

National Marine Fisheries Research Institute

Gdynia, Poland

January 2019



Human Resources Strategy for Researchers (HRS4R) Internal Gap Analysis and Action Plan

The European Charter for Researchers

The Code of Conduct for the Recruitment of Researchers



Basic information on the NMFRI

- The oldest marine science center in Poland, with 99-year tradition. Its beginnings date back to June 1921 when the Sea Fisheries Laboratory was established in Hel.
- The National Marine Fisheries Research Institute (NMFRI) is supervised by the Ministry of Maritime Economy and Inland Navigation.
- According to the Regulation of the Council of Ministers of June 2011, the Institute has been awarded a National Research Institute status.
- Employment: 229 people, involved in R&D: 63 (including scientific staff: 25)



- The NMFRI is a dynamic modern Institute performing comprehensive scientific research and development studies, supporting economically sustainable and environmentally sound development of sea fisheries.
- The NMFRI is also an attractive research and business partner as regards environmental impact assessment, spatial planning, the needs of entrepreneurs of the fishing industry and cooperation within various marine projects.
- International cooperation with the International Council for the Exploration of the Sea (ICES) and within the framework of the National Program for Collection of Fisheries Data (NPCFD) with the European Union is crucial for the scientific research performed at the NMFRI. The director of the NMFRI is also a member of the European Fisheries and Aquaculture Organization.



The NMFRI Gdynia Aquarium

- The Gdynia Aquarium, which is part of the NMFRI, is a modern zoological garden where one can find unusual species of fish, amphibians and reptiles from different parts of the world, such as Africa, North America or the north of Europe.
- Our mission is not only to present species of aquatic animals from around the world, but also to impart knowledge about the aquatic environment and to promote the results of the scientific research.



NMFRI European Charter and Code Implementation Working Group

- Assoc. Prof. Joanna Szlinder-Richert – Deputy Director for Scientific Matters
- Dr. Anna Wąs-Barcz - Department of Fisheries Resources
- Dr. Joanna Całkiewicz - Department of Fisheries Oceanography and Marine Ecology
- Dr. Ilona Waszak - Department of Food and Environmental Chemistry
- Małgorzata Kieliszewska, M.Sc. – Department of Fisheries Economics
- Małgorzata Grzeszczak, M.Sc., Anna Ochman, M.Sc.,
Danuta Polańska M.Eng. – administrative staff

Internal analysis process

- Part of the members of the Implementation Working Group, i.e. the administrative staff, were in contact and met regularly starting from Oct 2015 to plan, prepare and execute phases of implementing the C&C. The following general rules were established:
 - all scientific departments should be involved,
 - level of importance should be taken into account,
 - level of implementation should be taken into account.
- A thorough gap analysis was carried out again in Sep and Oct 2018. The Charter and Code were studied against existing legislation (national laws, internal regulations), guidelines and good practice at the NMFRI in order to provide a comprehensive gap analysis.

Defining the Action Plan

- Considering the recommendations provided by the Assessors from the European Commission in the CONSENSUS report form, the Implementation Committee was established (Director's ordinance 15/2016; 24/2016; 33/2018).
- The Committee Members include the Institute's management staff and supports the Implementation Working Group as an advisory body.
- As a result of discussions and consultations between the Implementation Working Group, Institute's Management, Heads of Departments and research staff, analyzing together the internal gap analysis and the results of questionnaire for research staff, an effective action plan was established.

Implementation Committee

- Dr. Piotr Margoński - Director
- Assoc. Prof. Joanna Szlinder-Richert - Deputy Director for Scientific Matters
- Rafał Geremek, M.Sc. - Deputy Director for Financial Matters
- Dr. Adam Woźniczka - Head of the Department of Fisheries Oceanography and Marine Ecology
- Prof. Jan Horbowy - Head of the Department of Fisheries Resources
- Assoc. Prof. Iwona Psuty- Department of Fisheries Resources
- Prof. A. Dowgiałło - Head of the Department of Processing Technology and Mechanization
- Dr. Adam Mytlewski - Head of the Department of Fisheries Economics
- Małgorzata Arndt-Szyszkó, M.Sc. - Head of the Department for Project Services and Information
- Maciej Siwy - legal advisor

Legislation

- **List of relevant national legislation:**

- Act of 23 April 1964 - the Civil Code,
- Act of 26 June 1974 – Labor Code,
- Act of 16 April 1993 on combating unfair competition,
- Act of 4 February 1994 on Copyright and Related Rights,
- ~~Act of 29 August 1997 on the Protection of Personal Data,~~ Act of 10 May 2018 on the Protection of Personal Data
- Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation)
- Act of 30 June 2000 on Industrial Property Law,
- Act of 27 July 2001 on database protection,
- ~~Act of 27 July 2005 on higher education,~~ Act of 20 July 2018 on higher education and science
- ~~Act of 14 March 2003. Law on Academic Degrees and Titles and Degrees and Titles in the Arts,~~
- Act of 29 January 2004 – Public Procurement Law,
- Act of 27 August 2009 on Public Finance,
- ~~Act of 30 April 2010 on the Principles of Financing Science,~~
- Act of 30 April 2010 on the National Science Centre,
- Act of 30 April 2010 on the National Centre for Research and Development,
- Act of 30 April 2010 on Research Institutes,
- Act of 18 August 2011 on Maritime Safety,
- Act of 5 August 2015 on Maritime Labor,
- Regulation of the Minister of Foreign Trade and Maritime Economy of 25 June 1979 on occupational health and safety on offshore merchant ships,
- Regulation of the Minister of Labor and Social Policy of 26 September 1997 on general provisions for safety and hygiene at work.

Existing Institutional rules and/or practices

- **Internal law:**

- Statute of the National Marine Fisheries Research Institute
- NMFRI anti-corruption policy
- Scientific Board Regulations
- Procedures of performing evaluation of scientific employees
- ~~– Procedures of conducting contest for a scientific position~~
- **Code of Conduct for the recruitment of researchers at the National Marine Fisheries Research Institute**
- Organizational regulations
- The remuneration regulations
- Labor Regulations
- Labor Regulations on board the NMFRI ships
- Rules of Social Benefits Fund
- Terms of intellectual property rights and the principles of commercialization of the results of research and development activities of the NMFRI
- Public procurement regulations
- Code of ethics for scientists
- Director's ordinances

INITIAL PHASE

IMPLEMENTATION PHASE

AWARD RENEWAL PHASE



HRS4R- from PROGRESS to QUALITY



Institution



European Commission

Gap analysis

- Two tools were used for performing the gap analysis:
 - Template for the internal analysis
 - Questionnaire for research staff
- In September and October 2018 the target group (research staff) was asked to fill in the anonymous online questionnaire.
 - The research staff includes: scientific and technical employees at the scientific departments (71 persons)

Questionnaire

- The anonymous questionnaire collected information about the participants:
 - academic degree, job position, sex, age;
- The participants completed the questionnaire in which they evaluated the level of implementation at the NMFRI of the 40 rules from the C&C.

Survey results

- The target group, which consisted of 71 researchers, was asked to fill in the questionnaire.
- The questionnaire was completed by 50 persons which corresponds to 70,42% of the total number of the NMFRI research staff.
- The survey participants were asked to provide information on: academic degree, job position, sex, work experience and age.
- The answers were grouped by: position and work experience due to easy respondent identification.
- All answers were voluntary.

Gender balance

- The survey respondents were almost equally represented with respect to sex (there were 49 answers out of 50 respondents, from which there were 28 women and 21 men).

Age

- The age ranged from 25 to 65 years and more. The most numerous group of the survey respondents included the age of 35-44 years (45 answers were provided, 5 persons did not complete this question).

Academic degree

- 27 persons of the target group holds a doctor or post-doctoral degree.
- A master of science degree is held by 17 persons.
- 5 persons of respondents are professors.
- One respondent did not complete this question.

Job position

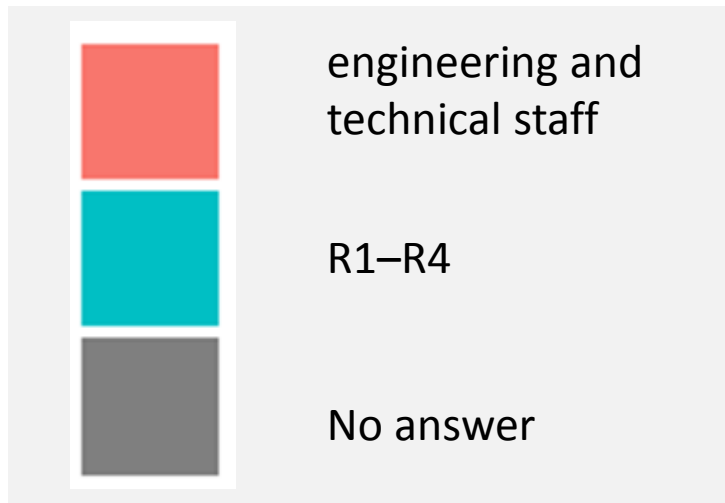
- Among the 49/50 respondents there are 4 professors, 8 associate professors, 11 senior scientists, 17 senior specialists, 7 specialists and 2 post-graduate trainees.

Questionnaire

- The questionnaire was available online from 20 September to 5 October 2018.
- The questionnaire consisted of three parts:
 - General knowledge about the HR award
 - Personal information
 - Questions regarding 40 rules of the C&C
 - Respondents had to refer to the rules by choosing one of five answers, i.e. I totally agree, I agree, I have no opinion, I disagree, I strongly disagree.
- Answers were grouped in a following way:
 - positive (I totally agree, I agree) 😊;
 - neutral (I have no opinion) 😐,
 - negative (I disagree, I strongly disagree) ☹️.
- All questions were voluntary to answer.

