strategic goals of its research environment that are defined in Statute of CMPW PAN. The Institute conduct interdisciplinary scientific research, development works and implements their results into the economy, cooperates with national and international Institutes and with the socioeconomic environment, supports the development of people at the early stages of their scientific career and educates researchers and specialists with special qualifications.</p> <p>The mechanisms of financing the research of CMPW PAN is regulated by the statutory financing by the Ministry of Education and Sciences on the basis of The Law on Higher Education and Science (consolidated text, Journal of Laws 2018, item 1668), Journal of Laws No. 2022 item 574 and the regulation of the Minister of Education and Science - Journal of Laws 2022, item 305. Other financing sources that employees are encouraged to apply are projects or grants from European or national funds. The execution of research works within the framework of these R&amp;D projects is in line with the terms and conditions of particular project contracts. In the case the execution of research works requires relevant approvals, they are consulted with Management and Supervising Units and obtained prior to</p>	<p>Action required.</p> <p>Remedial actions:</p> <ol style="list-style-type: none"> <li>1) organizing a series of regular meetings of the Institute's Management, heads of laboratories (R3, R4), representatives of young scientists (R1, R2), beneficiaries of large grants to inform, discuss and explain emerging problems of the Institute (financing, organizational issues, directions of activities and development, applying for grants);</li> <li>2) for early stage researchers, organization a scheduled meetings with the Management and the Scientific Secretary during which they are familiarized with the documentation defining the function of the Institute, possibilities of research career development (statutory research, projects) and scientific promotion;</li> <li>3) also the representatives of young scientists (R1, R2) in the Scientific Council will present a report for their research group after the meeting of the Scientific Council;</li> <li>4) CMPW PAN has already undertaken an initiative to change the Institute website (with internal webpage dedicated to employees) to more clearly publish among employees' information, among other about the strategy and development of the Institute.</li> </ol>

			<p>commencement of the works or before accessing the financial resources. In case of any changes or new regulation concerning the financing in science, the information are send to employees via e-mail.</p> <p>Although a level of positive opinion was high (79% Yes and 15% of Rather Yes), 6% of respondents pointed Rather No. For respondents the cooperation between the Institute's Management and employees, as well as information about the Institute's financing mechanisms and development prospects is insufficient.</p>	
5	Contractual and legal obligations	+/- almost but not fully implemented	<p>The regulations governing the working and training conditions in CMPW PAN are specified by the national or institutional regulations like Labour Code, the Work Regulations (update from 28.05.2021), the Organizational Regulations (Ordinance 1/2021), Ordinance on the Requirements of Candidates for Scientific and Research-Technical Positions (12/2021), Payroll Regulations (Ordinance 3/2022) and Regulations for the Protection of Intellectual Property, Legal Protection of Intellectual Property and Commercialization of the CMPW PAN (Ordinance 14/2019), Act on the Polish Academy of Sciences (Journal of Laws 2010, No. 96, item 619) and Act on the Law on Higher Education and Science (Journal of Laws 2018, item 1668). All the documents are available for the employees via the internal webpage.</p> <p>The 73% of respondents declared that are familiar with regulations governing training and/or working conditions and Intellectual Property Rights and Commercialization regulations (Yes). The 27% of respondents declared Rather Yes.</p>	<p>As part of remedial actions, the head of the Project Coordination Office will organize meetings with laboratory team leaders and interested persons at least once a year in order to provide information on the current regulations and requirements related to the currently conducted or applied externally financed research projects.</p> <p>Additionally, the Scientific Secretariat and Maintenance Office and Chief Accountant in case of any changes in national and institutional regulations will inform employees, with transparent explanation, about this fact during the meeting or via e-mails.</p>
6	Accountability	++ fully implemented	<p>97% of positive answers (82% Yes and 15% Rather Yes) confirm that the respondents have awareness that they are accountable towards their employers,</p>	No action required.

			<p>fundere or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. All researchers using public funds are also accountable for the efficient use of taxpayers' money. The accountability to the employer or founder is regulated by the Work Regulations (update from 28.05.2021), Ethical Code of Scientific Researcher (regulation of Polish Academy of Sciences Resolution 2/2020) or individual grant agreements</p> <p>Financial Management of CMPW PAN is based on the financial plan approved by the Scientific Council of the CMPW PAN. All purchases of products and services and public procurement are regulated by Act - Public Procurement Law (Journal of Laws 2022, item 1710), Regulations CMPW PAN on awarding public procurement (2018). All researchers using public funds are consciously responsible for transparent and effective financial management and for research integrity what is ensured by the CMPW PAN internal procedures like Ethical Code for Scientific Researchers (Resolution 2/2020 of the General Assembly of the Polish Academy of Sciences) and The Code of the National Science Centre on Research Integrity and Applying for Research Funding (regulation of National Science Centre). The researchers cooperate with any authorized audits of their research.</p>	
7	Good practice in research	-/+ partially implemented	<p>The researchers, while conducting their scientific work, adhere to the principles of good research practice. This is regulated by the Work Regulations (update from 28.05.2021), Ethical Code of Scientific Researcher (regulation of Polish Academy of Sciences Resolution 2/2020).</p> <p>CMPW PAN employs the Health and Safety officer, who is responsible for training of employees and inspections considering safety conditions at working</p>	<p>Action required.</p> <p>Protection against COVID (e.g. supplementing with personal protective measures) will be continued, if necessary.</p> <p>As a result of the questionnaire, in the mid 2022 the CMPW PAN launched a NAS (Network Attached Storage) server to which employees have uploaded their research data.</p> <p>Additionally, clear protocol for data archiving</p>

