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Action Plan

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

Submission date to the European Commission

17/01/2023

1. Organisational Information

*Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS

FTE

Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *

65

STAFF & STUDENTS	FTE
Of whom are international (i.e. foreign nationality) *	8
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	4
Of whom are women *	39
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	19
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	25
Of whom are stage R1 = in most organisations corresponding with doctoral level *	22
Total number of students (if relevant) *	0
Total number of staff (including management, administrative, teaching and research staff) *	84

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	2941,618
Annual organisational direct government funding (designated for research)	1590,908
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1350,710
Annual funding from private, non-government sources, designated for research	0

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

The Centre of Polymer and Carbon Materials (CMPW PAN) is an Institute of the Polish Academy of Sciences, conducting activities pursuant to the Act on the Polish Academy of Sciences (Journal of Laws No. 96, item 619 from April 30, 2010). Our primary goal is to conduct interdisciplinary scientific research regarding polymers, various carbon forms, obtaining and testing the properties of new polymer and carbon materials, as well as to conduct development works and to implement their results in the economy.

2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Note: Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

Strengths and Weaknesses (max. 800 words)**STRENGTHS:**

Research Freedom: research freedom is guaranteed by 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). Researchers have the freedom to express their own opinions and views, as well as the possibility to shape their research work through the choice of topics and methodology of research if only consistent with the assumptions of the CMPW PAN scientific profile and infrastructure.

Ethical principles: the ethical principles are known and respected and supported and supervised by Scientific Council of CMPW PAN.

Professional responsibility: the issues of originality and standards of research is governed by 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), research is published in peer-review journals which have rigorously rules regarding ethics and plagiarism, data are regularly presented on internal scientific seminars and the research results and plans are subjected to evaluation of Scientific Council, supervision of Head of the Institute regarding grants and raw data available on repository.

Contractual and legal obligations: the employees are informed about their rights and duties before signing the employment contract.

Accountability: good responsibility towards employers and funders of research and other entities governed by the provisions of agreements and contracts. 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.

Dissemination, exploitation of results: research results are published only in peer-reviewed journals and presented on national and international conferences and on open seminars in Institute. The scientific activities of employees is given on the website of the Centre.

WEAKNESSES (as only partially implemented and insufficiently implemented issues):

Professional attitude: according to respondents there is lack of information flow between the Institute's management and employees thus a series of regular meetings of the Institute's management and employees will be organizing to inform, discuss and explain proper issues (financing, organizational and legislative changes).

Good practice in research: according to respondent there are problems related to the archiving of data sets – preparation of proper back-up strategies is in progress to clear the procedure for data archiving and verification operating at the Institute

Public engagement: according to respondents there is weak social involvement of the Institute in order to disseminate its research results in the society so the project "Science for Society" is going to be prepared

Evaluation/Appraisal system: the issues like employee mobility, performing the function of a supervisor and auxiliary supervisor throughout the PhD procedure, promoting the submission of a grant application has not been involved in the Regulations for the Evaluation of Employees Scientific Activity. The changes in Regulations for the Evaluation of Employees Scientific Activity have been introduced in November 2022 and the present Regulations involves such activities.

Non discrimination: according to respondent this issue is not fully respected - the Anti-mobbing and Anti-Discrimination Procedure will be introduced.

Recruitment and selection*



Strengths and Weaknesses (max. 800 words)

STRENGTHS:

Recruitment and Selection: the candidates for scientific positions are employed only through open competitions, recruitment of employees takes place in line with other general rules foreseen under national law. Selection committees consist of researchers of diverse expertise and competences and have an adequate gender balance. Additionally, the OTM-R employment Policy in the Institute will be created.

Transparency (Codex): clear procedures and rules are established - the candidates are employed only through open competitions, which are 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.

Seniority (Code) and Recognition of qualification: dependence of the position on professional experience an academic degree is respected; it is related to the relevant state regulations.

WEAKNESSES:

Scientific mobility value: insufficient importance of mobility experiences in the employee evaluation procedure - the corrections in the Regulations For The Evaluation of Employee' Scientific Activity emphasizing the employee mobility have been recently introduced (November 2022).

