

HUMAN RESOURCES STRATEGY FOR RESEARCHERS



The European Charter for Researchers

and

The Code of Conduct for the Recruitment of Researchers

INTERNAL GAP ANALYSIS AND ACTION PLAN

Lodz, 2016

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I. INTRODUCTION

a) Polish Mother's Memorial Hospital-Research Institute

Polish Mother's Memorial Hospital-Research Institute (hereafter: PMMH-RI) is a leading reference center (third degree) in the field of obstetrics, gynecology and pediatrics, **which conducts scientific research** and provides specialized medical services for the residents of the Lodzkie Region and newcomers throughout the country. Distinguished team of medical specialists and qualified assistant staff (over 1600 employees) decide about the diagnostic, therapeutic and scientific potential of the Institute. **Nearly 250 employees hold a scientific title** or an academic degree (**27 Professors, 206 PhDs and over 30 young scientists**). Student Research Association gathers young biologists, chemists and MDs with passion for capacity building activities and research development. The educational potential of the Institute encompasses vast area of medicine and life sciences: beginning with reproductive endocrinology and gynecology, obstetrics, through fetal disorders and pediatrics up to aging related pathology.

b) Research development in PMMMH-RI

The research conducted in the Institute includes wide spectrum of topics certified by the Ministry of Health and Ministry of Science and Higher Education, which are designated by Thematic Research Plan of Polish Mother's Memorial Hospital-Research Institute, which encompasses eight main areas:

- Infertility, normal pregnancy and pregnancy with complications of mother and fetus – diagnostic and therapeutic aspects.
- Study of diagnostic rules and monitored treatment of infections and other inflammatory conditions in pregnant women and in children.
- Pathogenesis, diagnostics and treatment of congenital defects as well as metabolic diseases.
- Pathogenesis, diagnostics and treatment of selected diseases of digestive system, respiratory system, genitourinary system, endocrine system, central and peripheral nervous system, cardiovascular system, musculoskeletal system and sense organs.
- Diagnostics and therapy of nutrition disorders, growth and puberty.
- Diagnostics and treatment of gynecological diseases with particular emphasis on the menopause.
- Methods of functional and morphological diagnostic of cancer and optimization of treatment.
- Multi-organ injures.
- Fetology.

Polish Mother's Memorial Hospital- Research Institute receives annually great funding from the Ministry of Science and Higher Education for the maintenance of research potential and scientific activities.

As a result of overhaul, launched in 2014 the Institute has made strong efforts and intensified research activities i.a. establishment of a strong collaboration with national units such us: POLINTEGRA, Polish Academy of Sciences, Medical University of Lodz, Wroclaw Medical University, Lodz University of Technology as well as international units: Research Institute for Mother and Child Care, Chisinau (Moldova); "Victor Babeş" University of Medicine and Pharmacy, Timișoara (Romania); Università di Bologna (Italy); Nottingham City Hospital, Faculty of Medicine and Health Sciences (Nottingham); Duke Clinical Research Institute (United States); Department of Laboratory Genetics, University Hospital Kralovske Vinohrady (Czech Republic). PMMH-RI is active in the field of proposal submission in International Programs and Strategic Programs organized by National Science Centre, The National Centre for Research and Development, The OP Intelligent Development and ESF program "Knowledge, Education Development".

c) Our aim – logo HR

PMMH-RI – Polish leading reference center in the field of obstetrics, gynecology and pediatrics, aims to receive "Human Resources Excellence in Research" logo, granted by the European Commission under the Human Resources Strategy for Researchers (HRS4R) process. This elaboration is intended to provide accurate and authoritative level of scientific working conditions, supportive environment and recruitment of researchers, including all aspects of Charter & Code principles and Good Practice in Research. All undertakings aim to raise the level of research activities compatible with HRS4R at PMMH-RI and provide opportunities for the exchange of experiences with other organizations across Europe.

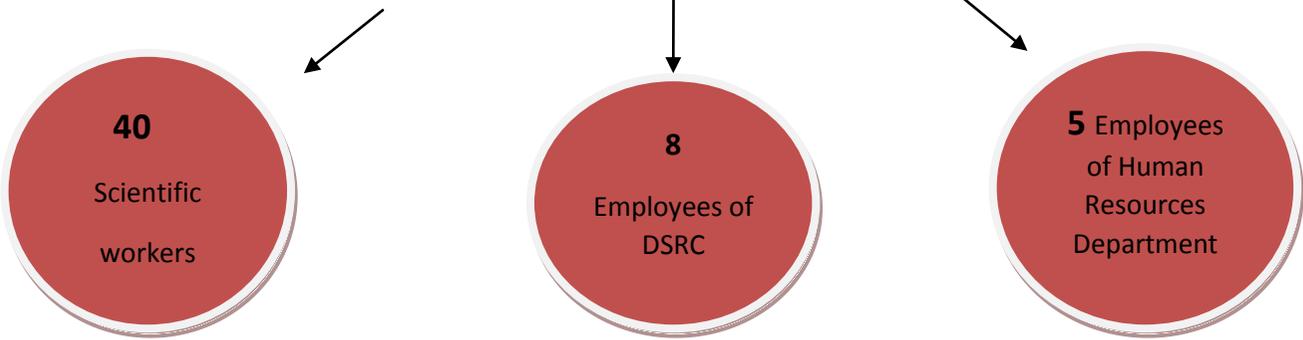
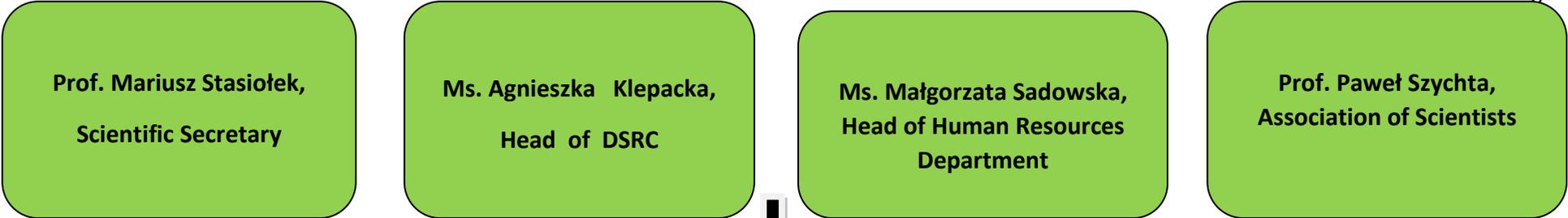
d) Methodology used to perform the gap analysis