Questionnaire results

Answers aggregated according to
job position

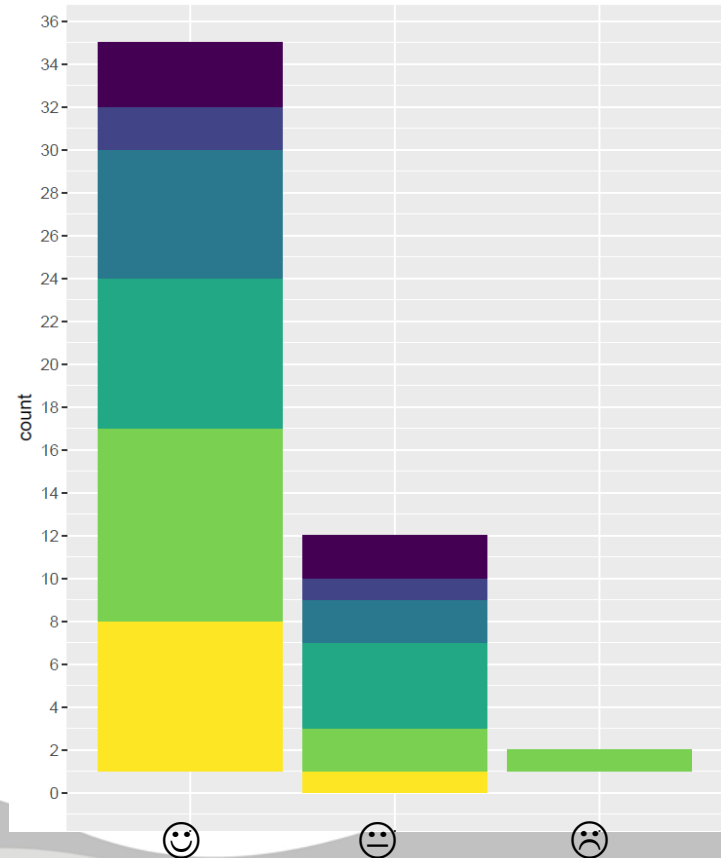
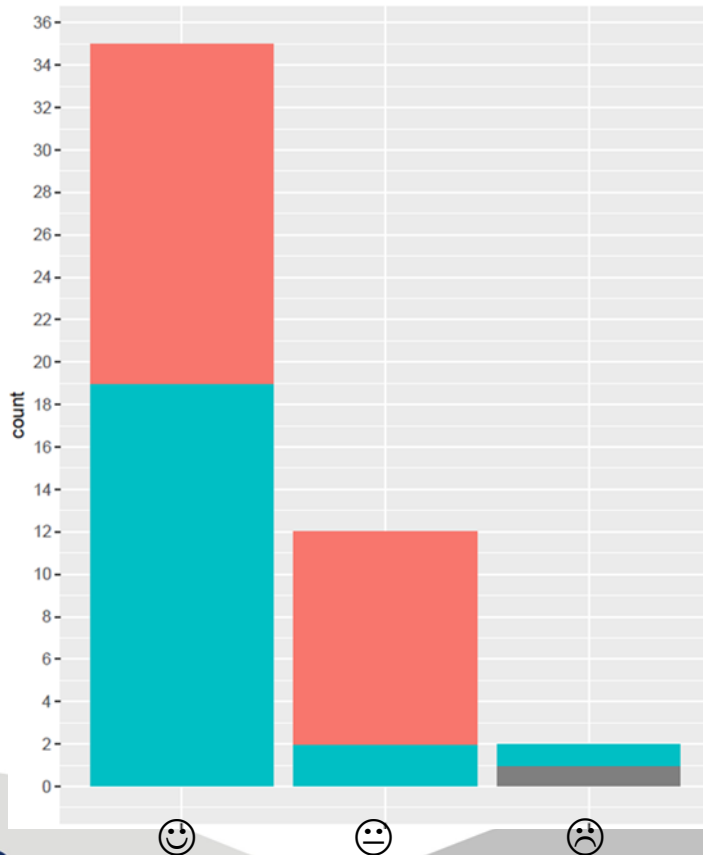


Answers aggregated according to
the length in service in NMFRI

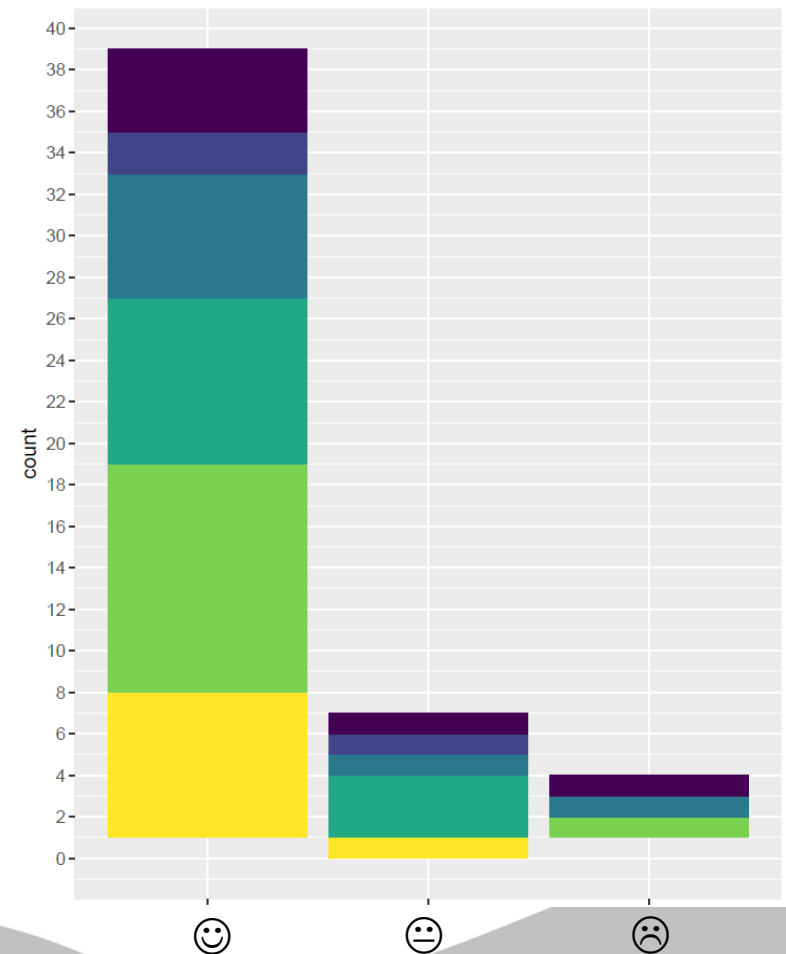
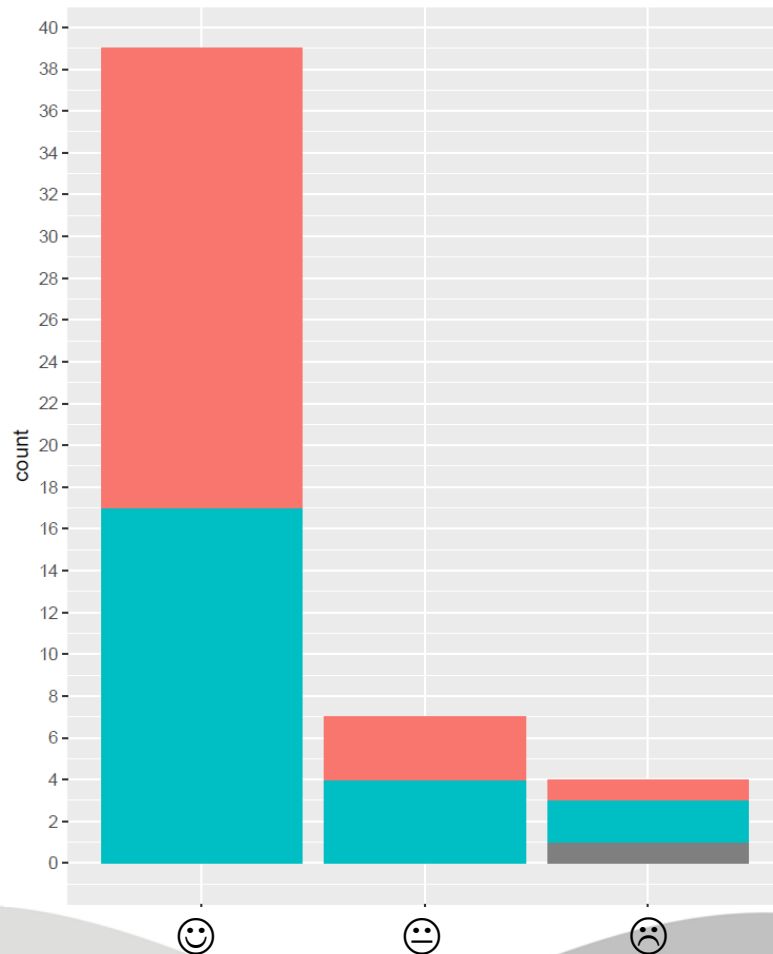


I. Ethical and professional aspects

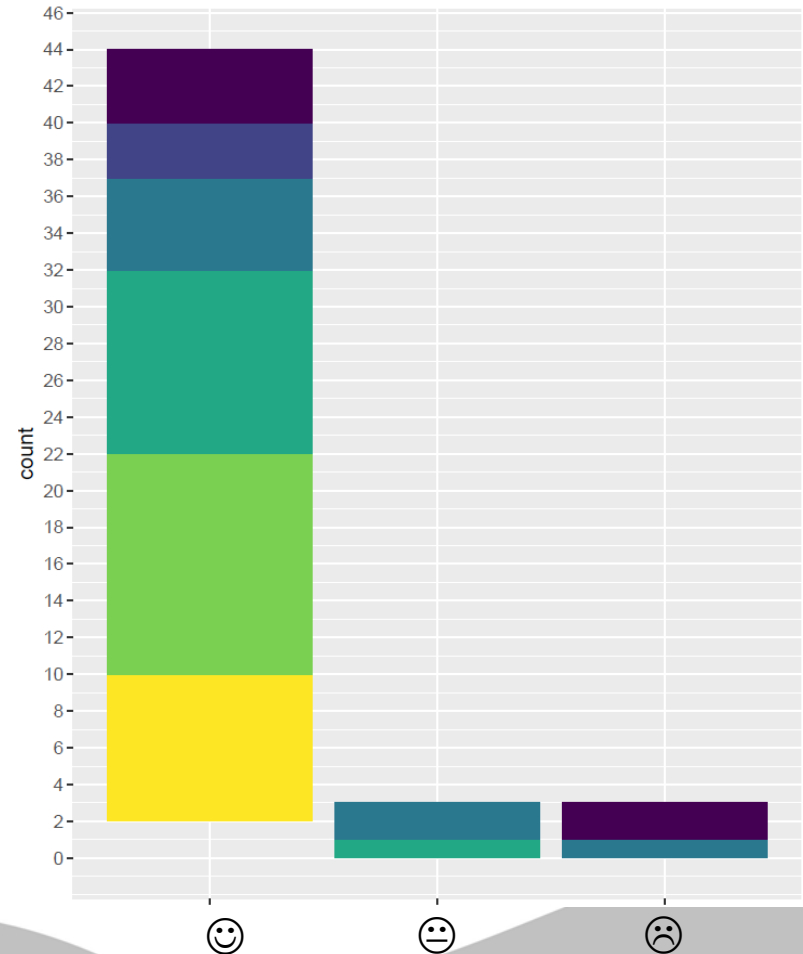
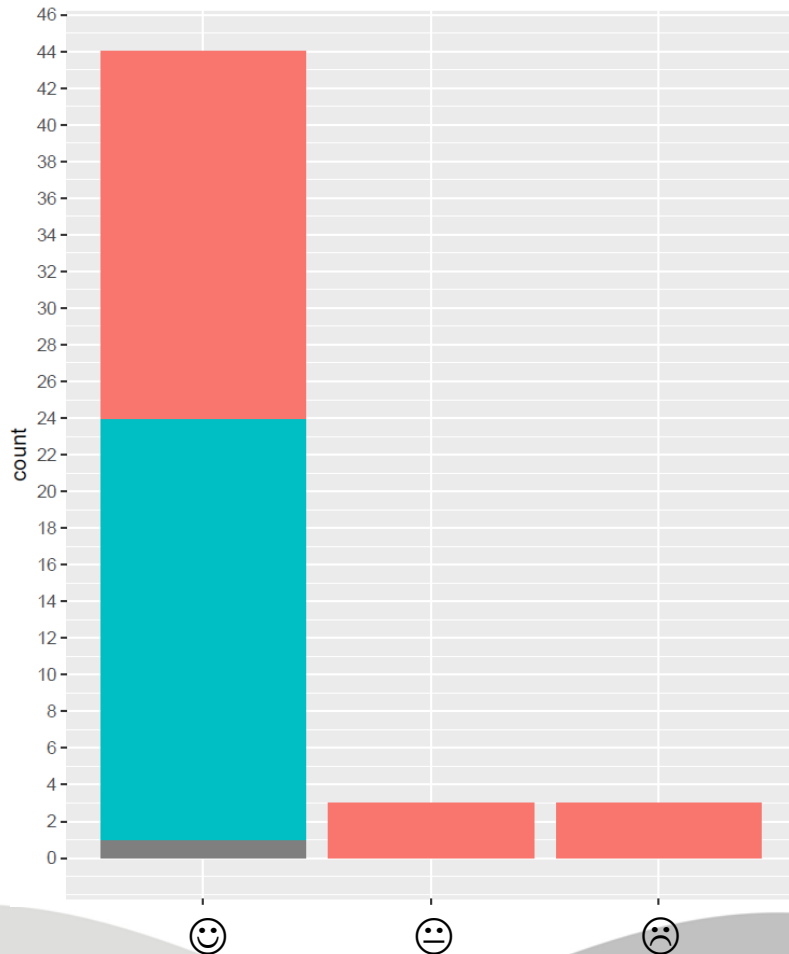
1) My work at the Institute is characterized by freedom of scientific research