The lack of OTM-R Employment Policy, the Anti-mobbing and Anti-Discrimination Procedures – such procedures will be created in the Institute.

Strengths and Weaknesses (max. 800 words)**STRENGTHS:**

Recognition of the profession: people employed at the CMPW PAN for research positions are deemed to be specialists in their own fields regardless of the stage of their research career.

Stability and permanence of employment: The form of employment in CMPW PAN are in line with the national Labor Code.

Gender balance: CMPW PAN supports the idea of gender balance, e.g. equal opportunities of men and woman by providing equal opportunities in the staff recruitment process, as well as access to achieving subsequent stages of scientific career.

Career development: CMPW PAN ensures that its employees have unlimited access to research facilities and good conditions for professional development. The institute has developed procedures to support the scientific career development of employees.

Intellectual Property Rights: there are rules and procedures for proceeding with copyrights to the results of conducted research.

Co-authorship: The regulation regarding co-authorship applicable in CMPW PAN are included in Ethical Code for Researchers and are respected in CMPW PAN. Co-authors of a publication evaluate their own participation in it and submit a statement of participation in the case of patents.

Participation in decision-body making: Researchers are adequately represented in all CMPW PAN decision, opinion and advisory bodies.

WEAKNESSES:

Research environment: according to surveyed the Institute does not provide adequate equipment for work and there is insufficient stimulating research environment. A series of actions providing the mobilizing research environment are planned. Also the more transparent rules of the functioning of the equipment existing in the Institute will be performed.

Work condition: problems with remote work were pointed as well as with working outside the permitted working hours.

Funding and salaries: long-time underpayment due to low national financial support and funding of science

Value mobility: mobility is not appreciated enough. The corrections in the Regulations For The Evaluation of Employee' Scientific Activity emphasizing the employee mobility have been recently introduced (November 2022).

Access to career advice: employees are not provided with the career advice. However, in March 2022, the Institute posted a tab presented on the internal webpage available to employee with links to the websites of the National Science Center, MEIN, Euraxess, Joint Research Centre of the European Commission, and others where employment positions and internships are shown.

Complaints/ appeals: the lack of an impartial ombudsman who could consider complaints/appeals of the scientists. In Institute is disciplinary ombudsman. An ombudsman for workers' rights will be appointed by secret election of the Institute's employees from candidates among the CMPW PAN workers proposed by employee.

Training and development*



Strengths and Weaknesses (max. 800 words)

STRENGTHS:

Relation with supervisors: scientific meetings (consultations with their supervisors, seminars) at CMPW PAN allows the monitoring of the progress in research work and doctoral thesis.

Supervision: researchers have the open possibility to communicate with is supervisors and with the head of the laboratory at which they work.

Continuing Professional Development: employees have the opportunity to develop professionally and to improve their qualifications by participation in trainings (e.g. on the equipment available in the Institute), workshops and conferences.

WEAKNESSES:

Supervision and managerial duties: the lack of verification of the work of the heads of the labs. Head of the labs evaluation surveys will be introduced taking into account their interpersonal relations, work organization and the way the work of employees is reviewed.

Research training and continuous development: not sufficient, strongly limited funds for training and subject scientific conferences due to low national financial support and funding of science

3. Actions

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s):

<https://cmpw-pan.edu.pl/index.php?lang=en> (<https://cmpw-pan.edu.pl/index.php?lang=en>)

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

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

Proposed ACTIONS

Action 1	GAP Principle(s)	Timing (at least by year's quarter/semester)
<p>The CMPW PAN website will be modified to present information to employees and visitors more clearly. The Institute's strategy and development will be presented there noticeable.</p> <p>The website tab regarding the equipment available in the CMPW PAN will be clarified in more detail. Additional information will be created concerning the usage of the equipment available for the employees of the Institute. It will be posted on the internal webpage for employees.</p>	<p>(-/+) 4. Professional attitude</p> <p>(-) 23. Research environment</p>	<p>II Q 2024 with every year updates</p>
	<p>Responsible Unit</p>	<p>Indicator(s) / Target(s)</p>
	<p>Deputy Director for Research</p>	<p>1. Information about strategy on CMPW PAN website</p>
	<p>Maintenance Office</p>	<p>2. A tab with updated equipment of CMPW PAN</p>
	<p>Group of Innovation, Technology and Analysis</p>	<p>3. Information of CMPW PAN equipment on CMPW PAN internal webpage for employees</p>
	<p>Scientific Secretariat</p>	