In order to apply the EU recommendations for the implementation of HRS4R, the following procedures were carried out at Polish Mother's Memorial Hospital- Research Institute:

- 1) Meeting of HR Committee, (March - May 2015)
 - a. Realization about the necessity of changes according to the Human Resources Strategy for Researchers (HRS4R)
 - b. The decision of President of PMMH-RI and HR Committee about the awarding of HR Excellence in Research badge
 - c. Creation of questionnaire which will be the base for HR Committee's work

- 2) Working on questionnaires of current state of the Institute (May 2015)
 - a. Working on questionnaires – two weeks for the answers of 53 employees
 - b. Gathering the results of questionnaires by the Coordinator of HR activities, Ms. Edyta Milewska
- 3) HR Committee Team work on Internal Gap Analysis (June - August 2015)
- 4) Final version of Internal Analysis and Action Plan (September 2015)

HR Committee: members of the Department of Science and Research Collaboration (DSRC), represented by Prof. Mariusz Stasiołek - Scientific Secretary, Ms. Agnieszka Klepacka – Head of Department, Ms. Edyta Milewska – Coordinator of HR activities and administrative worker of DSRC, Human Resources Department represented by Ms. Małgorzata Sadowska as well as Association of Scientists at Polish Mother's Memorial Hospital- Research Institute in Lodz, represented by Prof. Paweł Szycha, gathered in order to perform the Internal Analysis of the current practice at the Institute. During the first meeting representatives mentioned above set questions to anonymous questionnaires concerning main issues of The European Charter for researchers and the Code of Conduct for the Recruitment of Researchers, especially ethical and professional aspects, recruitment, working conditions and social security. The Polish version of questionnaire is available on the Institute's internal website after a login to a website. Questionnaires were intentionally anonymous in order to receive honest answers and opinions. They distributed questionnaires among forty scientific workers (at any career stage - First stage researchers (F1), Recognized researchers (R2), Established researchers (R3) as well as Leading researchers (R4), eight employees of Department of Science and Research Collaboration and five administrative employees from Department of Human Resources. They had two weeks to prepare the answers with their co-workers. The questionnaires were carried out between 10 – 21 May 2015. From 53 responders, 49 filled questionnaires returned to HR Committee. The questionnaire consisted of yes/no questions, direct questions with only one answer and questions of descriptions that were prepared in such way to estimate the current situation of the Institute. The participants were also suggested to express their opinion. The aim of this activity was to gather initial data which were then discussed in details. The results prepared by Coordinator of HR activities Ms. Edyta Milewska were presented to the above mentioned members of HR Committee. Particular aspects crucial for the assessment of the situation were discussed and the most appropriate solutions were suggested in particular areas. All the answers discussed in details were written in our Internal Gap Analysis and Action Plan. The internal analysis pointed to a variety of further fields of action to be addressed in a mid- or long-term perspective. Based on the analysis and its results and conclusions the central points of action were easily inferred. An official document addressing the Status of Human Resources Strategy in Polish Mother's Memorial Hospital – Research Institute was issued.



e) Working on Internal Gap Analysis – planned activities and engagement of key researchers

The PMMH-RI has three major units relating directly to researchers and science development: Department of Science and Research Collaboration headed by Ms. Agnieszka Klepacka, Department of Scientific Information (newly created branch from Department of Science and Research Collaboration) headed by Ms. Małgorzata Arent and Association of Scientists headed by Prof. Paweł Szycha at PMMH-RI, all of which are chaired by Prof. Mariusz Stasiołek- Scientific Secretary. The Units mentioned above take particular interest in educational and research development and graduate supervision. The following gap analysis and the action plan are the results of consultation between workers of Department of Science and Research Collaboration, Human Resources Department, researchers from Association of Scientists at PMMH-RI and finally accepted by Scientific Secretary.

Forty early stage and experienced researchers have been involved in the whole process of preparation of Internal Gap Analysis and together with their tutors they marked the necessity of changes mentioned below (Tab no. 1). They paid attention particularly to ethical and professional aspects, including research freedom, accountability, professional attitude, good practice in research as well as value of mobility. When it comes to their research profile – they consist of any career stage: First stage researchers (F1), Recognized researchers (R2), Established researchers (R3) as well as Leading researchers (R4). Members of the Association want to develop their skills and increase the attractiveness of researcher's working conditions in the European Union. They engage and take an active part in life of scientists in the international area by presenting the research results in national and international scientific conferences. What is more, they design and perform research and then publish the results in national and international scientific journals. Scientists from PMMH-RI dearly wish to contribute to the dissemination of scientific knowledge and creation of working conditions enabling development of young researchers.