			<p>place. The General Data Protection Regulation officer is also employed.</p> <p>A level of positive opinion was high (73% Yes and 21% of Rather Yes). However 6% of respondent possessed negative opinion.</p> <p>Despite the remark regarding the lack of anti-COVID rules, CMPW PAN implemented all national regulation during the epidemic including remote work when obligatory and necessary.</p> <p>There were comments regarding problems with archiving of research data.</p>	<p>and its verification will be introduced and send to employees via e-mails and will be available on the internal website.</p>
8	Dissemination, exploitation of results	++ fully implemented	<p>The main activities of CMPW PAN concerning the dissemination and exploitation of research results include publishing of articles (also patents; most of articles are published in internationally renowned journals, including about 50% in open access), organization and participation in both national and international conferences, participation in Clusters, as well as the implementation of research scientific results. The website of the Institute clearly presents the scientific activities of its employees.</p> <p>97% of respondents gave positive opinion concerning this area (Yes and Rather Yes).</p>	<p>No action required.</p>
9	Public engagement	-/+ partially implemented	<p>Until the pandemic, the Institute actively participated in many events popularizing science among the society like Science Festival, presentation at schools, etc. The Institute also offers internships and apprenticeships. Information about the social involvement of CMPW PAN is published on the website of the Institute, but also often appeared on public information portals, local websites or magazines, TV and radio programs.</p> <p>A level of positive opinion was high (73% Yes and 21% of Rather Yes). However, 6% of the respondents expressed a negative opinion pointing on the weak social involvement of the Institute in order to</p>	<p>Action required.</p> <p>The Institute does not have separate funds for social involvement, but it will apply to the Ministry of Science and Education for granting them.</p> <p>In order to strengthen the Institute's commitment to disseminating scientific knowledge among the public, it is proposed also to:</p> <ul style="list-style-type: none"> <li>• promote the institution, its scientific profile and activity as well as its researchers and their achievements via social media,</li> <li>• preparation in the Institute the project</li> </ul>

			disseminate its research results in the society, which results in its low recognition among the academic community.	"Science for Society" involving the organization and participation of the Institute's employees in popular science meetings and shows with school youth (e.g. open days, Science Festival), <ul style="list-style-type: none"> <li>• taking into account the employee public engagement activity into award of the Scientific Council.</li> </ul>
10	Non discrimination	-/+ partially implemented	It should be emphasized that CMPW PAN does not accept in any way mobbing or discrimination against researcher gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition. The basis of non-discrimination are regulated by the CMPW PAN Work Regulation and the employee has the right to complain to their superior, or directly to the Director. Additionally, the Scientific Council of CMPW PAN to ensure high level of scientific activity and scientific development of employees appoints Disciplinary Spokesman and Disciplinary Commission (in accordance to the Act on the Polish Academy of Sciences and the Statute of CMPW PAN). Also two Trade Unions exist in CMPW PAN. 94% of respondents did not notice such a phenomenon (positives opinion Yes and Rather Yes), but 6% expressed high concerns (3% Rather No and 3% No). In the questionnaire there were comments about the existing criticism at the Institute regarding age and gender and their impact on the quality of work.	Action required. In order to strengthen CMPW PAN's concern for counteracting mobbing and discrimination it is proposed to: <ul style="list-style-type: none"> <li>• introduce the Anti-mobbing and Anti-discrimination Procedure specifying the principles of counteracting mobbing and discrimination as well as anti-mobbing proceedings,</li> <li>• implementation of the detailed staff training process about the Anti-mobbing and Anti-discrimination Procedure,</li> <li>• appointment of the Employee Rights Ombudsman to assist in dealing with complaints about mobbing, discrimination and any conflicts.</li> </ul>
11	Evaluation/appraisal systems	+/- almost but not fully implemented	According to the Regulations for the Evaluation of Employees' Scientific Activity, the research workers are subjected to periodic evaluation of their scientific achievements every 2 years according to the rules accepted by the Scientific Council, which are in	Action required. In 2022, as part of corrective actions, the Working Group of the HR Committee, proposed an appropriate broadly agreed amendments to the Regulations for the