Proposed ACTIONS

Action 2

In order to enhance the cooperation between the Institute's Management, Administrative Units and employees and to improve the flow of information, to create the possibility of discussion and explanation of emerging problems of the Institute (financing, organizational changes, directions of activities and development, applying for grants, functioning of the equipment available at CMPW PAN) a regular, semi-annual meetings of the Institute's Management, heads of laboratories (R3, R4), representatives of young scientists (R1, R2) and beneficiaries of grants will be organized. To solve individual problems of groups their leaders will performed individual meeting as previously on ongoing rules.

GAP Principle(s)

- (-/+) 4. Professional attitude
- (--) 23. Research environment
- (--) 26. Funding and salaries
- (+/-) 35. Participation in decision-making bodies

Timing (at least by year's quarter/semester)

semi-annual meetings starting from III Q 2023

Responsible Unit

- Director of the CMPW PAN
- Maintenance Office
- Scientific Secretariat

Indicator(s) / Target(s)

- 1. Meeting schedule
- 2. Meeting reports at the Scientific Secretariat and at the Maintenance Office

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Proposed ACTIONS

Action 3

To raise awareness of the early stage researchers about rules defining the functioning of the Institute, possibilities of research career development (statutory research, projects) and scientific promotion, a scheduled meetings with the Management and the Scientific Secretary will be organized.

Also the young researchers of the Institute will be informed (e-mails or meeting) by their representatives in the Scientific Council of the course and arrangements made at the meeting of the Scientific Council.

GAP Principle(s)

- (-/+) 4. Professional attitude
- (+/-) 28. Career development
- (+/-) 35. Participation in decision-making bodies

Timing (at least by year's quarter/semester)

- 1) Meeting in annual cycle starting from II Q 2023
- 2) E-mails or meetings with the representatives in the Scientific Council (2 per year) starting from IV Q 2023

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Responsible Unit

- Deputy Director for Research
- Scientific Secretariat

Indicator(s) / Target(s)

- 1. Meeting schedule
- 2. Meeting reports at the Scientific Secretariat

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Proposed ACTIONS

Action 4

To provide employees with the knowledge on requirements related to the currently conducted or applied externally financed research projects, the Project Coordination Office will organize meetings with the heads of laboratories and interested persons at least once a year.

The Scientific Secretariat, 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 meeting or via e-mail.

GAP Principle(s)

(+/-) 5. Contractual and legal obligations

Timing (at least by year's quarter/semester)

Annual cycle
Starting from
I Q 2024

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Responsible Unit

Indicator(s) / Target(s)

Project Coordination Office

1. Meeting schedule and reports in Maintenance Office

Scientific Secretariat

2. E-mails

Maintenance Office

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Chief Accountant

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Action 5

CMPW PAN prepared the NAS server for scientific research data backups to ensure security of the scientific data obtained during the realization statutory tasks and projects.

CMPW PAN will undertake measure to introduce a clear protocol for data archiving and verification which will be available to employees on the internal website.

GAP Principle(s)

(-/+) 7. Good practice in research

Timing (at least by year's quarter/semester)

On-going
III Q 2023

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Responsible Unit

Indicator(s) / Target(s)

Maintenance Office

A protocol included into the official documents of the CMPW PAN and on the internal webpage for employees.

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Proposed ACTIONS

Action 6

In order to strengthen the Institute's commitment to disseminating scientific knowledge among the public, CMPW PAN will prepare the "Science for Society" project which will describe an activities (like open days or participation in events like Science Festival) which CMPW PAN organizes or participates. Two events per year are planned, as previously practiced, followed by sending an advertisement e-mails to the potential beneficiates (schools, universities etc.). The project description will be placed on the Institute webpage.