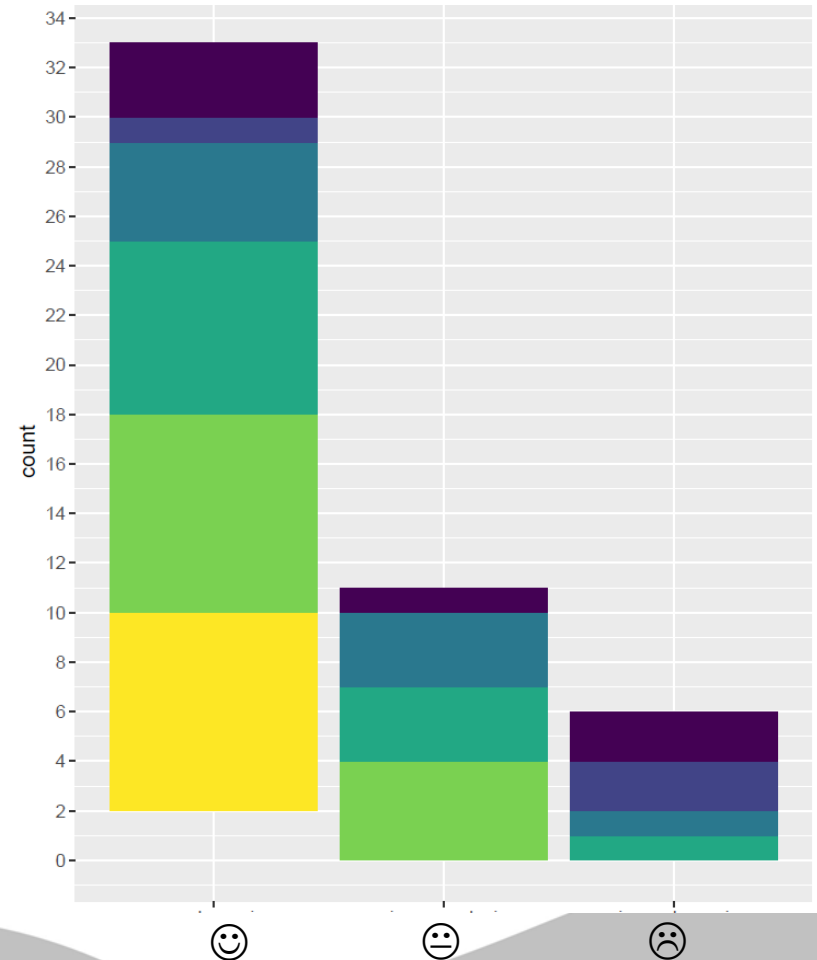
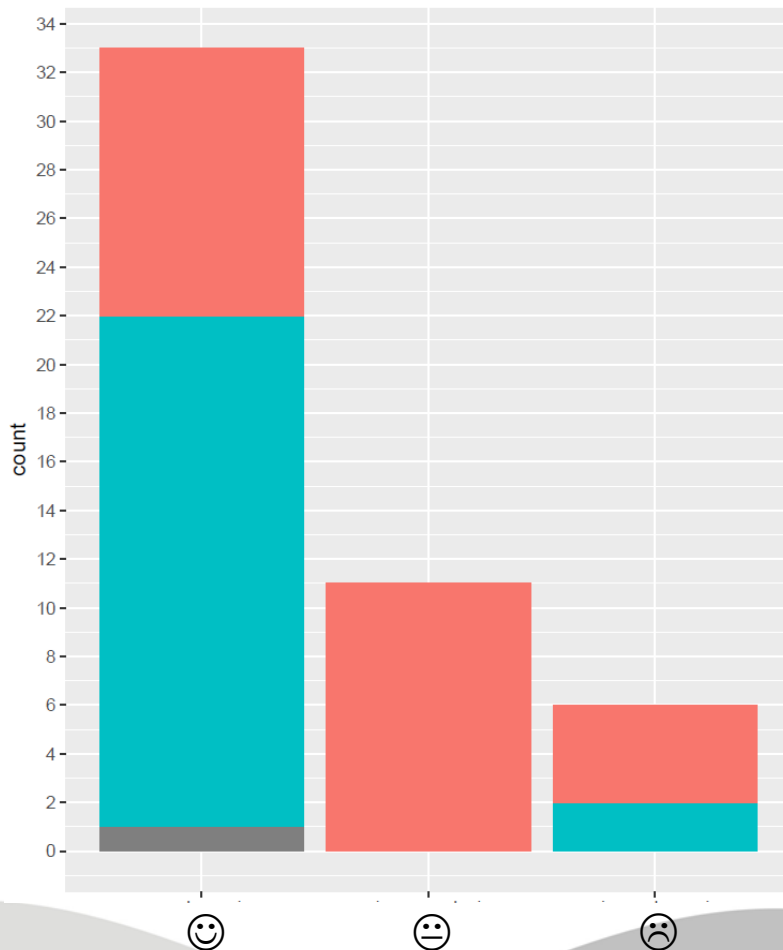
2) Researchers from my community adhere to ethical principles



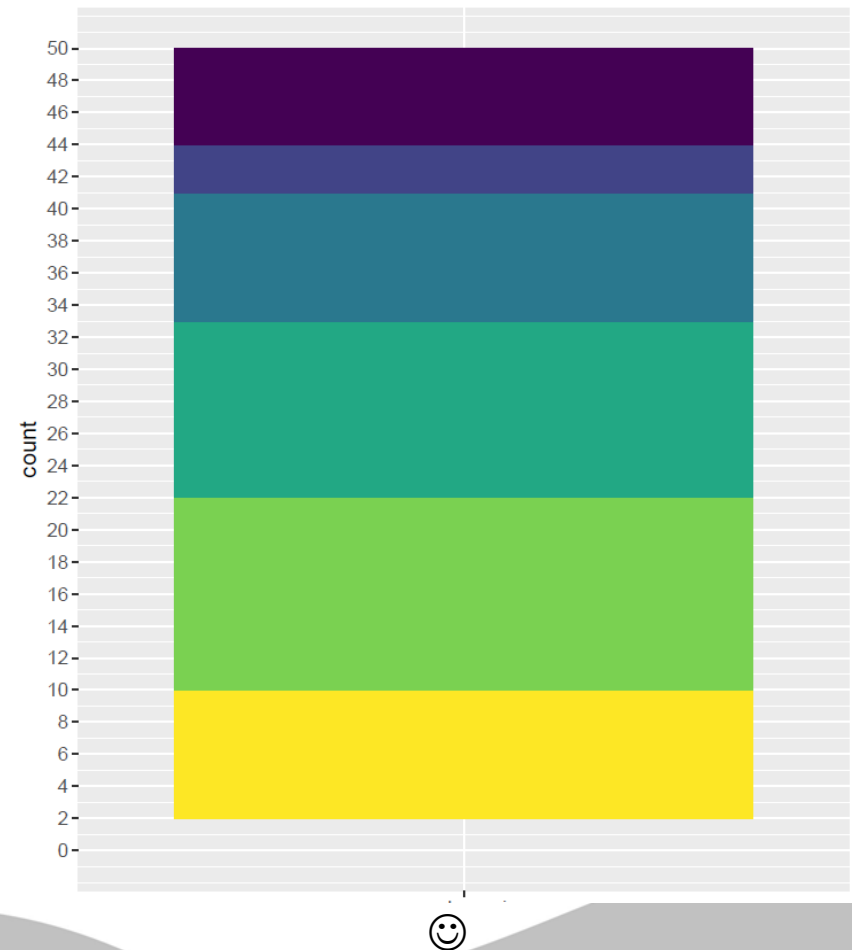
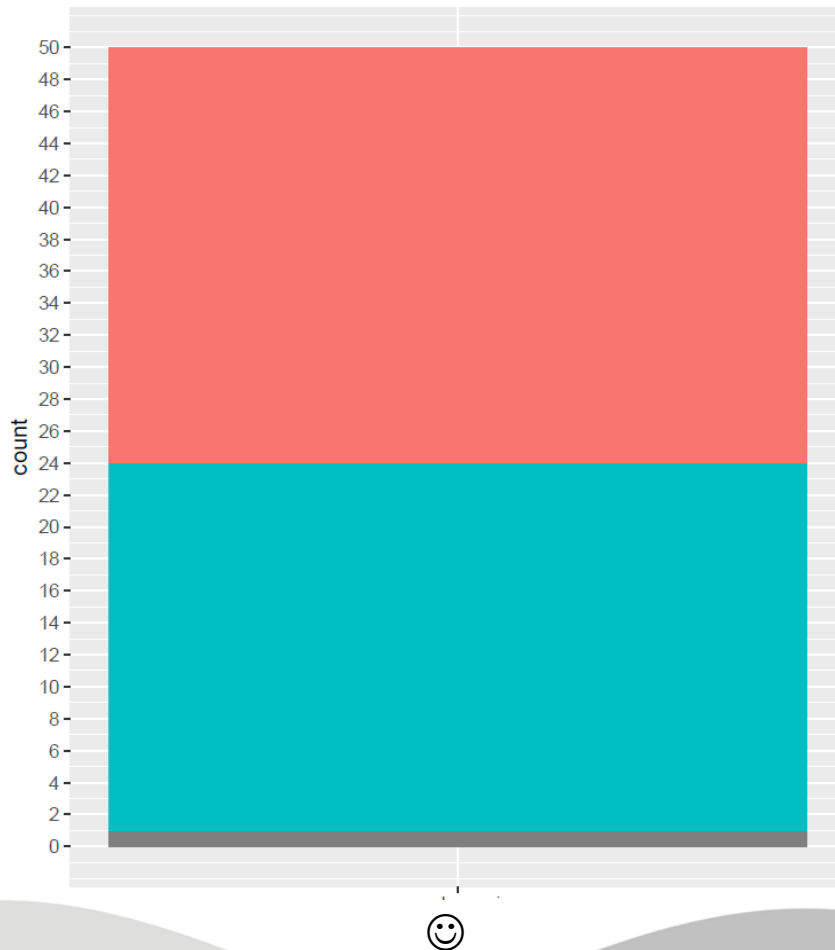
3) My research is relevant to society and does not duplicate research previously carried out elsewhere