			<p>accordance to The Law on Higher Education and Science (consolidated text, Journal of Laws 2018, item 1668). The number and quality of publications and monographs, patent applications, signed projects, expert opinions, scientific awards on national level are taken into account.</p> <p>According to respondents several important elements of employee professional activity e.g. mobility, social engagement, submitted projects applications, are not taken into account. 67% of the respondents saw no shortcomings (Yes), 30% expressed moderate support (Rather Yes), 3% were of the opposite opinion (No).</p>	<p>Evaluation of Employees' Scientific Activity that emphasize other activity related to science. The procedure for implementing these changes has been started and has been accepted by the decision of the Scientific Council (resolution 21/2022 in November 2022).</p> <p>In parallel to changes in the Regulations for the Evaluation of Employees' Scientific Activity, the corrective action, appreciating the work of the employees of the Institute, will include Scientific Council awards:</p> <ul style="list-style-type: none"> <li>• for researchers distinguished for their scientific activity during the evaluation process,</li> <li>• for employees organizing the scientific conferences and events popularizing the science.</li> </ul>
<p>Recruitment and Selection - please be aware that the items listed here correspond with the Charter and Code. In addition, your organization also needs to complete the checklist on Open, Transparent and Merit-based Recruitment included in a separate section, which focuses on the operationalization of these principles.</p>				
12	Recruitment	+/- almost but not fully implemented	<p>The procedures and conditions of employing researchers are regulated by the Act on the Polish Academy of Sciences (Journal of Laws 2010 No. 96, item 619), the CMPW PAN Regulations on Competition for the Recruitment to Research Position and Requirements of Candidates for Scientific and Research-Technical Positions (12/2021).</p> <p>According to these documents the selection of candidates is done through open competition. The announcement about the competition with the description of the requirements is published in Public Information Bulletin of the Ministry of Education and Science, on the webpage of the Institute and on the EURAXESS Portal of the European Commission. The Recruitment Committee, appointed by the Director of the Institute, consists of at least 3 person including</p>	<p>As a corrective action, the OTM-R Employment Policy in the Institute, based on the Code of Conduct for the Recruitment of Researchers, containing Hiring Policy and the procedure of recruitment will be created.</p> <p>Once the policy is in place it will be displayed at the CMPW PAN website. Additionally, the policy will be introduced at the meeting for employees who are members of the Recruitment Committee.</p> <p>As few people speak English in the Administration of the Institute, English-speaking employees use and will continue to use the help of their colleagues from the laboratory in communication with the Administration staff.</p>



			<p>the Deputy Director for Research, the head of the laboratory (in which the candidate would work) and the persons representing the discipline. The decision of employing a researcher is determined by the fulfilment of the criteria listed in the Notice of Competition which are in compliance with the above mentioned regulations. Candidates for research positions are treated equally regardless of any intervals in the professional career.</p> <p>70% of respondents stated that this implementation was fully correct (Yes), 27% Rather Yes. 3% of respondents gave Rather No answers. Problems of foreigners in communication with Administration staff of the Institute was pointed.</p>	
13	Recruitment (Codex)	+/- almost but not fully implemented	<p>The procedures and conditions of employing researchers are regulated by the CMPW PAN Regulations on Competition for the Recruitment to Research Position and by the Act on the Polish Academy of Sciences (Journal of Laws 2010 No. 96, item 619). The career development prospects are regulated by the Requirements of Candidates for Scientific and Research-Technical Positions (Ordinance 12/2021).</p> <p>The announcement about the competition with the description of the requirements is published in Public Information Bulletin of the Ministry of Education and Science, on the webpage of the Institute and on the EURAXESS Portal of the European Commission. The Notice of Competition include description of knowledge and requirements, short descriptions of the research in which the candidate will participate, the list of required documents, information about the possibility of inviting the candidate to public presentation of his/her achievements and scientific interests, the mode, place and date of submission of documents and the date for the settlement of the</p>	<p>As a corrective action, the OTM-R Employment Policy in the Institute, based on the Code of Conduct for the Recruitment of Researchers, concerning Hiring Policy and the procedure of recruitment will be created.</p> <p>Once the policy is in place it will be displayed at the CMPW PAN website. Additionally, the policy will be introduced at the meeting for employees who are members of the Recruitment Committee.</p>

			<p>competition. The date between the advertisement of the vacancy and the deadline for reply is no longer than 5 weeks.</p> <p>70% of respondents stated that this implementation was fully correct (Yes), 27% Rather Yes and 3% Rather No.</p>	
14	Selection (Codex)	+/- almost but not fully implemented	<p>The Recruitment Committee, appointed by the Director of the Institute, consists of at least 3 person including the Deputy Director for Research, the head of the laboratory (in which the candidate would work) and the persons representing the discipline. The Recruitment Committee consist of researcher of diverse expertise and competences and have an adequate gender balance.</p> <p>67% of respondents stated that this implementation was fully correct (Yes), 30% Rather Yes, 3% Rather No.</p>	<p>As a corrective action, the OTM-R Employment Policy in the Institute, based on the Code of Conduct for the Recruitment of Researchers, concerning Hiring Policy and the procedure of recruitment will be created.</p> <p>Once the policy is in place it will be displayed at the CMPW PAN website. Additionally, the policy will be introduced at the meeting for employees who are members of the Recruitment Committee.</p>
15	Transparency (Codex)	++ fully implemented	<p>The competition for research positions at the CMPW PAN have an open and competitive character. The announcement (whose criteria are regulated and presented in Regulations on Competition for the Recruitment to Research Position) about the competition with the description of the requirements is published in Public Information Bulletin of the Ministry of Education and Science, on the webpage of the Institute and on the EURAXESS Portal of the European Commission. The career development prospects are regulated by the Requirements of Candidates for Scientific and Research-Technical Positions (Ordinance 12/2021).</p> <p>The Recruitment Committee evaluates the candidates offers through comparison of the information from the documents with the requirements specified in the announcement. At the request of the candidates they are informed, after the selection process, about the strengths and weaknesses of their applications. 76%</p>	No action required.