GAP Principle(s)

(-/+) 9. Public engagement

Timing (at least by year's quarter/semester)

"Science for Society" project II Q 2024

Responsible Unit

Deputy Director for Research

Scientific Secretariat

Indicator(s) / Target(s)

1. "Science for Society" project at the Scientific Secretariat documentation and on the CMPW PAN webpage
2. Events documented on the CMPW PAN webpage

Action 7

The CMPW PAN will prepare a profile at social media in order to promote the institution, its scientific profile and activity as well as presentation of its researchers and their achievements. This can increase the recognition of CMPW PAN and its researchers among the public. Additionally, it will be the opportunity to promote the CMPW PAN researchers, will allow promotion the scientific activity thus enhance their recognition as professionals.

GAP Principle(s)

(-/+) 9. Public engagement

(-/+) 22. Recognition of the profession

Timing (at least by year's quarter/semester)

IV Q 2023

Responsible Unit

Deputy Director for Research

Scientific Secretariat

Indicator(s) / Target(s)

CMPW PAN profile at social media

Proposed ACTIONS

Action 8

The analysis of the results of the survey and its individual blocks led to the conclusion that it is necessary to additionally distinguish employees for their activity. Following activities will be awarded by the Scientific Council:

- obtaining an outstanding grade during the evaluation of the scientific activity of the employee in order to enhance the creation of a stimulating and mobilizing research environment (biennial cycle),
- organization an events promoting science in society be the researchers (biennial cycle),
- achievement of the year (an award aimed at young scientists (R1,R2)) with the allocation of expenses related to the promotion of achievement at scientific conferences or for reagents and materials in order to enhance the creation of a stimulating and mobilizing research environment (annual cycle).

GAP Principle(s)

- (-/+) 9. Public engagement
- (+/-) 11. Evaluation/ appraisal systems
- (--) 23. Research environment
- (--) 26. Funding and salaries
- (+/-) 38. Continuing Professional Development
- (-/+) 39. Access to research training and continuous development

Timing (at least by year's quarter/semester)

Biennially award already started (November 2022)

Annually award for young scientist starting from I Q 2025

Responsible Unit

- Deputy Director for Research
- Scientific Secretariat
- Scientific Council

Indicator(s) / Target(s)

- 1. Awards
- 2. Reports from Scientific Council meetings
- 3. A procedure concerning the award for young scientists for the achievement of the year

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Proposed ACTIONS

Action 9

In order to prevent the eventual mobbing phenomenon, apart from the existing regulations, the Anti-mobbing and Anti-discrimination Procedure will be introduced. This procedure will specify the principles of counteracting mobbing and discrimination as well as anti-mobbing proceedings.

This procedure will also include the appointment of the Employee Rights Ombudsman to assist in dealing with possibly appearing complaints about mobbing and/or discrimination but also to assist in the settlement of disputes.

A meeting with employees, presenting the procedure, will be organized after the procedure will be implemented.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(-/+) 10. Non discrimination	III Q 2024
(-/+) 17. Variations in the chronological order of CVs (Code)	
(--) 34. Complains/ appeals	/
Responsible Unit	Indicator(s) / Target(s)
Director of the CMPW PAN	1) The Anti-mobbing and Anti-discrimination Procedure
Maintenance Office	2) The Employee Rights Ombudsman appointed 3) Meeting with employees
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Proposed ACTIONS

Action 10

CMPW PAN already undertook measures to improve the Regulations for the Evaluation of Employees' Scientific Activity. Thus to existing regulation, the employee mobility, performing the function of a supervisor and auxiliary supervisor throughout the PhD procedure, promoting the submission of a grant application and substantive organization of the conference and events promoting the science will be implemented.

GAP Principle(s)

(+/-) 11. Evaluation/ appraisal systems

(-/+) 22. Recognition of the profession

(--) 23. Research environment

(--) 26. Funding and salaries

(+/-) 29. Value of mobility

(-/+) 33. Teaching

(+/-) 38. Continuing Professional Development

(-/+) 39. Access to research training and continuous development

Timing (at least by year's quarter/semester)

On-going
I Q 2023

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Responsible Unit

Indicator(s) / Target(s)

Deputy Director for Research

Scientific Council

The updated Regulations for the Evaluation of Employees' Scientific Activity

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Proposed ACTIONS

Action 11

The CMPW PAN will undertake measures to implement the OTM-R policy that will regulate in the Institute the procedure of recruitment according to principles set out in the Code of Conduct for the Recruitment of Researchers.