Researchers and employee of mentioned Units pointed to a variety of further fields of action and plan. From those multiple perspectives the central points of action were easily inferred. They are concrete and relevant and shown in Tab 1 below.

II. STATE AND CONDITIONS OF DEVELOPMENT

PMMH-RI carried out an Internal Gap Analysis in order to evaluate the compliance of current policies and practice with the principles of The European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers (hereafter: Charter and Code). Following the Internal Gap Analysis, Actions Required were completed identifying a number of key areas for change and further development. Some of actions have just been started (PMMH-RI submitted application for the "HR excellence in research" in 14 September 2015), another will be implemented within the next year. The progress of the Action Plan will be monitored by the HR Committee and an internal review with necessary changes will be carried out in every following years.

1. Tab no. 1 - Assessment of the State – Internal Gap Analysis

Charter & Code Principle	Current practice in PMMH-RI	Actions required
1. Research freedom	<p>1. PMMH-RI employees, in particular research workers, are obliged to conduct research, as outlined in the Charter of the Institute (Section III, paragraph 3): “Scope of the Institute’s activities range from research and development, postgraduate training to participation in the health system specifically the health care needs.”</p> <p>2. Supervision/guidance/ engagement at each Department do not seem to be resilient in some cases. Nevertheless researchers may put forward new ideas and present controversial or unpopular opinions without taking the risk of being disadvantaged or treated less favorably by the Institute. Researchers are free to express their ideas, identify scientific questions, and propose methods of research.</p> <p>3. The limitations of budget and research infrastructure create some constraints in scientific research and collaboration with external bodies.</p> <p>4. Membership in the Regional Contact Point, broadens the possibility of international and national cooperation.</p>	<p>1. Researchers shall create and submit long-term project plan compatible with the studies carried out in Department at PMMH-RI strategy and previous actions (but still the acceptance of the management will be required).</p> <p>2. Financial support from Ministry of Science and Higher Education for maintenance of scientific and research potential facilitates the realization of preliminary pilot studies, which may open the way to bigger projects (taking into account proposals from Horizon 2016-2017), carried out in collaboration with significant partners (multicenter studies). In March 2016 we received funds from Ministry of Science and Higher Education. In our new internal rules bigger amount of money is devoted for the implementation and realization of internal grants.</p> <p>3. Encouraging publication in international medical journals, which can be beneficial for the development of international cooperation and broadening of research</p>

	<p>5. Research staff is encouraged to input into other areas of PMMH-RI decision-making i.a. they are members of Scientific Council. Scientific Secretary regularly participates in Managements Meetings.</p>	<p>interests. The higher punctuation (including Impact Factor and Hirsh Index) in reputable international journals gives the chance to apply for a grants i. a. to National Science Centre. It encourages the researchers to be a prolific writers in the field of their interests. Each suggestion of publication as well as journal's suggestion will demand the consent of the Scientific Secretary.</p> <p>4. Intensification of actions within Association of Scientists at PMMH-RI by organization of meetings/internal trainings for researchers more times a year.</p>
<p>2. Ethical principles</p>	<p>1. As a result of HR excellence in research activities, PMMH-RI in 2015 has changed the rules of Bioethical Committee, as well as the Members. Bioethical Committee at PMMH-RI is an active and very effective advisory committee on issues related to bioethics and acts on the basis of specific legal regulations. Scientists are regularly informed about committee meetings at PMMH-RI website, Intranet and via e-mails.</p> <p>2. For all the research activities PMMH-RI requires consent of Bioethical Committee, also in the cases of co-operative projects approved by external bodies.</p>	<ul style="list-style-type: none"> • No actions required

	<p>3. Training concerning proper writing of proposals submitted to Bioethics Committee is regularly organized by Department of Science and Research Collaboration.</p> <p>4. The guidelines for proper writing of application for Bioethics Committee Opinion are available at PMMH-RI website.</p>	
<p>3. Professional responsibility</p>	<p>1. Internal analysis proved that scientific research carried out at the Institute is original and not multiplied.</p> <p>2. Plagiarism and auto- plagiarism are clearly defined and strictly forbidden.</p> <p>3. Intellectual property and joint data ownership are clearly defined (internal ordinance)</p> <p>4. During internal formal evaluation of scientific projects, PMMH-RI's Commission ensures proper construction and planning of the study including: originality of the research; sufficient competence and skills of the study team; sufficient methodological infrastructure and financial aspects.</p> <p>5. PMMH-RI Library conducts steady monitoring of publication flow in the Institute, which helps to control the intensity and originality of the research.</p> <p>6. Research topics encompass particular areas included in</p>	<p>No actions required - On December 2015 a Scientific Council of PMMH-RI appointed a Disciplinary Spokesman who is responsible for legal actions i.a. abuse of rights or internal regulations, anti-plagiarism at PMMH-RI.</p>