			of respondents stated that this implementation was fully correct (Yes), 24% Rather Yes.	
16	Judging merit (Codex)	-/+ partially implemented	<p>During the recruitment, according to the Regulations on Competition for the Recruitment to Research Position, a person who may be employed for a research position is required to have predispositions for research work and should possess a suitable knowledge. In case of hiring experienced employees (with scientific degrees and titles for independent scientific position) also other skills e.g. a professional experience for the advertised position, documented performed research activity, ability to manage a scientific team, participation in activities that popularize science, organizational skill are taken into consideration.</p> <p>Although 94% of the respondents possessed positive opinion (Yes), 6% has raised objections (Rather No). The respondents noted that the employee's assessment does not fully take into account all the elements for example there is lack of recognition of mobility.</p>	<p>As a corrective action, the OTM-R Employment Policy in the Institute, based on the Code of Conduct for the Recruitment of Researchers, concerning Hiring Policy and the procedure of recruitment will be created.</p> <p>Once the policy is in place it will be displayed at the CMPW PAN website. Additionally, the policy will be introduced at the meeting for employees who are members of the Recruitment Committee.</p> <p>Additionally, the preparing corrections in the Regulations for the Evaluation of Employees' Scientific Activity is on-going process and it will emphasize other activity related to science (e.g. employee mobility).</p>
17	Variations in the chronological order of CVs (Code)	-/+ partially implemented	<p>Generally potential intervals in the professional career are not considered to adversely affect the candidate's suitability for the advertised position and do not require explanation.</p> <p>67% of the respondents confirmed full correctness (Yes), 27% confirmed Rather Yes. However, 6% has raised objections (Rather No). In the questionnaire there were comments pointing out that the career breaks caused by maternity leave have been criticized in the Institute.</p>	<p>As a corrective action, the OTM-R Employment Policy in the Institute, based on the Code of Conduct for the Recruitment of Researchers, concerning Hiring Policy and the procedure of recruitment will be created.</p> <p>Once the policy is in place it will be displayed at the CMPW PAN website. Additionally, the policy will be introduced at the meeting for employees who are members of the Recruitment Committee.</p> <p>To avoid a situation where employees could be criticized for career breaks caused by maternity leave, the Anti-mobbing and Anti-discrimination Procedure will be introduced in the CMPW PAN.</p>

18	Recognition of mobility experience (Code)	+/- almost but not fully implemented	In CMPW PAN regulations generally the mobility experience is taken into account in the procedure of recruitment. Although 67% of the respondents confirmed correctness (Yes), 33% Rather Yes with no votes of dissatisfaction (No, or Rather No), there are comments on insufficient importance of mobility experiences in the employee (candidate) evaluation procedure.	In 2022, as part of corrective actions, the amendments to the Regulations for the Evaluation of Employees' Scientific Activity that emphasize the mobility experience, has been introduced. The procedure for implementing these changes has been started and has been accepted by the decision of the Scientific Council (resolution 21/2022 in November 2022).
19	Recognition of qualifications (Code)	+/- almost but not fully implemented	The CMPW PAN regulations, on the base of Act on the Polish Academy of Sciences (Journal of Laws 2010, No. 96, item 619) and the Statute of CMPW PAN, provide for appropriate assessment and evaluation of the academic and professional formal qualifications in the procedure of recruitment. 64% of respondents believe that this implementation is fully implemented (Yes), others that Rather Yes.	As a corrective action, the OTM-R Employment Policy in the Institute, based on the Code of Conduct for the Recruitment of Researchers, clearly indicating that the degree of experience and professional mobility is taken into account in the procedure of recruitment will be created. Once the policy is in place it will be displayed at the CMPW PAN website. Additionally, the policy will be introduced at the meeting for employees who are members of the Recruitment Committee.
20	Seniority (Code)	+/- almost but not fully implemented	During recruitment for scientific position in CMPW PAN, the candidates' qualifications and measurable academic achievements are commonly evaluated. Dependence of the position on professional experience an academic degree is respected; it is related to the relevant state regulations. 70% of respondents believe that this implementation is fully implemented (Yes), others that Rather Yes, with lack of specific comments.	The relationship between seniority in rank and performance and the cooperation of seniors with young scientists will be included in the OTM-R Employment Policy in the Institute. Once the policy is in place it will be displayed at the CMPW PAN website. Additionally, the policy will be introduced at the meeting for employees who are members of the Recruitment Committee.
21	Postdoctoral appointments (Code)	+/- almost but not fully implemented	The procedures and conditions of employing researchers, also holding PhD, are regulated by the CMPW PAN Regulations on Competition for the Recruitment to Research Position, the Regulations are approved by the Scientific Council of the CMPW PAN. During the recruitment process the candidates'	As a corrective action, the OTM-R Employment Policy in the Institute, based on the Code of Conduct for the Recruitment of Researchers, concerning Hiring Policy and the procedure of recruitment will be created. Once the policy is in place it will be displayed