GAP Principle(s)

- (+/-) 12. Recruitment
- (+/-) 13. Recruitment (Code)
- (+/-) 14. Selection (Code)
- (-/+) 16. Judging merit (Code)
- (-/+) 17. Variations in the chronological order of CVs (Code)
- (+/-) 18. Recognition of mobility experience (Code)
- (+/-) 19. Recognition of qualifications (Code)
- (+/-) 20. Seniority (Code)
- // (+/-) 21. Postdoctoral appointments (Code)

Timing (at least by year's quarter/semester)

III Q 2024

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Responsible Unit

Indicator(s) / Target(s)

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|--------------------------|--|
| Director of the CMPW PAN | 1. OTM-R procedure published at the CMPW PAN website |
| Scientific Secretariat | 2. OTM-R meeting for employees who are members of the recruitment committees |

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Proposed ACTIONS

Action 12

The list of equipment available in the Institute exist and is continuously verified. In order to ensure transparency related to the possibility of using the devices existing at the Institute, CMPW PAN will prepare information which will include 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. The information will be posted in the internal webpage for employees.

Additionally, Scientific Secretariat on an ongoing basis will provide the information to the Institute employees about the purchase of new equipment or about the expansion of existing equipment. If necessary, a seminar on the bought equipment will be prepared.

GAP Principle(s)

(--) 23. Research environment

Timing (at least by year's quarter/semester)

II Q 2024

Responsible Unit

Deputy Director for Research

Scientific Secretariat

Indicator(s) / Target(s)

CMPW PAN equipment information at the internal website for the employees.

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Proposed ACTIONS

Action 13

To strengthen the creation of a mobilizing research environment, and simultaneously to assess the progress of young people's work and the effectiveness of mentor's care it is proposed to increase the number of seminars performed by young scientist presenting the achievement of their scientific work.

GAP Principle(s)

- (-) 23. Research environment
- (-/+) 37. Supervision and managerial duties

Timing (at least by year's quarter/semester)

Started from I Q 2024

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Responsible Unit

Deputy Director for Research

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Scientific Secretariat

Indicator(s) / Target(s)

1. Meeting schedule
2. Information about seminars on the CMPW PAN webpage

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Proposed ACTIONS

Action 14

All documents regulating the CMPW PAN working conditions and functioning are available to the employees via the internal webpage and in the case of changes the employees are informed by e-mails.

However, it is proposed to regularly inform the workers, upon confirmation, at the beginning of the year, about the need to familiarize oneself with the necessary documents.

Also the re-information to employees concerning the available of the office equipment (in the Maintenance Office) will be send.

GAP Principle(s)

- (-) 23. Research environment
- (-/+) 24. Working conditions
- (+/-) 28. Career development

Timing (at least by year's quarter/semester)

Annually started from I Q 2023

Responsible Unit

Maintenance Office

Scientific Secretariat

Indicator(s) / Target(s)

E-mails

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Proposed ACTIONS

Action 15

In March 2022, the Institute posted a tab (on an internal webpage available to employees) 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. Also sending the links to information on the possibility of obtaining grants and workshops for applicants will be continued. The Scientific Secretariat will regularly supplement the website with links from local career offices, and will update this information.

GAP Principle(s)

- (--) 30. Access to career advice
- (-/+) 39. Access to research training and continuous development

Timing (at least by year's quarter/semester)

Annually started from I Q 

Responsible Unit

- Maintenance Office
- Scientific Secretariat

Indicator(s) / Target(s)

Updates on internal employee webpage

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Proposed ACTIONS

Action 16

The CMPW PAN will undertake measures to verify supervision and managerial duties of the heads of the labs. A surveys will be introduced regarding the activities separately in each of the laboratories, taking into account 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 individual laboratories.