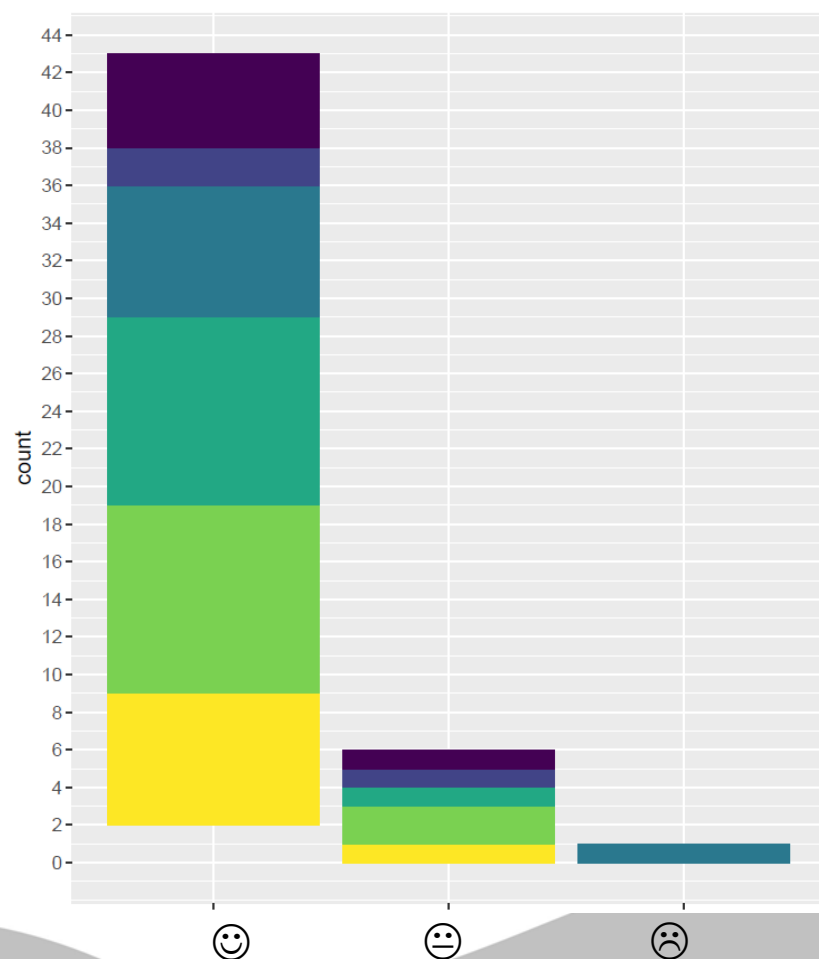
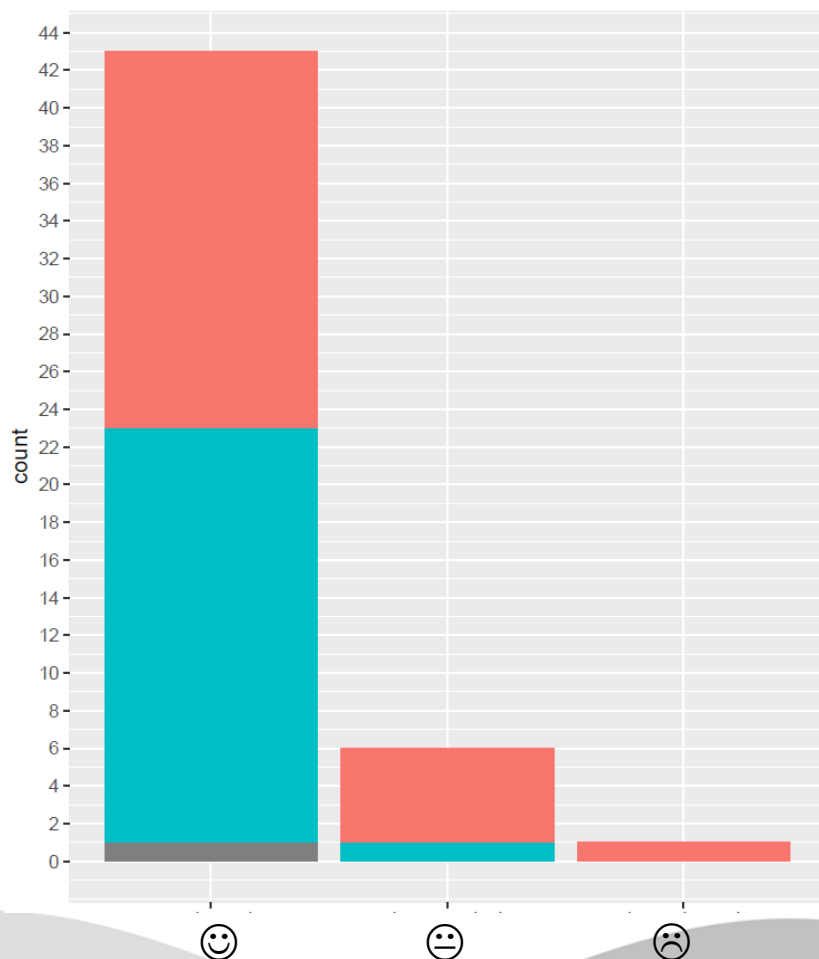
4) I am familiar with the strategic goals governing my research environment and funding mechanisms



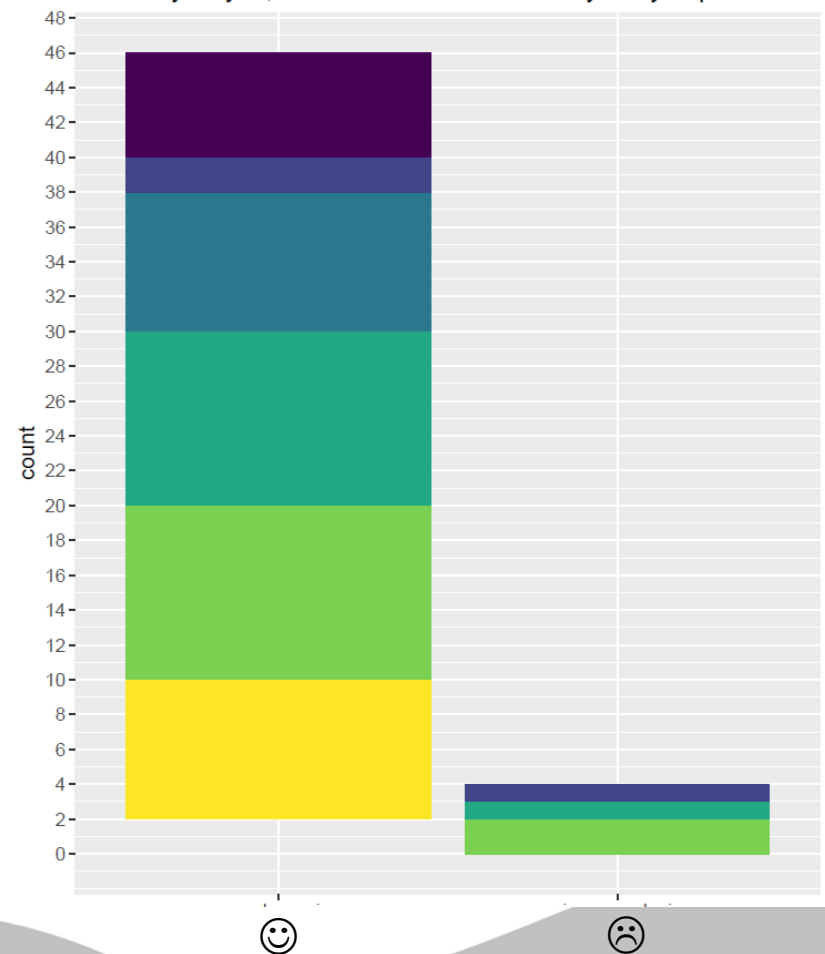
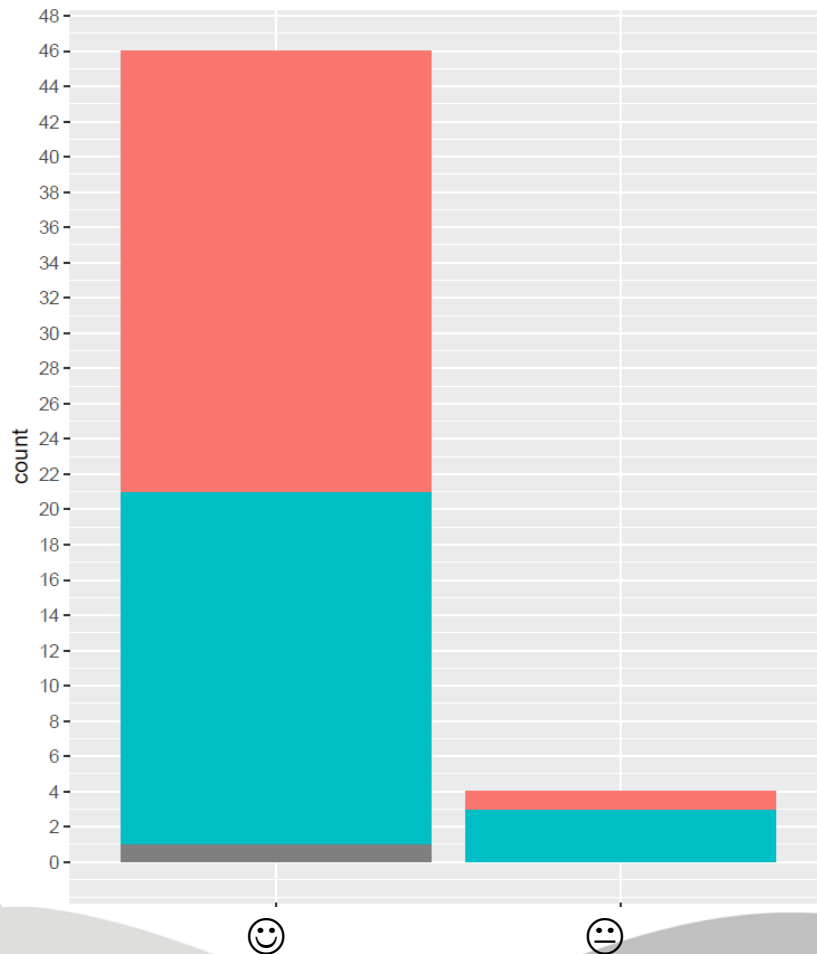
5) As a researcher I adhere to regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc.) as set out in the terms and conditions of the contract or equivalent document