			<p>qualifications, measurable academic achievements, functions in other institution are commonly evaluated.</p> <p>97% the respondents confirmed positive opinion (Yes and Rather Yes), however 3% of respondents expressed doubts (Rather No). There were lack of negative detailed comments.</p>	<p>at the CMPW PAN website. Additionally, the policy will be introduced at the meeting for employees who are members of the Recruitment Committee.</p>
	Working Conditions and Social Security	Implementation	GAP/Implementation impediments	Initiatives undertaken/new proposals
22	Recognition of the profession	-/+ partially implemented	<p>67% of respondents expressed full satisfaction (Yes) with the implementation of this element in the Institute, 24% expressed Rather Yes. However 9% showed concern (Rather No) without any detailed comments.</p>	<p>To avoid employees feeling that they are not recognized or treated as professionals, corrective action will be introduce:</p> <ul style="list-style-type: none"> <li>• changes to the Regulations on the Evaluation of Scientific Activity to emphasize the professional approach to pursuing a scientific career (e.g. performing the function of a supervisor/auxiliary supervisor throughout the duration of the procedure, promoting the submission of a grant application),</li> <li>• preparing a profile of CMPW PAN at social media in order to promote its researchers and their achievement (obtained projects, awards, prestigious publications, distinctive award during the evaluation).</li> </ul>
23	Research environment	-/- insufficiently implemented	<p>The Institute tries to create favourable environment for conducting scientific research in many fields. The Institute possess very good equipment with modern research devices (laboratory work conditions meet European standards), which allows for efficient conducting of own research. The scope of research possibilities is wide and allows to conduct complex studies. Access to the use of the Institute's equipment is open to employees. Its use for statutory research purposes is unlimited. Research are carried also out within consortia, scientific networks and scientific laboratories, both domestic and foreign. The Institute</p>	<p>Action required.</p> <p>The financial condition of the CMPW PAN is unsatisfactory. However, the Institute undertook in the past and will undertake an actions to enhance an appropriate research environment.</p> <p>To strengthen the creation of a stimulating and mobilizing research environment, appreciating the work of the employees it is proposed to:</p> <ul style="list-style-type: none"> <li>• financial awarding of young scientists for their achievement of the year (annual, through the competition). The expenses from the award</li> </ul>

			<p>provides access to the various kind of databases. The Institute inspires employees to participate in scientific meetings, informs about seminars and lectures outside the Institute.</p> <p>The Institute complies with national and sectoral health and safety legislation.</p> <p>64% of respondents expressed satisfaction with the execution of this element in the Institute (Yes) and 21% Rather Yes. However, 15% showed concern (12% Rather No, 3% No). The respondents pointed out that the Institute does not provide adequate equipment for work; for example, no possibility of receiving office supplies, laptops, and reagents. In addition, there is insufficient stimulating research environment and important information flow between Institute Management and staff.</p>	<p>will be related to promoting this achievement at conferences or for reagents and materials;</p> <ul style="list-style-type: none"> <li>• increase the number of seminars performed by young scientist presenting the achievement of their scientific work;</li> <li>• changes in the Regulations on the Evaluation of Scientific Activity to emphasize the professional approach to pursuing a scientific career (e.g. promoting the submission of a grant application);</li> <li>• awarding researchers, by diploma of the Institute's Scientific Council, distinguished for their scientific activity during the evaluation process (performed in December 2022).</li> </ul> <p>In order to ensure adequate equipment and transparency related to the functioning of the equipment existing in the Institute following actions are proposed:</p> <ul style="list-style-type: none"> <li>• on an ongoing basis providing the information (via e-mail, seminars) to the Institute employees about the purchase of new equipment and its research possibilities;</li> <li>• re-information to employees concerning the available of the office equipment (in the Maintenance Office);</li> <li>• the correction of the Institute website regarding the equipment available in the CMPW PAN. Preparing a procedure concerning the usage of the equipment available for the employees of the Institute (including the list of available equipment, its place of stay, the person responsible for the proper operation of the apparatus and measurements, as well as the person responsible for decisions on the possibility of conducting the analysis) and posting it on the internal webpage for</li> </ul>
--	--	--	---	---

				<p>employees;</p> <ul style="list-style-type: none"> <li>organizing a series of regular meetings of the Institute's Management, heads of laboratories (R3, R4), representatives of young scientists (R1, R2), beneficiaries of large grants on discussing the current issues of the Institute regarding the financing and functioning of the equipment.</li> </ul>
24	Working conditions	-/+ partially implemented	<p>The researchers working conditions in CMPW PAN are regulated by the Work Regulations that are created on the basis of Law Labour Code and General Provisions for Health and Safety at Work Places Regulations. Based on these regulation a flexible working hours or part-time working allowing to combine private live and work are possible. In the CMPW PAN there is a possibility of remote work for employees after its request and acceptance of the research supervisor and the Director. Currently the Polish Government is discussing about the introducing of the regulation concerning the remote work into the Labour Code. 67% of respondents expressed satisfaction with the execution of this element in the Institute (Yes), 21% declared Rather Yes. However, 12% showed concern (Rather No). Problems with remote work were pointed as well as with working outside the permitted working hours. At CMPW PAN, laboratory work is carried out and due to work safety rules, one-person work as well as work outside the prescribed hours in chemical laboratory is excluded. Office job (e.g. preparing the articles) may be prolonged, outside normal working hours, with the approval of the Director.</p>	<p>Action required.</p> <p>Even the Institute ensures the possibility of adjusting working time to individual needs, the results of the questionnaire showed that this principle is not sufficient implemented. However, it has to be keep in mind that CMPW PAN regulations cannot be inconsistent with national legislation thus laboratory work outside the permitted working hours cannot be possible. The Work Regulation, is posted on the internal webpage for employees. However it will be re-send to them. Also the cyclic e-mails informing about the need to familiarize with the documents of the Institute will be send.</p>
25	Stability and permanence of employment	++ fully implemented	<p>The form of employment in CMPW PAN are in line with the national Labour Code. 97% of respondents expressed satisfaction with the</p>	No action required.