	National Research Program. 7. There is a Disciplinary Committee at PMMH-RI.	
4. Professional attitude	<p>1. Research is conducted according to established rules, regulations and professional codes defined and enforced by Department of Science and Research Collaboration, Scientific Secretary and Director of PMMH-RI.</p> <p>2. Scientists are clearly informed about the procedures necessary to start the research. Information on this topic is broadly available via website, intranet and electronic bulletin. Approval from Bioethical Committee is required before launching any internal or external project.</p> <p>3. <i>Projects.</i> Work schedule and budget (schedule of money spending and work progress) is attached to each project. Substantive report is carried out twice a year (once a year in external projects) and funding for the next year is dependent on the progress of project realization in previous year.</p> <p>4. Information about delayed, redefined or completed aspects of work is delivered systematically.</p> <p>5. Trainings for young researchers and other researchers on the principles of good practice in conducting research are held, e.g. planning, obligatory principles in projects of the National Science Center, the National Centre for Research</p>	<p>1. Creation (November, 2015) of the Department of Scientific Information (DSI) as well as Platform of Science and Information (PSI) will enable the transparency and availability of research work flow.</p> <p>2. DSI and PSI will facilitate fluency and conscious cooperation between departments of PMMH-RI and other polish and foreign units.</p> <p>3. It is suggested to carry out progress reports (scientific and financial) more frequently than once a year – at least twice a year.</p>

	<p>and Development, H2020 and ministerial contests.</p> <p>6.Information on sources of research funding is available on Intranet and in internal bulletin distributed electronically.</p> <p>7.Scientists are obliged to be familiar with the National Research Program.</p> <p>8.All decisions connected with project leading and making financial or substantive changes are given by workers of Department of Science and Research Collaboration, Scientific Secretary and one of Director.</p>	
<p>5. Contractual and legal obligations</p>	<p>1.Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. All the necessary information is available on PMMH-RI's website, internal server and regularly provided by mail.</p> <p>2.Internal information service includes information on specializations and postgraduate education aspects codified in specific regulations.</p> <p>3.Researchers are requested to follow Data Protection guidelines.</p> <p>4.Collaboration with Regional Contact Point (RCP) for EU Research Programs. Department of Science and Research</p>	<p>1.Organizing additional, obligatory meetings (minimum 1 per 2 months) in order to further improve the communication with researchers. Uploading all necessary regulations from The National Science Centre, Ministry of Science and Higher Education, The National Centre for Research and Development and internal regulations of the Institute on PMMH-RI's website, internal server.</p>

	<p>Collaboration sends all information from RCP to researchers and publishes it on our website.</p>	
<p>6. Accountability</p>	<p>1. According to the official regulations research units receive funding for statutory activities and there are external control mechanisms ensuring proper usage of this funding in the form of audit.</p> <p>2. All necessary financial documents are available for inspection/internal audit. Methods of collection and analysis, the outputs and details of the data are open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.</p> <p>3.The governmental control is carried out no less than once in four years, financial management of research projects is carried out in a unitary manner by designated service.</p> <p>4.The availability of funds is consistent with documentation, cost estimation and disposition of project manager under the supervision of the authorities of the Institute.</p> <p>5.Researchers are requested to justify the expenses associated with their professional activities with emphasis laid on scientific and social value, ethical issues, cost effectiveness, long-term benefits for the society and science.</p>	<p>1.Organization of additional teaching courses and regular meetings for researchers in order to improve the knowledge about funding rules and possibilities.</p> <p>2.A central data analysis facility included in PSI is being organized in the Institute in order to support high quality research and solve any emerging problems with planning, data processing and interpretation.</p> <p>3.Till the end of 2018 we are going to have the separate researchers' accounts. Such solutions allow for better use of indirect costs from the projects as well as transparency in the use of funds from the previous year.</p> <p>4. We will have rules concerning financial strategy for researchers, in order to avoid unnecessary, spare expenses.</p>

	6.Responsibility consistent with the Law of Public Procurement (adding offers and argument of purchase).	
7. Good practice in research	<p>1.Safety Office (so called BHP – Occupational Health and Safety) helps to ensure compliance with health and safety legislation, provides safety training (at the beginning of employment and after every 5 years) in order to ensure that the activities of the Institute do not pose an undue risk to the health and safety of staff, patients and all other third parties.</p> <p>2.Information Security Administrator, who is responsible i.a. for personal data protection (especially checking compatibility of personal data processing with the rules of personal data protection), servers and external drives (creates backups).</p> <p>3.Pharmaceutical legislation and regulation/Medical Profession Act/Act on Clinical Trials.</p> <p>4. Continuous trainings on good practice in research and proper research methodology.</p>	<p>1.Creation of DSI as well as PSI will lead to the expansion of server area, including the creation of copies of research results and data register, providing data loss and improper use.</p> <p>2.Safe work practices- a training consistent with the principles and laws, <u>will be organized twice a year</u> and Researcher will be eligible to sign the statement of safe work awareness.</p>
8. Dissemination, exploitation of results	<p>1.The crucial element of researchers' evaluation are: publications and/or active participation in scientific conferences.</p> <p>2. The researchers are expected to publish in high ranking journals.</p> <p>3. Particularly senior researchers, but also young scientists</p>	<p>1.DSI and PSI – will encourage and facilitate the cooperation between the Institute and other scientific centers and thus increase the effectiveness and impact of the conducted research. Researchers will publish their results on PIN platforms.</p> <p>2. The internal regulations of the Institute are being changed in order to encourage and prize the high</p>