GAP Principle(s)

(-/+) 37. Supervision and managerial duties

Timing (at least by year's quarter/semester)

Biennially starting from I Q 2025

Responsible Unit

Deputy Director for Research

Maintenance Office (with appointed the Employee Rights Ombudsman as stated in Action 6)

Indicator(s) / Target(s)

Anonymous survey with report

Unselected principles:

- (++) 1. Research freedom (++) 2. Ethical principles (++) 3. Professional responsibility (++) 6. Accountability
- (++) 8. Dissemination, exploitation of results (++) 15. Transparency (Code) (++) 25. Stability and permanence of employment
- (++) 27. Gender balance (++) 31. Intellectual Property Rights (++) 32. Co-authorship (++) 36. Relation with supervisors
- (++) 40. Supervision

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) *

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). Our recruitment procedures allow equal chances to Polish candidates independently whether they are internal or external and also to the foreign researchers. 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, on the EURAXESS Portal of the European Commission, in the "Career Office" of the Silesian University of Technology, on the bulletin board of the University of Silesia and in the Employment Office. CMPW PAN is a member of the Joint Doctoral School and as part of its activities, it already employs researchers from abroad. 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 competition. We also make sure that the OTM-R Policy includes a description of working conditions and entitlements, including career development prospects. 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. In case of employment for grant positions leader of the grant has to be a member of the Commission. The Recruitment Committee evaluates the candidates offers through comparison of the information from the documents with the requirements specified in the announcement. It is planned to introduce to the OTM-R procedure clear indication that career breaks (e.g. maternal leave) will not have any negative impact on recruitment process and that the mobility experience is taken into account in the procedure of recruitment. The Recruitment Committee consist of researcher of diverse expertise and competences and have an adequate gender balance. Candidates are informed about the results of the competition by e-mail. At the request of the candidates they are informed, after the selection process, about the strengths and weaknesses of their applications.

The Institute will prepare and will apply the principles of Open, Transparent and Merit-Based recruitment at every stage of the recruitment process of researchers. Appropriate procedures are already part of existing rules or will be implemented at a later stage in the implementation phase of the strategy.

As defined in the Action Plan and in the OTM-R Checklist, activities related to the implementation of the OTM-R principles will include:

- publication of the OTM-R policy on the CMPW PAN website in Polish and English
- information activities and training for members of the Recruitment Committee and other persons involved in the recruitment process
- further development of the practice of making the recruitment procedure easily accessible to all candidates through extensive use of online tools (such as Skype interviews, etc.)
- publication of job advertisements on the CMPW PAN website also in English

The appointed Implementation Committee will supervise the implementation of the planned activities within this issue.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL:

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4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

In order to monitor the implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, and thus the implementation of the Logo HR Excellence in Research, which the Centre of Polymer and Carbon Materials Polish Academy of Sciences (CMPW PAN) is applying for, two Commissions for the implementation of the HR Excellence in Research principles: the Steering Committee and a Working Group has been established. The Steering Committee overseeing the process of implementation the HRS4R Award is composed of the Director of the CMPW PAN and the Deputy Chair of Scientific Council. The Working Groups consists of representatives of scientists from each of the 4 stages of the research career (researchers R1–R4), the administrative staff (Scientific Secretary), the Trade Union representatives and management including Deputy Director for Research.

The implementation of the Charter & Code for Researchers, began with an analysis of the national legislation and the current human resources (HR) policies as well as internal practices/regulations applied at the CMPW PAN, followed by an internal parametric survey presented among employees of the CMPW PAN involved in research (researchers R1–R4) and a Gap Analysis by the Working Group

in order to develop an optimal Action Plan leading to the implementation of the HR Excellence in Research.

The members of the Working Group were responsible for carrying out the analyses and determining whether the existing procedures and practices are in line with the principles set out in the Charter & Code for Researchers. The Working Group also designed a parametric survey aimed at involving the CMPW PAN research community in assessing compliance with the Charter & Code for Researchers, and in order to obtain the opinion of the CMPW PAN research community on the implementation of the principles set out in these documents. The survey was conducted among employees professionally related to the Institute, i.e., those engaged in research and development, in particularly scientific, and research staff (including foreigners).

The implementation of the HR Excellence in Research strategy and OTM-R policy is one of the CMPW PAN priority action in an effort to improve a friendly environment for research work, raise the quality of this work and research carried out as part of this work, as well as ensure the transparency in the rules for recruiting researchers.