			execution of this element in the Institute (76% Yes and 21% Rather Yes), and only 3% stated concern (Rather No).	
26	Funding and salaries	-/- insufficiently implemented	<p>The conditions of funding and salaries in CMPW PAN with adequate and equitable social security provisions are in accordance with the existing national legislation (Acts on Higher Education and Science - Journal of Laws No. 2018 item 1668 and Act of Polish Academy of Sciences Journal of Laws 2010 No. 96, item 619) and with the Institute Payroll Regulations (Ordinance 3/2022). The level of statutory financing granted to the Institute by the Ministry of Education and Science is regulated on the basis of evaluation of scientific institute - Ministerial regulation on evaluation - Journal of Laws No. 2022 item 661, conducted every 4 years and Acts on Higher Education and Science - Journal of Laws No. 2018 item 1668. According to Ordinance of the Ministry there are 5 grade groups (A+, A, B+, B, C). On the basis of evolution the obtained category directly influence the level of statutory grant. In the last evaluation (2022) for years 2017-2021 the CMPW PAN obtained B+ category. Funding does not allow employees to earn more than the established by the Acts on Higher Education and Science minimum, what make the financing not satisfactory for both the employee and the Director.</p> <p>Other financing sources that employees are encouraged to use are projects or grants from European or national funds. The Management supports the employees' efforts in obtaining them, and the Project Coordination Office helps in the financial preparation of the grants.</p> <p>Only 58% of respondents expressed high satisfaction (Yes), 24% moderate opinion (Rather Yes) and 18% stated negative opinion (15% Rather No, 3% No).</p>	<p>Action required.</p> <p>It is generally known that the science in Poland is underfunded, there is no possibility to raise salaries taking into account the financial status of the Institute. This is especially difficult now in the post-pandemic period and in the view of the economic crisis. The Director of the Institute and the authorities of the Polish Academy of Sciences regular inform the Ministry of Education and Science about the difficult financial situation of their Units.</p> <p>However, actions are proposed to try to improve funding conditions of CMPW PAS employees:</p> <ul style="list-style-type: none"> <li>• to motivate researchers (especially young) to submit an application for a research projects financed from external sources (e.g. National Science Centre, National Centre of Research and Development), it is proposed to amend the Regulations on the Evaluation of Scientific Activity related to the awarding of researcher for submission of the projects,</li> <li>• in order to gain knowledge and exchange an experience between employees on how and where to get additional funding for research and additional financing of salaries, meetings are proposed (organized semi-annually) of beneficiaries of high-funded grants, organizational units of the Institute with the heads of laboratories (R3, R4) and representatives of young scientists (R1, R2),</li> <li>• it is also proposed to establish the unique financial award (annual, through the</li> </ul>



			<p>The respondents indicated that the financial conditions are not attractive; there are no pay rises and any prospects for its significant changes, which results in a loss of motivation or the need to look for another job.</p>	<p>competition) for young scientists for their scientific achievement in a given year, intended for expenditure related to promoting this achievement at scientific conferences,</p> <ul style="list-style-type: none"> <li>• additionally the employees who achieved a distinguishing mark during the employee evaluation, which also includes the ability to obtaining grants, will receive a Scientific Council award,</li> <li>• a bulletin of the Ministry of Education and Sciences, containing information on the possibilities of applying for grants, will continue to be sent to employees.</li> </ul>
27	Gender balance	++ fully implemented	<p>The CMPW PAN adhere to the policy of equal opportunities of men and woman. Regarding the specificity of work at CMPW PAN, most of the staff involved in research (60%) are women. 76% of respondents expressed satisfaction with the execution of this element in the Institute (Yes), 21% Rather Yes and only 3% stated concern (Rather No).</p>	No action required.
28	Career development	+/- almost but not fully implemented	<p>The development of scientific careers at CMPW PAN for researchers at all stages of their career is regulated by relevant orders (Ordinance on the Requirements of Candidates for Scientific and Research-Technical Positions 12/2021). 67% of the respondents confirmed full correctness (Yes) and 33% of also positive opinion (Rather Yes), none of the respondents expressed a negative opinion (No or Rather No), there are lack negative detailed comments too.</p>	<p>The requirements for the development of a scientific career at CMPW PAN are clear. Nevertheless, it is proposed that employees will be additionally informed by e-mail (on an annual basis, at the beginning of the year) about the need to familiarize oneself with the documents and orders regulating the work of the Institute, regarding the requirements for the development of scientific careers at CMPW PAN at each stage of the career.</p> <p>For early stage researchers, a scheduled meetings with the Management and the Scientific Secretary during which they are familiarized with the documentation defining the function of the Institute, possibilities of research career development (statutory</p>