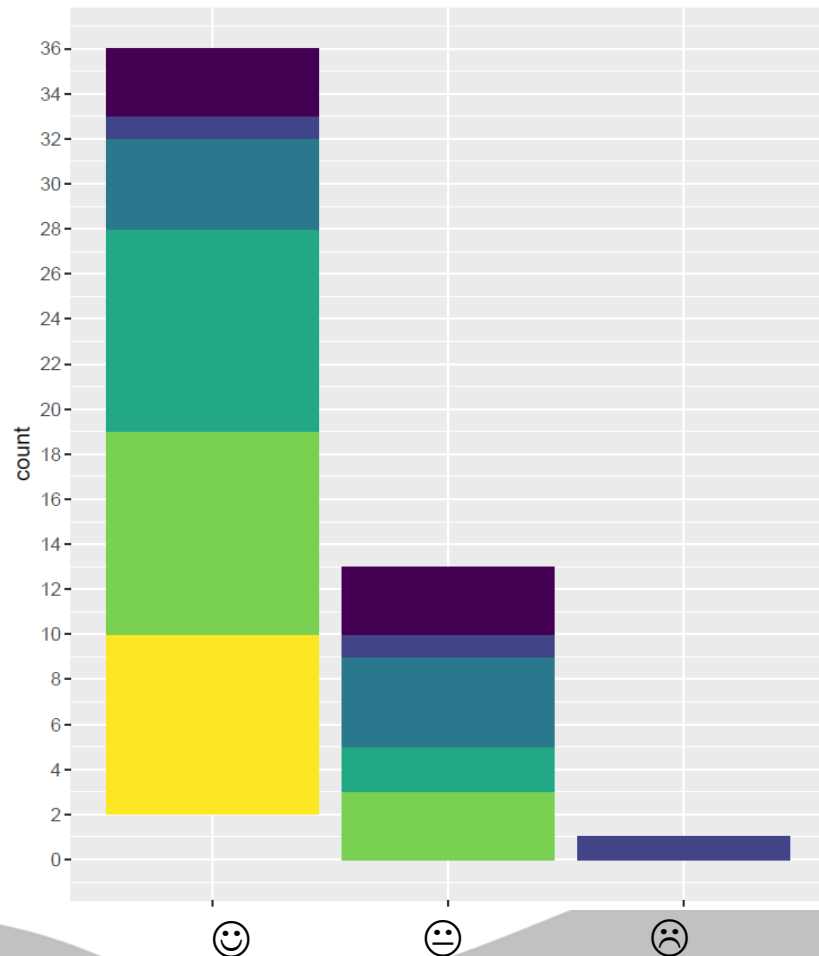
6) I adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorized audits of my research



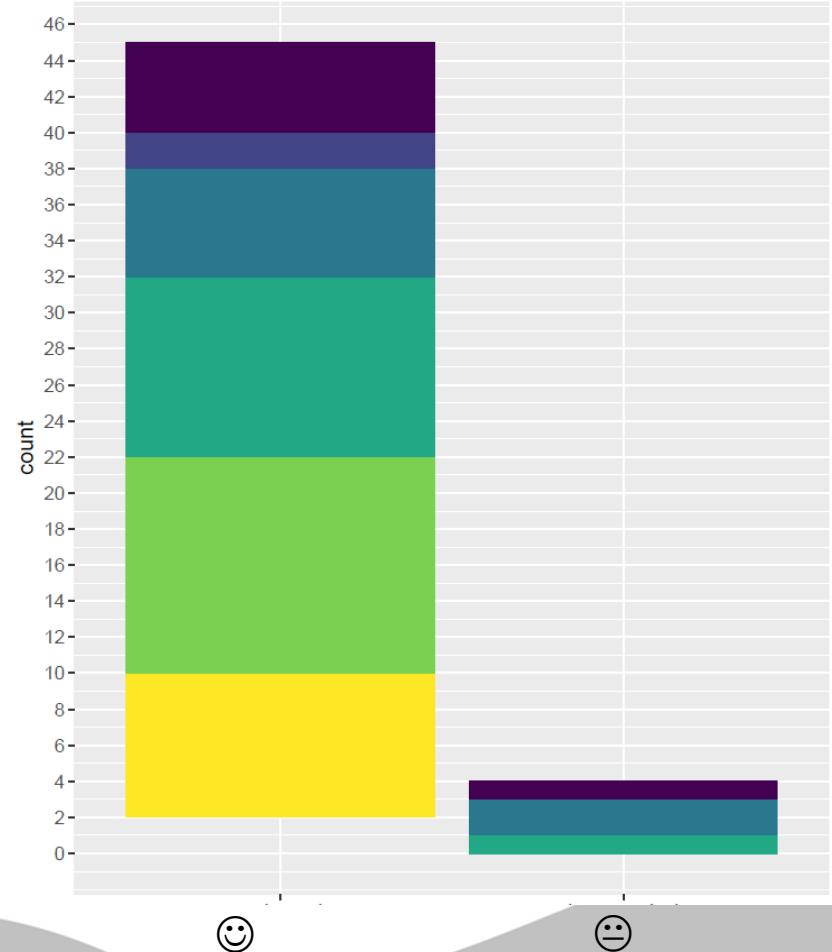
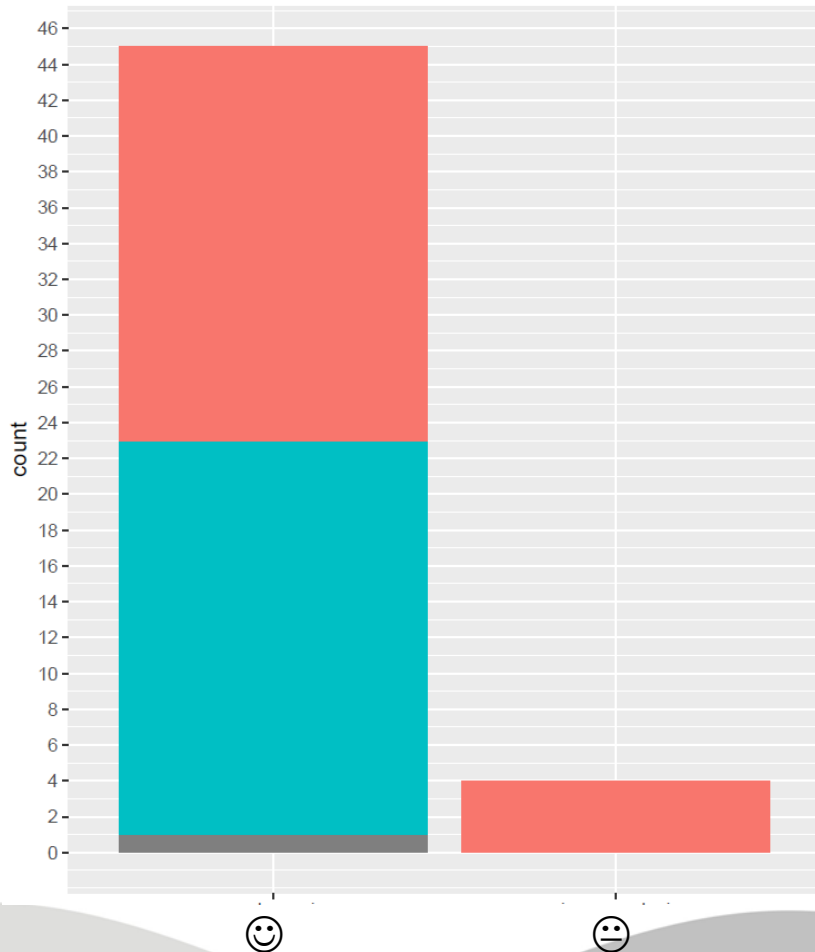
7) I adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters



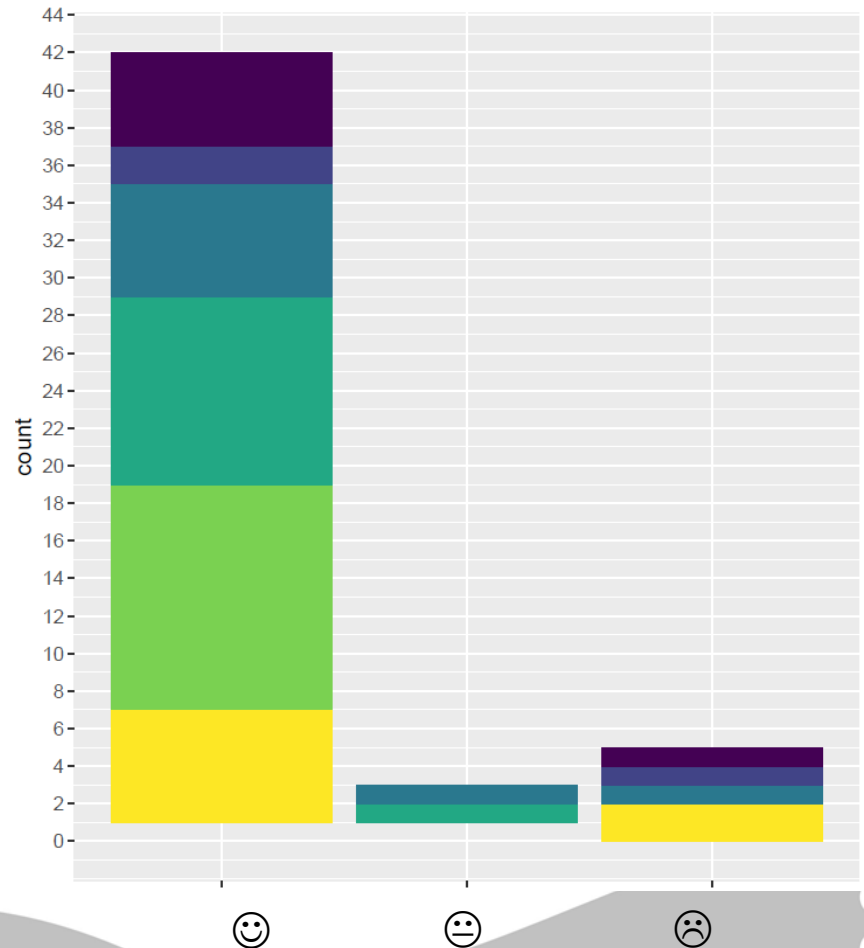
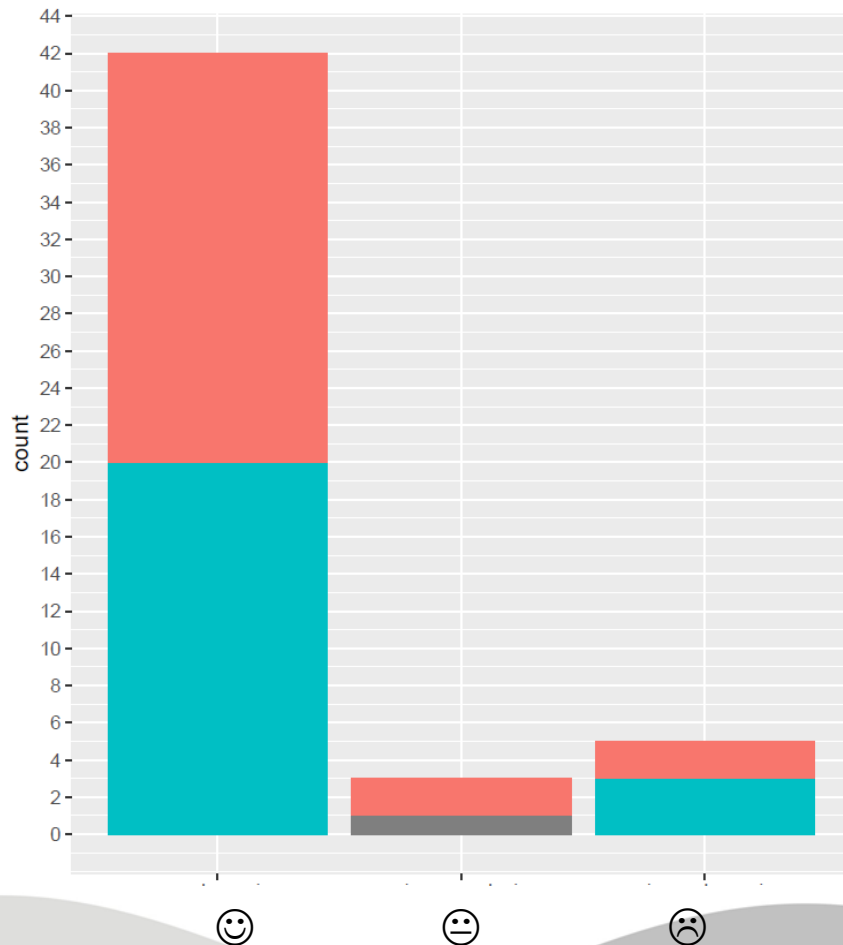
8) I ensure that the results of my research are disseminated and exploited, e.g. communicated via the NMFRI website or, if appropriate, commercialized



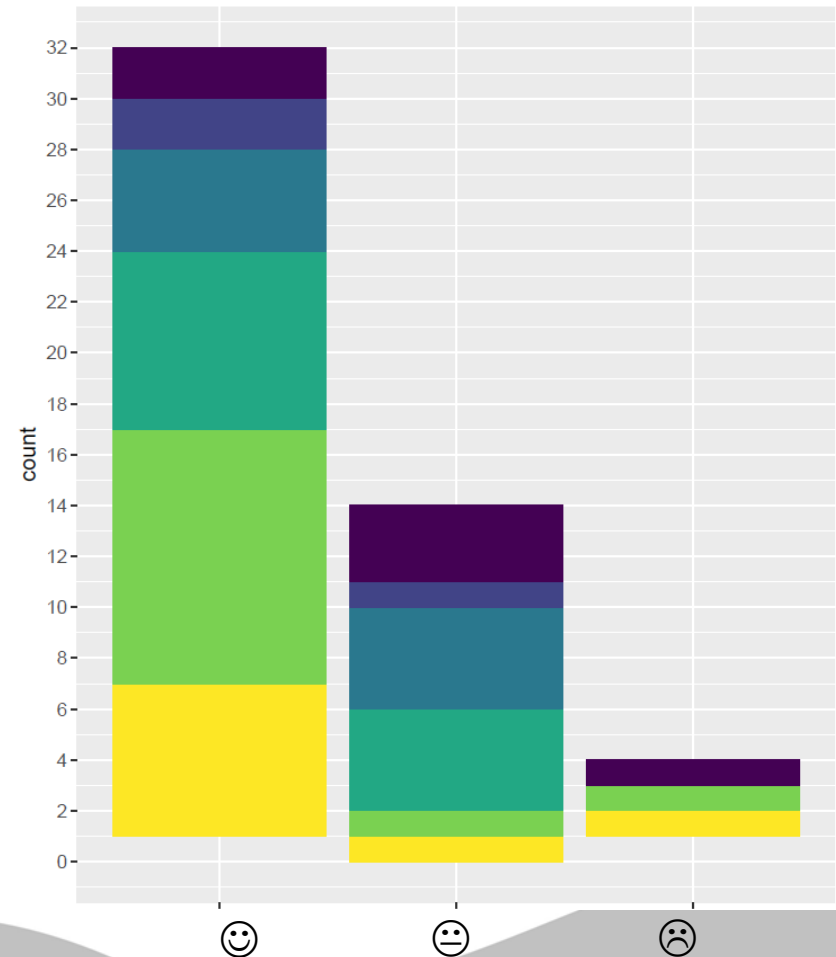
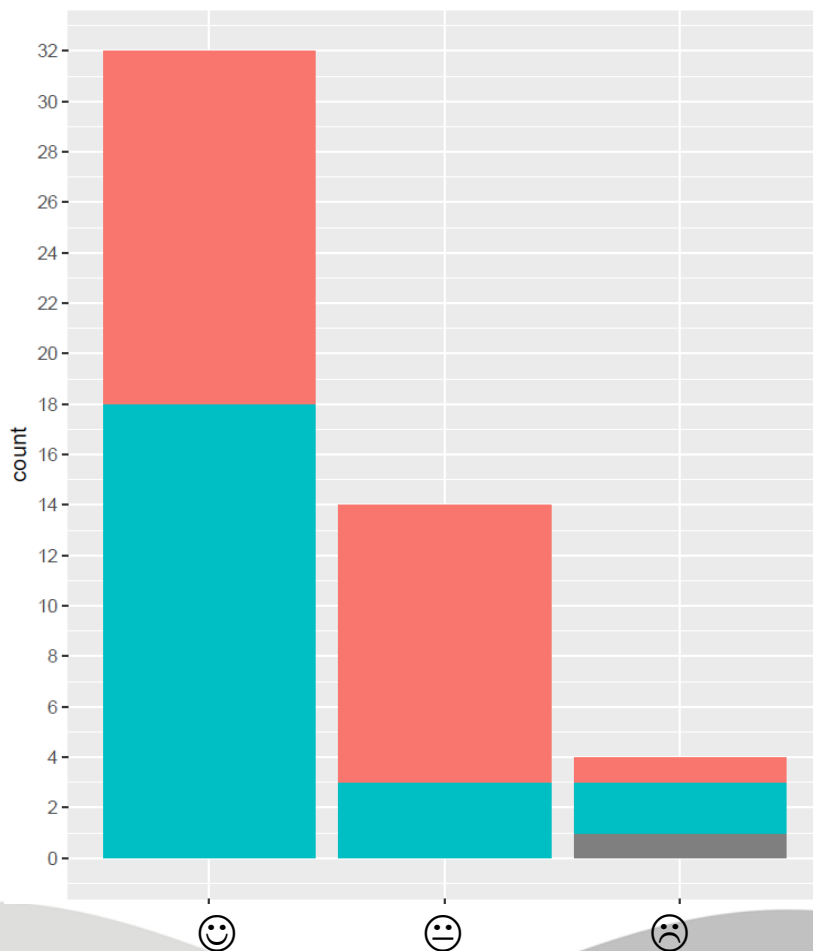
9) I ensure that my research activities are made known to society at large in such a way that they can be understood by non-specialists



10) In my scientific environment I do NOT face discrimination (e.g. on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition):