	<p>are expected to ensure that research will be fruitful.</p> <p>4. Particular emphasis is laid on the innovation and applicability of the results.</p> <p>5. During the meetings researchers cover and discuss their results.</p> <p>6. We have an intranet system- SOWA and EXPERTUS, which are the source of scientific achievements of employees, and external program POL-on.</p> <p>7. Tutors and experienced researchers direct the others in order to implement the results into application – transfer into industry.</p>	<p>quality research proved by publications in the high ranking journals and/or by patents and socially important applications.</p> <p>3. Increasing the participation in industrial and developmental projects in which “product” will be a final result and in which support of scientific activities may develop the Polish economy, ensuring the supply of the latest technological solutions for economy. The aim of such projects is to carry out R&D activities in areas of particular relevance for the development of Polish economy with the strong emphasis on cooperation with small and medium enterprises which will be responsible for the implementation of product. It contributes to increase the importance of the role of science in economic development as well as competitiveness of Polish science.</p> <p>4. Till 2018 we are going to make EXPERTUS available public.</p>
<p>9. Public engagement</p>	<p>1. Specialists from PMMH-RI actively participate in events that aim to disseminate scientific achievements i.a. Lodz Festival of Science, Culture and Art, they take part as experts in the meetings organized by patients associations; additionally, they prepare informational materials for patients (including knowledge gained during the research work).</p> <p>2. Researchers and employees of the Institute participate in</p>	<p>1. Undertaking even more actions in collaboration with The City of Lodz Office, the Lodz Voivodeship Office and Marshall’s Office of the Lodzkie Region in order to increase people’s awareness of various medical issues and improve the health status of the society.</p> <p>2. Organization of scientific picnic in 2016 – PMMH-RI has already submitted the application for the picnic</p>

	<p>preventive programs and trainings which improve the knowledge about socially important health issues such as: cervical cancer, obesity in children.</p> <p>3. We have Facebook account named “young researchers” and the second account concerning PMMH-RI.</p>	<p>about breast cancer.</p>
10. Non discrimination	<p>Research funding is awarded from external sources by external bodies or from statutory funds of the Institute on the basis of internal competition. Internal funding applications are evaluated by a PMMH-RI Commission. The work of the Commission is regulated by clear and transparent criteria. We do not take into account gender, age, religion or education.</p>	<ul style="list-style-type: none"> • No actions required
11. Evaluation/ appraisal system	<p>1. All research employees of the Institute are subjected to a regular evaluation process led by special Commission of Scientific Council. The members of the Commission are elected by Scientific Council and act according to special internal regulations – clearly defined and transparent. The evaluation outcome depends on the effectiveness of scientific and teaching activity. The results of the evaluation process are discussed, if needed, with the particular employee and in special cases development strategies are suggested.</p> <p>2. The departments of the Institute are also evaluated every year on the basis of scientific activity, publications, effectiveness in funds rising from external sources.</p> <p>3. Every year “The Director’s Prize” is awarded to the</p>	<ul style="list-style-type: none"> • Creation of new, better procedures connected with periodic evaluation of scientific employees, connected with National parametrization (evaluation system)

	<p>researchers with the best research achievements (publications etc.).</p> <p>4. All researchers, including senior researchers, disseminate knowledge and extend professional experience by participation in international and country-wide conferences, formal trainings and courses.</p> <p>5. The progress of research activity in the Institute is presented and discusses during regular meetings (once a month) for all the researchers.</p> <p>6. PMMH-RI co-finances postgraduate studies and pays for the participation in the trainings and international conferences.</p>	
<p>12. Recruitment</p>	<p>1.Appointment to the research position is based on the national regulations and is carried out through competition process under control of special Commission.</p> <p>2. The Commission recommends candidates for research position to the Director of the Institute and the decision is finally approved by acts of Scientific Council.</p> <p>3.Job vacancies are published on PMMH RI webpage, PMMHI RI facebook, Euraxess portal, Researchers in Motion.</p> <p>4. Our aim is to recruit and select researchers with the</p>	<ul style="list-style-type: none"> • No actions required

	<p>highest potential to achieve excellence in research in PMMH RI. There are clear policies and guidance on the recruitment and selection of all roles, including researchers.</p>	
<p>13. Recruitment (Code)</p>	<p>1.Information about a competition for a position of researcher is available on PMMH-RI's website, in Public Information Bulletin as well as on Euraxess Portal. Recruitment and selection procedures are informative, transparent and open to all qualified applicants regardless of background. Vacancy specifications clearly identifies the skills required for the post.</p> <p>2.Job advertisements include following information: place and date of submitting documents, the expected date of adjudication, the required qualifications and list of required documents. Requirements regarding education, professional experience and particular skills and expertise are also included.</p> <p>3.Description of the working conditions is provided.</p> <p>4.The time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.</p> <p>5.Requirements are equal for all the participants of the competition.</p> <p>6.Employment process for a position of director complies with the national regulations and is carried out through competition. Information about a competition for a position</p>	<ul style="list-style-type: none"> • No actions required

	<p>of director is available on PMMH-RI's website.</p> <p>7.PMMH-RI organizes internships for unemployed (registered in a Labor Office) and apprenticeships for people willing to acquire new qualifications. There is also possibility for young researchers to take part in scientific projects.</p> <p>8.Association of Scientists at PMMH-RI is concentrated on scientific development of students from medical and non-medical universities, PhD students specializing in various fields of science, but also employees of PMMH-RI and other research units.</p>	
14. Selection (Code)	<p>1.The competition procedures as well as effective advertising procedures guarantee the selection of candidates on the equal rights with the highest qualifications. Procedures provide for gender balance, religion diversity, probability of disability. Candidates from different sectors and disciplines from different country are able to apply. There are always face to face interviews.</p>	<ul style="list-style-type: none"> • No actions required
15. Transparency (Code)	<p>1.The selection decision, regulations of the Institute, supporting documents etc. are easily accessible on PMMH-RI's website and Intranet.</p> <p>2.There is a 'Personal Development' table on PMMH-RI's website.</p>	<ul style="list-style-type: none"> • No actions required