				research, projects) and scientific promotion will be organized.
29	Value of mobility	+/- almost but not fully implemented	64% of respondents expressed satisfaction with the execution of this element (Yes), 33% Rather Yes and only 3% stated concern (Rather No). There was concern that there is a lack of gratification associated with mobility.	Action required. The on-going corrections in the Regulations for the Evaluation of Employees' Scientific Activity will emphasize the employee mobility.
30	Access to career advice	-/- insufficiently implemented	Career advice and job placement assistance are not included in the scope of responsibilities of the employers in Poland. However, these actions are manifested at the CMPW PAN through publications and posting on the notice board about competitions for scientific positions and competitions regarding the implementation of projects in other research units in the country and abroad. CMPW PAN also encourages to complete a postdoctoral fellowship. However, only 52% of respondents expressed high satisfaction (Yes), 33% Rather Yes and 15% stated concern (12% Rather No, 3% lack of answer).	Action required. In March 2022, the Institute posted a tab with links to the websites of the National Science Centre, MEiN, Euraxess, Joint Research Centre of the European Commission, and others where employment positions and internships are shown. The tab is presented on the internal webpage available to employee. The Scientific Secretariat will regularly supplement the website with links from local career offices, and will update the information about career advice.
31	Intellectual Property Rights	++ fully implemented	In CMPW PAN there are existing rules and procedures for proceeding with copyrights to the results of conducted research (Regulations on Intellectual Property, Legal Protection of Intellectual Property and Commercialization). 76% of the respondents confirmed full correctness (Yes), 24% Rather Yes, none of the respondents expressed a negative opinion (No or Rather No).	No action required.
32	Co-authorship	++ fully implemented	The regulation regarding co-authorship applicable in CMPW PAN are included in Ethical Code for Researchers and in Regulations for the Protection of Intellectual Property, Legal Protection of Intellectual Property and Commercialization of the CMPW PAN (Ordinance 14/2019). Co-authors of publications are only scientists directly involved in the research. 76% of the respondents confirmed full correctness (Yes), 21% Rather Yes and only 3% of the	No action required, however the Ethical Code will be placed on internal webpage for employees.

			respondents expressed a negative opinion (Rather No), there are lack negative detailed comments too.	
33	Teaching	-/+ partially implemented	<p>Teaching is not the main activity of CMPW PAN as it is at e.g. universities. Scientists are engaged in teaching activities through lectures or training courses organized by the Institute. In addition, teaching at CMPW PAN is understood as mentoring, training young scientists at the beginning of their professional careers, or conducting doctoral dissertations.</p> <p>64% of respondents expressed satisfaction with the execution of this element (Yes), 24% Rather Yes and 12% stated concern (Rather No), there were no comments.</p>	The teaching of the beginner scientists in the Institute will be taken into account to the Regulations for the Evaluation of Scientific Activity so that the supervisors of PhD students can be assessed not only after the end of the PhD procedure but also during its duration (i.e. after 2 and 4 years).
34	Complains/appeals	-/- insufficiently implemented	<p>At the CMPW PAN there are procedures providing the opportunity to appeal in case of conflicts, complains or appeals. They are regulated by the CMPW PAN Work Regulation and the employee has the right to complain to their superior, or directly to the Director. Additionally, the Scientific Council of CMPW PAN to ensure high level of scientific activity and scientific development of its employees appoints Disciplinary Spokesman and Disciplinary Commission (in accordance to the Act on the Polish Academy of Sciences and the Statute of CMPW PAN). Also two Trade Unions exists in CMPW PAN. Although 64% of respondents expressed high satisfaction (Yes) and 18% were Rather Yes, 18% of respondents had negative opinion (Rather No – 12%, No - 6%). The respondents in this area indicated the lack of an impartial Ombudsman who could consider complaints/appeals of the scientists.</p>	<p>Action required.</p> <p>It is proposed to appoint an Employee Rights Ombudsman whose task will be to assist in the settlement of disputes and to develop procedures for complaints (who can be reported to, what is the path of dealing with a complaint etc.).</p> <p>Candidates for the Ombudsman, among the CMPW PAN workers, will be proposed by employees. The Ombudsman will be selected by secret election of the Institute's employees.</p>
35	Participation in decision-making bodies	+/- almost but not fully implemented	The Director of the Institute is a decision making person. The decisions taking into account statutory activities and the development of research staff are undertaken together with the Deputy Director for	<p>Action is required.</p> <p>To strengthen the influence of researchers on the decisions of the Institute's Management, it will be proposed to organize joint meetings of</p>