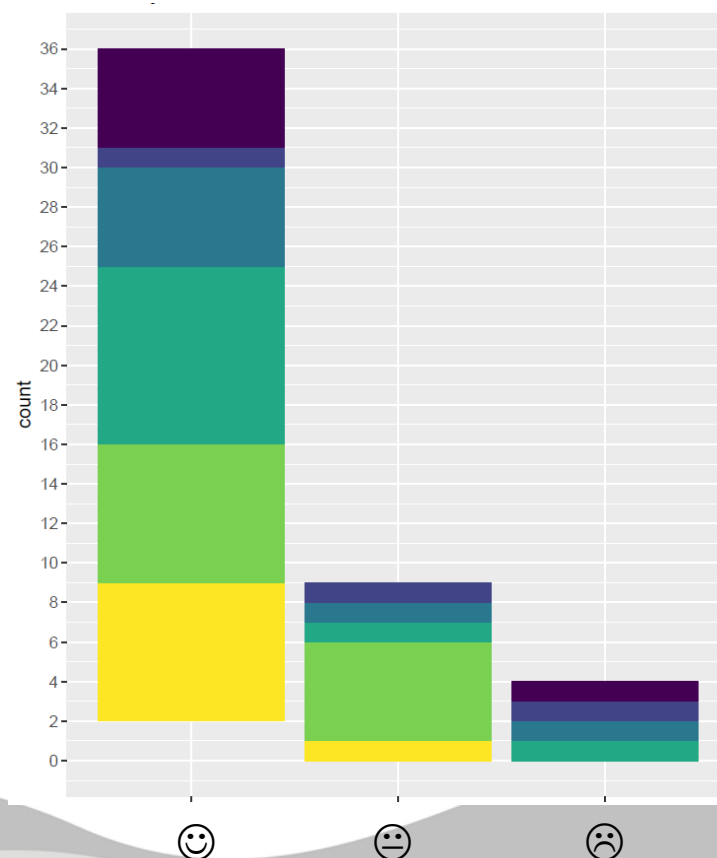
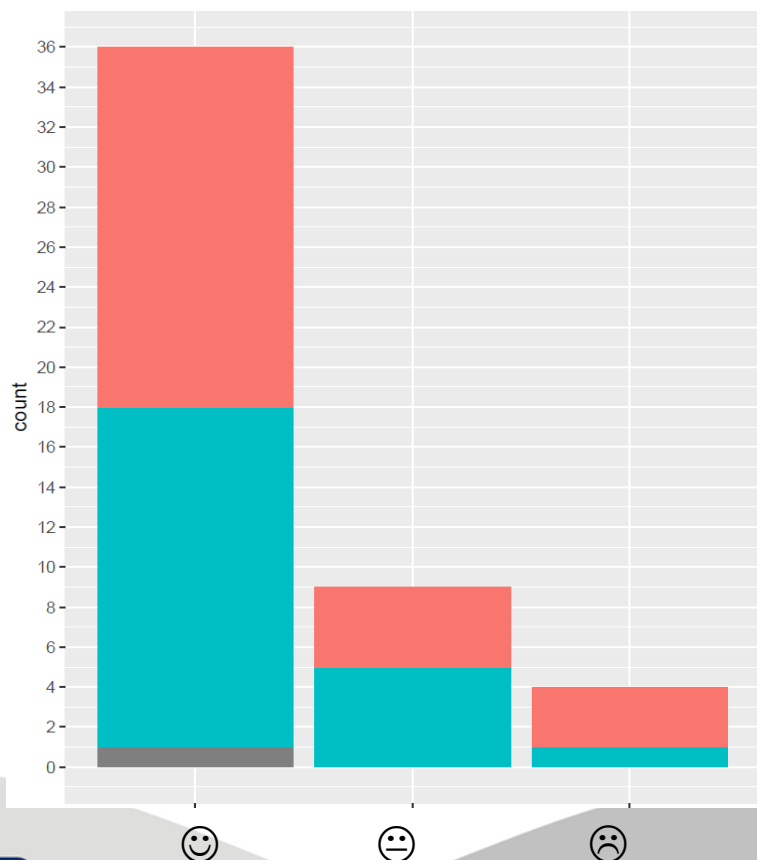


11) My Institute uses for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent committee

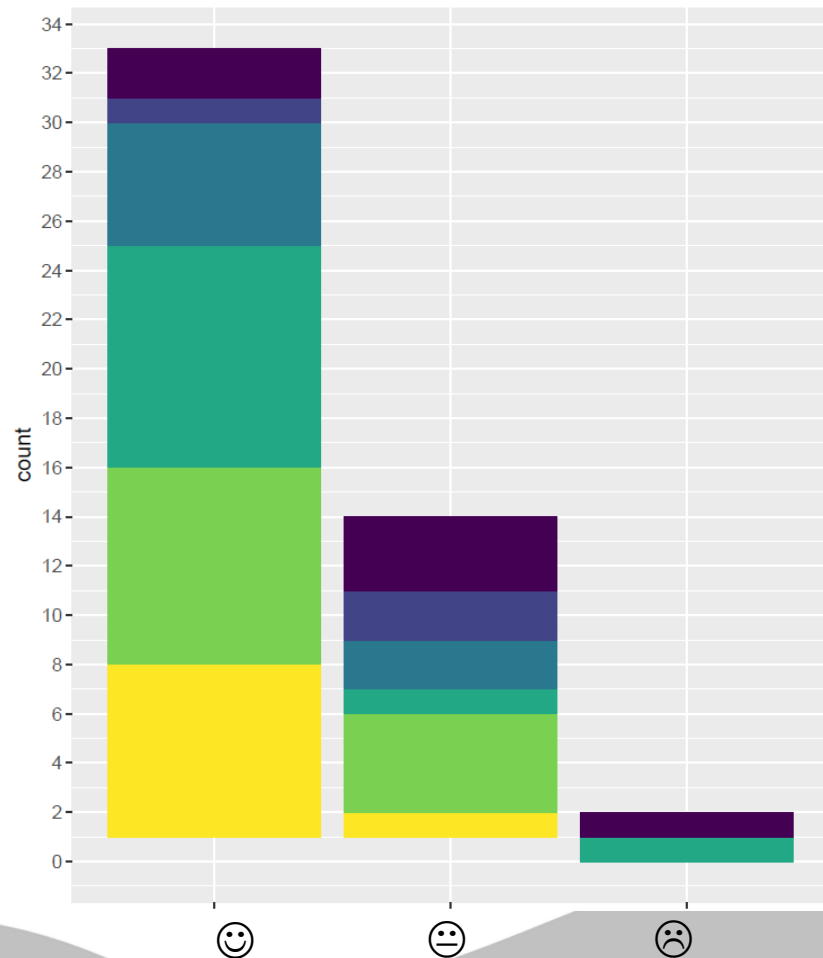


II. Recruitment

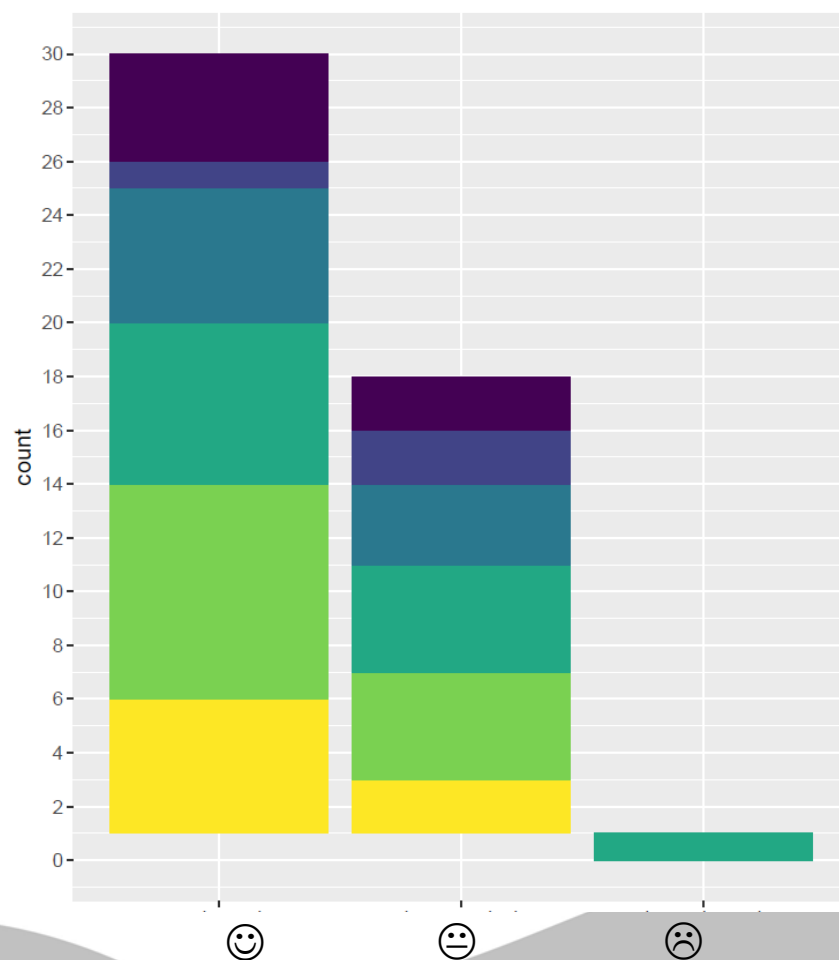
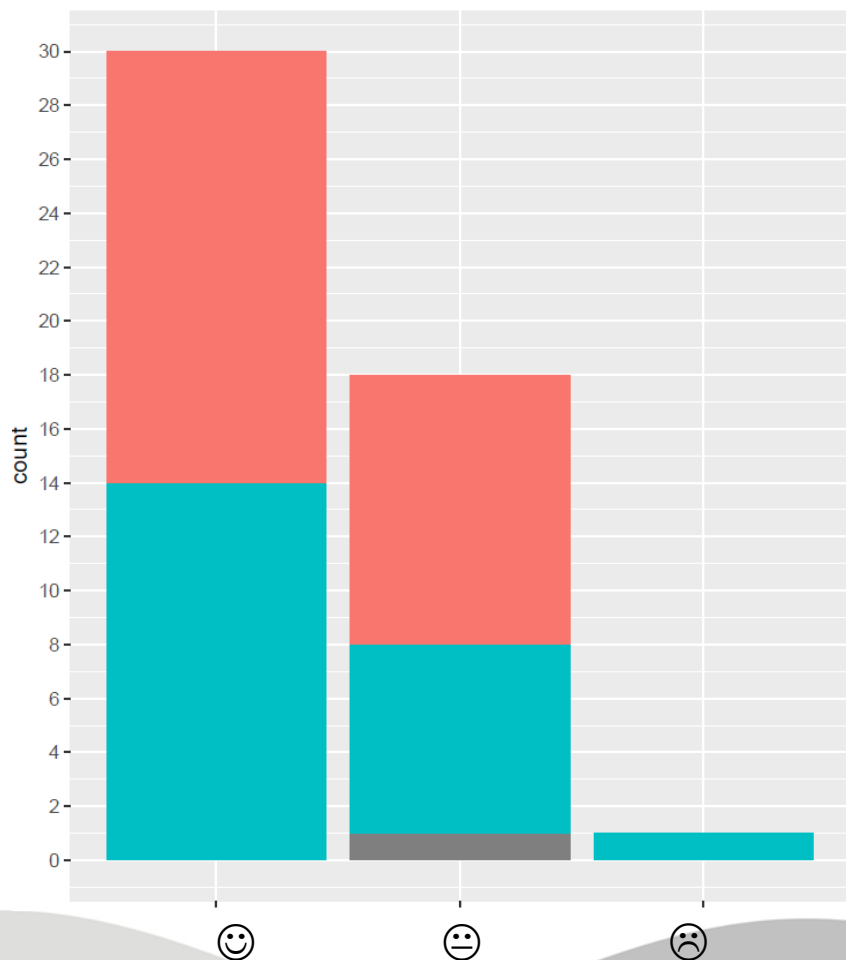
12) I know and understand the rules set out in the Code of Conduct for the Recruitment of Researchers during the appointment or recruitment of researchers