	<p>3. All candidates are always informed about the recruitment process, what is more after the selection process they are informed about their strengths and weaknesses of their applications.</p>	
<p>16. Judging merit (Code)</p>	<p>1. During the selection process, the whole range of experience of the candidate is taken into account: creativity and sufficient level of independence is highly prized at PMMH-RI, candidate for a position of researcher or other medical positions is judged by a commission including qualified research specialists, representing various areas of scientific and medical activity. All diversified paths of career and other skills (teamwork, teaching, independence, readiness) are taken into account, even the bibliometric indices is not extraordinary.</p>	<ul style="list-style-type: none"> • No actions required
<p>17. Variations in the chronological order of CVs (Code)</p>	<p>1. Professional development of researchers is estimated according to achieved qualifications provided in evidence-based CVs.</p> <p>2. Career breaks or variations in the chronological order of CVs are not penalized, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track.</p> <p>3. Candidates have possibilities to improve their qualifications and develop further steps of education by</p>	<ul style="list-style-type: none"> • No actions required

	participation in trainings, postgraduates studies and habilitation.	
18. Recognition of mobility experience (Code)	Any mobility experience as well as trainings in foreign institutions are considered to be an important contribution to the professional development of researcher. It is a valuable condition for PMMH-RI's researchers to get foreign experience, but not crucial aspect for candidates applying for a job.	
19. Recognition of qualifications (Code)	1. The procedures implemented in PMMH-RI request from applicants (at the initial offer stage) submission of certified, stamped transcripts of all qualifications, regardless of the awarding institute. 2. The regulations concern professional qualifications of all the researchers within the context of international and professional mobility.	<ul style="list-style-type: none"> • No actions required
20. Seniority (Code)	1.The level of qualifications required for a particular position is compatible with the requirements of the internal competition at PMMH-RI. 2.The evaluation of candidate's qualifications is focused on his/her previous achievements, but is not estimated as a barrier to entry.	<ul style="list-style-type: none"> • No actions required
21. Postdoctoral appointments (Code)	1.There are transparent guidelines and rules regulating the process of postdoctoral researchers' recruitment at PMMH-RI.	<ul style="list-style-type: none"> • No actions required

	2.The competition procedure guarantees the selection of postdoctoral researchers with the highest qualifications.	
22. Recognition of the profession	<p>All PMMH-RI's researchers are either specialists in their field or in the course of obtaining a title of specialist in an appropriate field.</p> <p>2.All researchers engaged in a development of research career are recognized as professionals and are treated accordingly.</p>	<ul style="list-style-type: none"> • No actions required
23. Research environment	<p>1.PMMH-RI cares for scientists by creating the best possible conditions and opportunities for conducting scientific research. This includes support in funds rising from external sources e.g for the improvement of the infrastructure; organizing cooperation with international leading research centers; support in obtaining stipends and travel grants for international research exchange.</p> <p>2.PMMH-RI aims to expand cooperation with Polish and foreign entities, that is why it puts an emphasis on facilitation of research infrastructure.</p>	1.Registration in Polish and/or European Road Map of Research Infrastructure.
24. Working conditions	<p>1.Working conditions allow both women and men employed in the Institute to efficiently combine family and work, children and career.</p> <p>2.Flexible working hours, part-time working and sabbatical leave are particularly taken into account.</p>	<ul style="list-style-type: none"> • No actions required

	<p>3. Working conditions at PMMH-RI allow for appropriate workflow.</p> <p>4. As a result of overhaul that launched in 2014, working conditions have been improved.</p>	
25. Stability and permanence of employment	<p>1. The rules of employment are strictly defined by legal regulations. All researchers of PMMH-RI are employed on the basis of specific employment relationship (employment contract, contract appointment) which means that they come within social insurance.</p> <p>2. From 2015 researchers who are employed for a realization of a particular project are also employed within employment relationship which means that they also come within social insurance.</p> <p>3. Conditions of employment are stable and do not have a negative influence on the scientific development of researchers.</p>	<ul style="list-style-type: none"> • No actions required
26. Funding and salaries	<p>1. Researchers of PMMH-RI and most of employees of the Institute are employed on the basis of specific employment relationship (employment contract, contract appointment).</p> <p>2. Researchers working in a position of scientific assistant or assistant professor are employed for a definite period of time, but professors for indefinite period of time.</p> <p>3. Contractors implementing the project are employed in accordance with terms and conditions of employment and</p>	<ul style="list-style-type: none"> • No actions required