			<p>Research and the Scientific Council. The procedure for awarding academic degrees is decided by the Scientific Council and Committees of the Council in accordance with the Law on Higher Education and Science (consolidated text, Journal of Laws 2018, item 1668).</p> <p>In accordance with the Regulations of the Scientific Council, scientific researchers of the CMPW PAN at all levels have their representatives in the Scientific Council, e.g. assistants, associate professors and also the representatives of Trade Unions.</p> <p>64% of respondents expressed full satisfaction with the execution of this element (Yes) and 36% Rather Yes. There were no dissatisfied votes (No or Rather No) and comments.</p>	<p>the Institute's Management with representatives of the Institute's organizational units, heads of laboratories (R3, R4), representatives of young scientists (R1, R2), and beneficiaries of large grants to discuss the current affairs of the Institute.</p> <p>Also the representatives of young scientists (R1, R2) in the Scientific Council will be obliged to present a report after the meeting of the Council for their research group.</p>
	Training and Development	Implementation	GAP/Implementation impediments	Initiatives undertaken/new proposals
36	Relation with supervisors	++ fully implemented	<p>Based on the survey 100% of respondents have positive opinion (85% of the respondents confirmed full correctness Yes, the rest Rather Yes) confirming the student holds regularly scheduled consultations with their supervisors. Work progress and research results, preparation of reports, seminars, publications, timetables, achieved milestones and results are discussed in detail.</p>	No action required.
37	Supervision and managerial duties	-/+ partially implemented	<p>Mentoring for young researchers exists well at CMPW PAN as team leaders and heads of the labs as part of their work act as research tutors, mentors, career advisors, leaders, project coordinators, managers and science promoters. Additionally senior researchers train early stage researchers (knowledge transfer) to enable them to develop their careers. They also help them in their personal problems.</p> <p>67% of respondents expressed Yes answer, 27% Rather Yes, and 3% stated concern (Rather No). The comment indicated the lack of verification of the</p>	<p>Action is required.</p> <p>To help the heads of individual laboratories, the surveys will be introduced regarding the activities of each of the laboratories, taking into account (in a two-year cycle, completed by all employees) commitment of the head to fund raising, interpersonal relations, work organization, and the method of verification of employees' work. The Employee Rights Ombudsman will analyse the questionnaires and present the results to the heads of</p>

			work of the heads of the labs.	individual laboratories. Additionally, the number of seminars performed by young scientist presenting the achievement of their scientific work will be increased. It will be possible to assess the progress of young people's work and the effectiveness of mentor's care. The Deputy Director for Research, on an ongoing rules will talk with the heads of the laboratories about the progress of their work as well as the work of his/her senior researches in the aspect of mentoring.
38	Continuing professional development	+/- almost but not fully implemented	The researcher of the CMPW PAN, regardless of their career stages can improve their skill and competences by participation in trainings, workshops and conferences. In the CMPW PAN a regular internal and external seminars concerning different topics (also on-line during the pandemic) are undertaken. The Scientific Secretariat in case of any freshly appearing scientific trainings and workshops, related to the scientific activity conducted at CMPW PAN, sends information to the employees of the Institute. Some of them are online and free of charge. Additionally, the CMPW PAN applies for discounts for participation in workshops and trainings for the employees. The researchers that carry out the projects, can promote their research results at grant-funded conferences. 97% (67% Yes and 30% Rather Yes) of respondents expressed positive opinion with the execution of this element, and only 3% stated concern (Rather No), a note regarding the lack of financing from statutory funds for conference and training trips was presented.	Action is required. Due to the low funding of the Institute, it is not possible to finance external workshops and conferences from statutory funds. However, in order to enable the development of employees' skills and qualifications, it is proposed to take following actions: <ul style="list-style-type: none"> <li>• promoting the submission of a grant application (where are the financial resources for conferences) also by the corrections in the Regulations for the Evaluation of Employees' Scientific Activity,</li> <li>• establishing the unique financial award (annually) for young scientists for scientific achievement in a given year, intended for expenditure related to promoting this achievement at scientific conferences,</li> <li>• introducing changes to the Regulations for the Evaluation of Employees' Scientific Activity where the employee mobility, helping to improve the researchers competences, will be granted,</li> <li>• CMPW PAN will still apply for discounts for</li> </ul>

				participation in workshops and trainings.
39	Access to research training and continuous development	-/+ partially implemented	<p>The aim of the CMPW PAN is the constant development of its employees, therefore scientists at every stage of their professional career have the opportunity to obtain new skills and new knowledge useful for the implementation of research.</p> <p>In the CMPW PAN the opportunity for professional development is regulated by the Requirements of Candidates for Scientific and Research-Technical Positions (Ordinance No. 12/2021). Additionally the employees can actively participate in internships, post graduate programs, internal trainings, including those connected with upgrading their professional skills. Additionally, CMPW PAN enable training for employees on the equipment available at the Institute.</p> <p>70% of respondents expressed complete satisfaction with the execution of this element (Yes), 21% Rather Yes. However, 9% stated concern (6% Rather No and 3% No). The respondents pointed to the lack of funds for training and subject scientific conferences.</p>	<p>Action required.</p> <p>In order to support the employees in gaining access to scientific training and enabling them to continuous development, links to information on the possibility of obtaining grants for applicants have been posted on Institute's website on the internal webpage. In addition, there are tabs with links to the relevant websites of the institutions conducting workshops. The CMPW PAN will also promote the submission of a grant application (where are the financial resources for conferences/workshops) making the corrections in the Regulations for the Evaluation of Employees' Scientific Activity. Additional the financial award (annual cycle) for young scientists for the achievement of the year with the allocation of expenses related to the promotion of achievement at scientific conferences will be introduced.</p>
40	Supervision	++ fully implemented	<p>Early stage researchers have the open possibility to communicate with is supervisors and with the head of the laboratory at which they work.</p> <p>100% (88% Yes and 12% Rather Yes) of respondents expressed complete satisfaction with the execution of this element, no dissatisfied votes (No or Rather No)</p>	No action required.