An in-depth analysis of the CMPW PAN existing HR policies and practices, as well as the survey feedback (Gap Analysis), provided all necessary information, which was the base for introducing additional amendments (Action Plan) aimed to bridge the gap between the CMPW PAN current human resources policy and the principles set out in the Charter & Code for Researchers and in order to meet the expectations identified in the survey regarding the development and implementation of the HR Excellence in Research. The activities described in Action Plan are published on the CMPW PAN webpage. When the HR Award is granted, in order to ensure the executive implementation of the actions defined in Action Plan, an Implementation Committee will be established. The Implementation Committee will include heads of departments responsible for the implementation of individual activities (Deputy Director for Research, Scientific Secretariat, Maintenance Office, Project Coordination Office, Chief Accountant, Group of Innovation, Technology and Analysis) and representatives of the Institute's scientific community (R1-R4). For each action specified in the Action Plan, a specific Unit from CMPW PAN is responsible which will carry out described activities according to the schedule. This Unit will take the necessary steps to implement the activities identified in the Action Plan and ensure appropriate consultation with stakeholder groups. The Steering Committee (The Director of the CMPW PAN and the Deputy Chair of Scientific Council) will supervise the progress of work related to the implementation.

As recommended by the Working Groups and approved by the Steering Committee, the planned activities will be started for implementation in the next 24 months prior to the first interim evaluation.

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

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

How will the implementation committee and/or steering group regularly oversee progress?*



Detailed description and duly justification (max. 500 words)

When the HR Award is granted, the Director of the CMPW PAN will establish the Implementation Committee. Afterwards, there will be a meeting of the Implementation Committee, Working Group and Steering Committee on which the Action Plan and the strategy for its implementation will be presented and discussed. The heads of departments will be responsible for the implementation of individual activities.

The Implementation Committee meetings will be held at least four times a year in order to report the progress of the works, monitor the completion of consecutive stages and analyze further activities. The Implementation Committee will be supported by the Steering Committee at any stage of the phases. All meetings of the Implementation Committee will be protocolled. The Scientific Secretariat and Maintenance Office will be responsible for collecting and storing of all files documenting the implementation of the Action Plan activities for external scrutiny.

The researchers of the CMPW PAN should be familiar with the Action Plan, as it will be presented to them on a meeting and will be published on CMPW PAN webpage. A half year prior to the first mid-term evaluation, the Working Group will elaborate questionnaire for dissemination among employees of the CMPW PAN regarding their opinion on the implementation of the HR Excellence in Research at the CMPW PAN. The result of this survey will be presented at the last meeting of the Implementation Committee, Working Group and Steering Committee before the first mid-term evaluation.

How do you intend to involve the research community, your main stakeholders, in the implementation process?*



Detailed description and duly justification (max. 500 words)

Representatives of the research community will be involved in the implementation process through the Working Group, as was already been done during the preparation of the Gap Analysis.

Additionally, the Implementation Committee will be established which will bring together the heads of different departments (Deputy Director for Research, Scientific Secretariat, Maintenance Office, Project Coordination Office, Chief Accountant, Group of Innovation, Technology and Analysis). The Steering Committee (Director of the CMPW PAN and Deputy Chair of Scientific Council) will participate in the meetings of the Implementation Committee and will provide professional support at every stage of the implementation. An essential role of the Implementation Committee will be to establish good relations with the research community. Moreover, the composition of the Implementation Committee will ensure effective implementation of the provisions stipulated of the Charter & Code for Researchers based on diversified competences.

Research community of the CMPW PAN has been already involved in the implementation of the HRS4R during the survey and meetings with Working Groups. In order to further involve CMPW PAN researchers in improving the implementation of HR Excellence in Research, the Action Plan, and the protocols of the Implementation Committee meetings will be published on the CMPW PAN website and will be available to all CMPW PAN employees. In addition, the representative of the researcher (R1-R4) will be involved in the Implementation Committee. Every researcher will have the opportunity to take part in the discussion during the meeting as it will be open to the public. In addition, it is planned to conduct a survey, prior to the first mid-term evaluation, in order to determine and examine the functioning and experience of internal policies at the CMPW PAN, whether there are discrepancies between the intended goals and the results of their implementation.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.