	<p>salary of particular grant program</p> <p>4. Conditions of funding for all employees (including researchers at all career stage) are equitable in accordance with existing national legislation.</p>	
27. Gender balance	<p>Since the employment rules of the Institute are strictly based on the actual expertise and experience of candidates there are no regulations addressing the gender balance issue.</p>	
28. Career development	<p>1. Requirements for scientific career development of employees of PMMH-RI are specified. The maximum time to obtain: PhD degree – 5 years after beginning of employment at PMMH-RI, habilitation – 8 years after obtaining PhD degree, professor – 8 years after habilitation.</p> <p>2. Researchers are members of the Associations of Scientists led by a tutor. They have support and guidance for the personal and professional development. Department of Science and Research Collaboration provides help and reduces any insecurity in their career path.</p>	<ul style="list-style-type: none"> • No actions required
29. Value of mobility	<p>1. Mobility enhances scientific experience, widens the spectrum of knowledge and accelerates the professional development. Employees of PMMH-RI have possibility to obtain educational leave or extended training leave.</p> <p>2. Experience gained abroad by researchers/specialists during internships and trainings in foreign centers are highly prized at PMMH-RI. Acquired experience is the basis of the</p>	<p>1. Enhancing skills and career development during abroad conferences and internships. It will be achieved by improvement in obtaining funds dedicated to support research internships in renown science centers, lasting more than a week. The Institute receives the money from Ministry of Science and Higher Education i. a. for the scientific development of researchers, including their internships and trainings. The amount of money</p>

	implementation of new research methods and organizational solutions within the Institute.	varies each year. President of PMMH-RI awards a money to researchers on the basis of their scientific development. According to our new rule (implemented in January 2016), funds from Ministry of Science and Higher Education may be used for participation in conferences and abroad trainings for more than one author of the work.
30. Access to career advice	The Institute gathers an exceptional society of highly experienced and sophisticated specialists, which supervise the research development of younger employees. Additionally, researchers at each level of career possess direct access to counseling in the Science Department of the Institute.	<ul style="list-style-type: none"> • No actions required
31. Intellectual Property Rights	<p>1.Regulations on management of copyright and related rights, industrial property rights and the principles of commercialization of the research and development results are important part of PMMH-RI policy. Above mentioned regulations specify in details the rights and obligations of the researcher and employee arising from the employment relationship. In case of contract for specific work or order contract these laws are additionally determined according to the situation.</p> <p>2. Appropriate policies and practices determine what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organizations, under specific collaboration</p>	<ul style="list-style-type: none"> • No actions required

	agreements or other types of agreement.	
32. Co-authorship	<p>1. Scoring rules of publications used for evaluation of scientific achievements of employees and departments of the Institute confirm positive attitude of PMMH-RI towards co-authorship.</p> <p>2. PMMH-RI Library verifies and keeps the record of publications.</p>	1. Preparation of strategies and policies to provide researchers with the necessary framework conditions so that they can publish their own research results independently from their supervisor.
33. Teaching	<p>1. Employees of PMMH-RI perform broad educational activity especially in the field of postgraduate education (graduate assistantships, multiple medical specializations).</p> <p>2. Teaching activities are treated as a professional development of researchers and all teaching duties are properly remunerated.</p>	<ul style="list-style-type: none"> • No actions required
34. Complaints, appeals	<p>1. PMMH-RI possesses Disciplinary Commission (members elected by employees of the Institute), which is responsible for procedures associated with disciplinary matters.</p> <p>2. In some situations, Scientific Secretary as a member of scientific society of the Institute may assist in solving of the emerging problems.</p>	<ul style="list-style-type: none"> • No actions required
35. Participation in decision-making bodies	1. Researchers might have representatives in order to protect and promote their individual and collective affairs, but also to actively contribute to the works of the Institute.	<ul style="list-style-type: none"> • No actions required

	2.PMMH-RI employees take part in the matters of medical and scientific society e.g. as Country or Regional Consultants in specific fields of medicine, Evaluators act actively in European Commission (i.a. PMMH-RI Director).	
36. Relation with supervisors	<p>1.The role of supervisor is significant during the internal competitions at PMMH-RI in which the Head does not have the degree of doctor, in particular it relates to young scientists (people under 35 years old who conduct research).</p> <p>2.Supervisor provides guidance and supports ward at the application stage of the project and oversees the progress of project realization.</p> <p>3.Supervisor is, in most cases, an employee of the same department as the ward, which ensures constant contact.</p>	<p>1.There will be a rule that the presence of tutors during young researcher's presentation of results to the PMMH-RI's Committee will be obligatory.</p> <p>2.Establishment of a structured and more regular relationship (meetings, seminars) with the supervisor in order to facilitate the work progress.</p>
37. Supervision and managerial duties	<p>1.It is expected from experienced researchers of the Institute to involve in the care of young workers and build research teams especially with the less experienced researchers.</p> <p>2.Supervisor oversees the realization of the project by signing simultaneously all the report documents with the wards.</p> <p>3.PMMH-RI applied for funding in Erasmus + K2VET contests in March 2015 and in March 2016, which focus on exchange of good practices.</p>	<p>1. Funds from Ministry of Science and Higher Education (external source) are dedicated i.a. to the scientific development (abroad trainings) of researchers. Then the decision about the exact amount of money dedicated to abroad trainings is made by President of PMMH-RI (internal rules) on the basis of researchers' scientific achievements.</p> <p>The participation in international projects (external source) will let to obtain funding for abroad trainings and exchange of good practices between international institutions.</p>

<p>38. Continuing Professional Development</p>	<p>1. Continuing personal development of all the professionals is highly recommended and required by the Institute.</p> <p>2. Physicians and researchers beginning their professional way are obliged to participate (also actively) in regular educational meetings, organized in the Institute.</p> <p>3. All the research employees are obliged to take part in scientific meetings in the Institute, prepare grant applications and publish results of their scientific work.</p> <p>4. Participation in country-wide and/or international research organizations is encouraged and prized by the Institute.</p> <p>5. Employees of the Institute are entitled to educational leave up to 14 days per year. The leave is assigned in order to improve professional qualifications.</p> <p>6. PMMH-RI has right to conduct specializations in many areas of medicine which provides continuous improvement of professional qualifications, not only by employees of the Institute, but also by people from outside.</p> <p>7. PMMH-RI is the central residence of the Regional Coordinating Center of Population Program for Prevention and Early Detection of Cervical Cancer.</p>	<p>1. There will be a rule that will specify the amount of publications per year for Professors, enabling for their research development.</p>
<p>39. Access to research training and continuous</p>	<p>1. PMMH-RI provides an opportunity to carry out medical specializations for medical doctors and other medical staff. The Institute promotes the participation of employees in such</p>	<ul style="list-style-type: none"> • No actions required

<p>development</p>	<p>type of training program.</p> <p>2.PMMH-RI as the central residence of the Regional Coordinating Center of Population Program for Prevention and Early Detection of Cervical Cancer, not only takes an active part in organized trainings, but also because of location has easy access to passive participation in the applied didactic program intended for medical staff.</p> <p>3.PMMH-RI has three medium-sized teaching rooms (number of seats- 30 to 60) and two lecture rooms (number of seats 150 to 350) which greatly facilitates the organization of internal or external training courses for researchers.</p> <p>4. Association of Scientists at PMMH-RI with its interdisciplinary character motivates and helps its members in acquiring new skills and competences e.g. in laboratory, in statistical calculations or in service of graphics software.</p>	
<p>40. Supervision</p>	<p>1.Supervisors ensure sufficient expertise and commitment to an early-stage researchers. Scientific secretary supervises additional effectiveness of their work.</p> <p>2.Supervisor is expected to have sufficient time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and fulfill the demands of the Development policy, PMDS programs, online programs etc.</p> <p>3.Appropriate support within the field of professional duties</p>	<ul style="list-style-type: none"> • No actions required

	is provided by supervisors for the necessary progress of work at PMMH-RI.	
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2. Actions Required in general – Action Plan

PMMH-RI identified required (relevant) actions during Internal Gap Analysis. According to the procedures, the Institute will concentrate on an implementation of necessary changes and conduct a self- assessment after two years. It is necessary to point out that members of HR Committee meet at least once a month and all final decisions are made by President of PMMH-RI. The main themes emerging from the Internal Gap Analysis (Tab no. 1) of the Charter and Code and current PMMH-RI policies and practices are the following:

Charter & Code Principle	Proposed actions	Responsible body	Time indication of action
Research Freedom	<p>Attracting researchers to take the initiative when it comes to research projects and applied in numerous competitions</p> <p>Realization of multicenter studies and collaboration with significant partners.</p> <div style="text-align: center;">  </div> <p style="text-align: center;">Intensification of training actions, minimum once per 2 months</p>	<p>Scientific Secretary of PMMH-RI; Department of Science and Research Collaboration</p> <p>Department of Science and Research Collaboration</p>	<p>We are during the process of the scientific overhaul and emphasis on this action is planned at the beginning of 2016. Preparation of long- term project plan, including Spring Horizon 2020 calls.</p> <p>We have just started foreign collaboration and 2016 will be the year of applying and realization of foreign policy etc. Erasmus + and other mobility projects. Till the end of 2018 we are going to be in EIT HEALTH Poland Platform Consortium and apply for Research Road Map, ESFRI (to the end of 2018)</p>

<p style="text-align: center;">Accountability</p>	<p>Extra teaching courses, regular meetings to gain knowledge about funding rules and possibilities</p> <p style="text-align: center;"></p> <p>Establishment of rules concerning financial strategy for researcher, creation of separate researchers' accounts</p>	<p>Department of Science and Research Collaboration; Department of Finance</p>	<p>Till the end of 2018 we are going to make all activities from this action (Tab no. 1) more regular, especially separate researchers' accounts.</p>
<p style="text-align: center;">Research Environment</p>	<p>Focus on further development of research infrastructure, available to all researchers.</p>	<p>Department of Science and Research Collaboration</p>	<p>Till the end of 2018 we are going to be on Polish Road Map and ESFRI ROAD MAP. Till the end of 2017 we want to cooperate with the key research institutions in Poland eg. University of Lodz, Lodz University of Technology, The Children's Memorial Health Institute in Warsaw, Nofer Institute of Occupational Medicine, National Food and Nutrition Institute in Warsaw, Maria Sklodowska-Curie Cancer Centre & Institute of Oncology In Warsaw, Institute of Mother and</p>

			Child in Warsaw, particular organizations of Polish Academy of Sciences as well as European organizations.
Value of mobility	<p>Encouraging researchers more efficiently to take part in abroad internships, training, conferences etc.</p>  <p>Foreign Cooperation budget will be clearly defined</p>	Department of Science and Research Collaboration; Association of Scientists; Department of Finance.	Till the end of 2016 we are going to make this action significant by participating in mobility projects e.g. Erasmus +, Twinning, Teaming.
Supervision and managerial duties	Enhancing skills and career development especially of young scientists and strength their collaboration with tutors.	President of PMMH- RI; Scientific Secretary; Association of Scientists.	On the basis of demands from particular Departments (at the beginning of the year), President of PMMH-RI may increase the percentage of funds from Ministry of Science and Higher Education, allocated for research carrier- at the beginning of each year, based on their scientific achievements - since 2016.

III. SUMMARY

PMMH-RI fully recognizes the value of *The European Charter for Researchers and Code of Conduct for the Recruitment of Researchers* and supports and endorses the principles set down in them and wish to build on them.

Identification of existing gaps will lead to relevant actions including engagement of employees and management of PMMH-RI, which will introduce good changes in functioning of the Institute.