*



Detailed description and duly justification (max. 500 words)

In order to identify needs and gaps in current HR policy at the CMPW PAN, the Director of CMPW PAN will established an Implementation Committee, composed of the head of management departments. Additionally the Steering Committee (Director of the CMPW PAS and Deputy Chair of Scientific Council) will supervise the implementation of the HR Excellence in Research principles. This will ensure that the alignment of organizational policies is in line with the Human Resources Strategy for Research. Researchers R1–R4, administrative staff and management will be actively involved in the development, implementation and optimization of the HR system. The HR strategy will be closely correlated to the development strategy of the CMPW PAN approved by Scientific Council. The adaptation of the general HR policy to the OTM-R principles will be achieved by developing legal procedures and regulations, which will be published on CMPW PAN website. The defined Action Plan is a key input for the finalization of the HRS4R.

How will you ensure that the proposed actions are implemented?*



Detailed description and duly justification (max. 500 words)

The process of implementing corrective actions began as part of the activities related to the preparation of the HR Excellence application (i.e. changes in the Regulations For The Evaluation Of Employee' Scientific Activity, providing to the researcher via webpage an access to the career advice and scientific trainings, server for data backups, and seminars describing the equipment available in the Institute).

The design and implementation the OTM-R policy will ensure transparent recruitment procedures and improve the professional development opportunities of the research staff. The documentation will be adjusted to the requirements of HR policy. The implementation of HR principles will involve research staff at all levels (R1–R4), Administration and Management. The Implementation Committee supported by the Steering Committee will meet on a regular basis and monitor as well as measure progress in the implementation of the actions planned using tools such as individual consultations, analysis of amendments of regulations, analysis of reports submitted. In case of delays in the implementation of the Actions, the Implementation Committee will take decisions on taking appropriate corrective actions. People with the required competences in a given field will be selected to perform the tasks. Moreover, in order to compare the effectiveness of the activities, the survey with similar questions that were asked before starting the preparation for the implementation of the HR principles will be repeated and the results carefully assessed.

How will you monitor progress (timeline)?*



Detailed description and duly justification (max. 500 words)

The Action Plan sets out how the progress of the implementation process will be monitored. In accordance with the timeline included, a time schedule will be prepared with detailed dates describing the actions planned to be performed. A responsible unit will be selected for each Action. The Implementation Committee supported by the Steering Committee will carry out activities on an ongoing basis; progress will be evaluated during scheduled meetings (4 times a year) based on regular reports. In the case of failure to meet the deadline for completing the task and its documentation, the Implementation Committee will analyze the reasons for the delay, work out the solution and set a new deadline for completing the task. After 1.5 years an internal analysis will be performed based on the implemented actions as well as the results of the survey, and a report will be sent to the European Commission supplemented with an updated Action Plan.

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



Detailed description and duly justification (max. 500 words)

The Action Plan contains different types of indicators (e.g. meeting, protocols, changes in the CMPW PAN website, Scientific Council awards). The method of measuring progress in relation to the indicators will be the reports of Implementing Committee and questionnaire for dissemination among employees of the CMPW PAN regarding their opinions on the implementation of the HR principles at the CMPW PAN.

Indicator "meeting/training" will be measured via meeting schedule, report and attendance list. Indicator "Science for Society Project" will be measured via project documentation, conducted events with description on the CMPW PAN website. Awards of Scientific Council will be measured via number of awards, reports from Scientific Council meeting. The Anti-mobbing and Anti-Discrimination Procedure will be measured via documentation at the Maintenance Office and appointment an Employee Rights Ombudsman by ordinance. The OTM-R procedure will published at the CMPW PAN website. CMPW PAN webpage will be regularly supplemented with the actions specified in Action Plan.

All Actions, results and indicators set out in Action Plan will be evaluated by Implementation Committee supported by the Steering Committee at periodic meetings. After each meeting, a report on the progress of implementation works will be prepared. All non-compliances will be analyzed and adjusted to the HR principles.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

None.