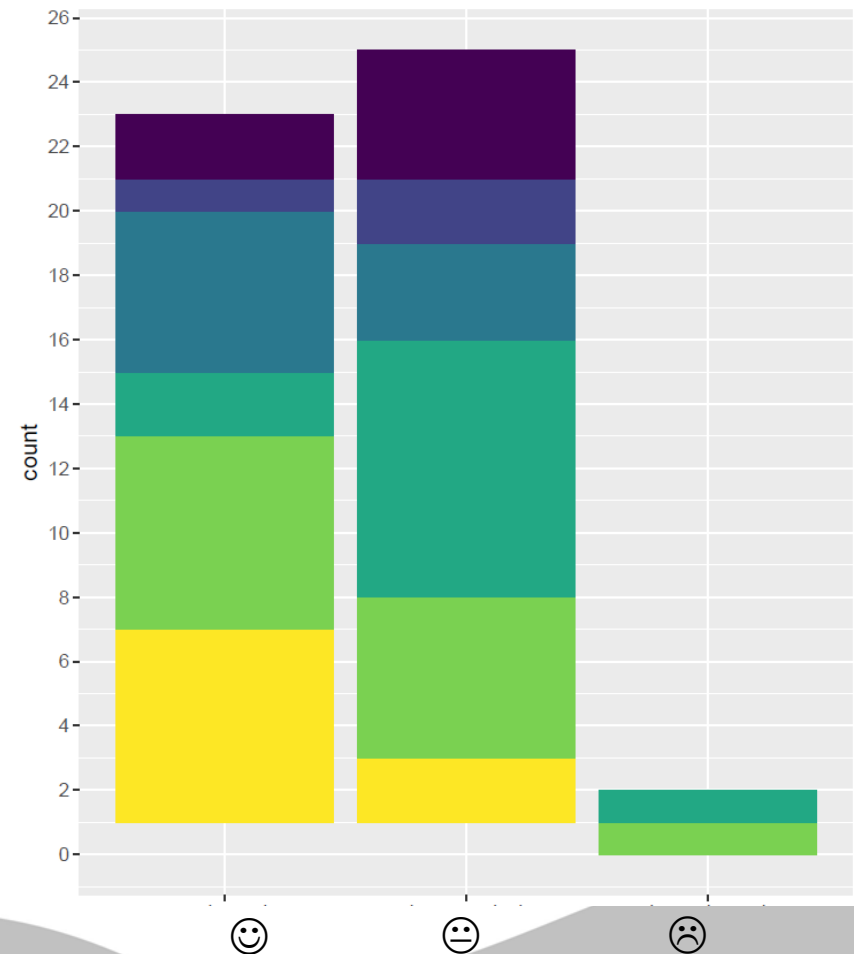
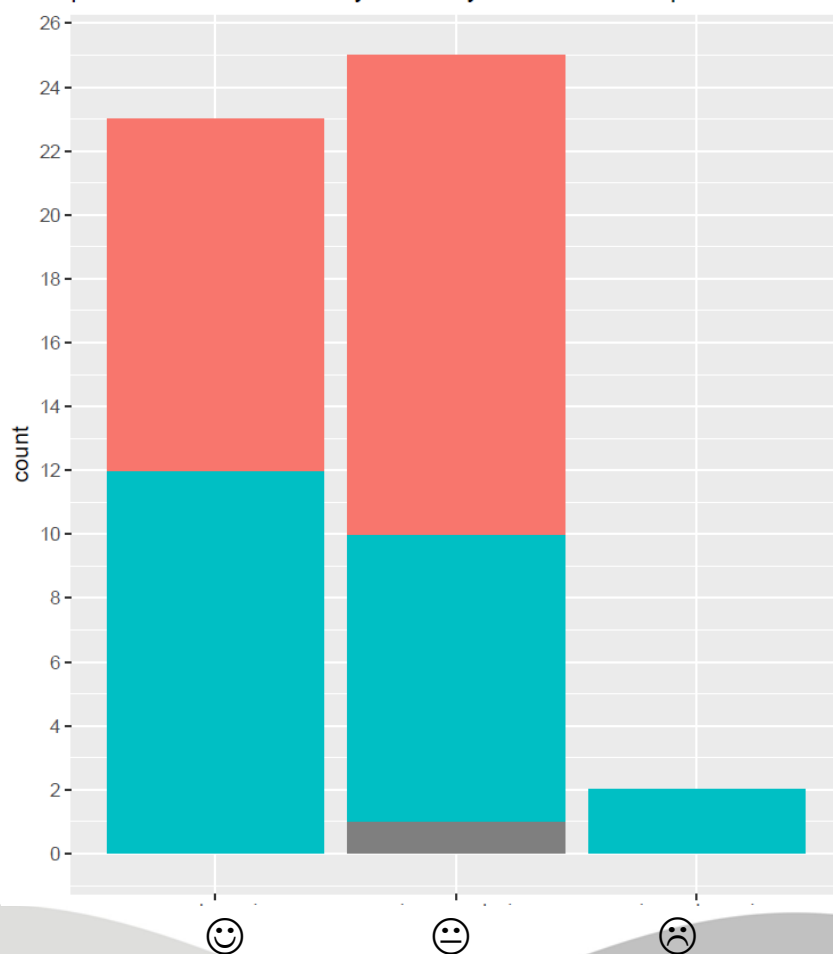
13) Recruitment for scientific positions at the NMFRI places emphasis on open and transparent procedures based on the qualifications of candidates



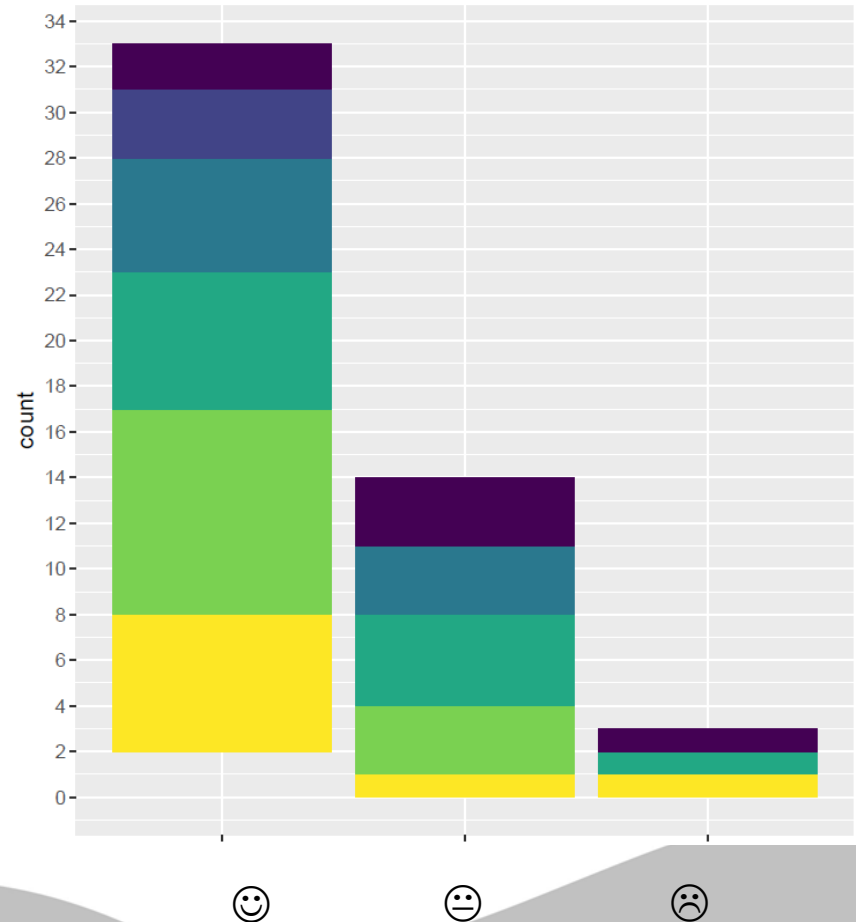
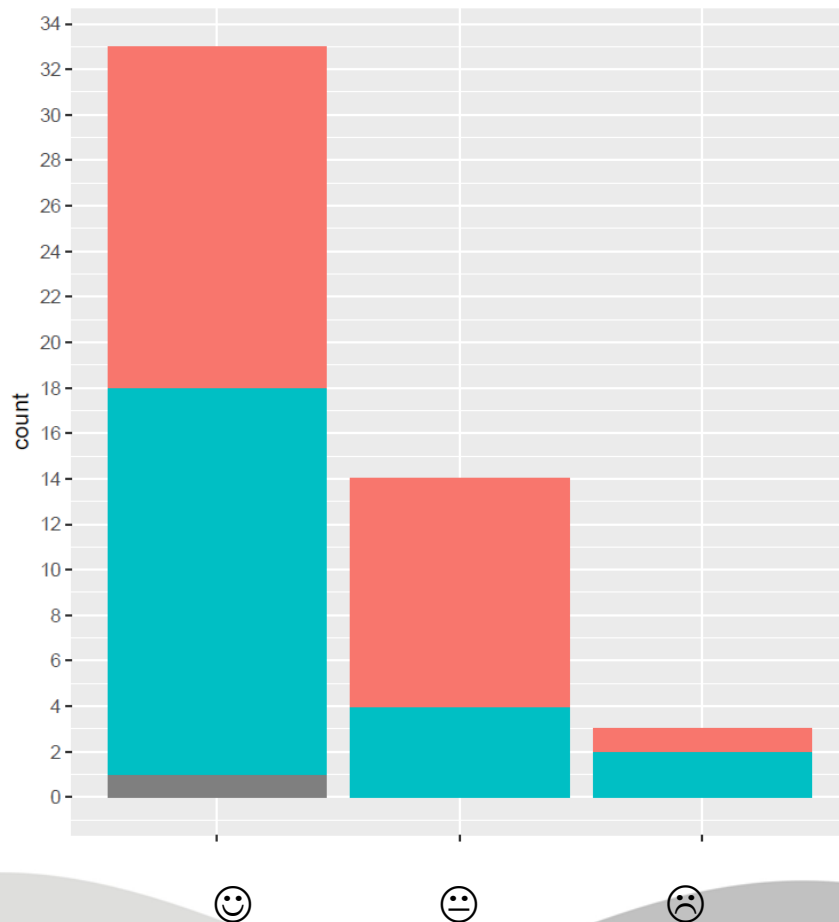
14) Recruitment committees selecting candidates for scientific positions at the NMFRI have appropriate experience and preparation for this, and apply a wide range of candidate selection practices



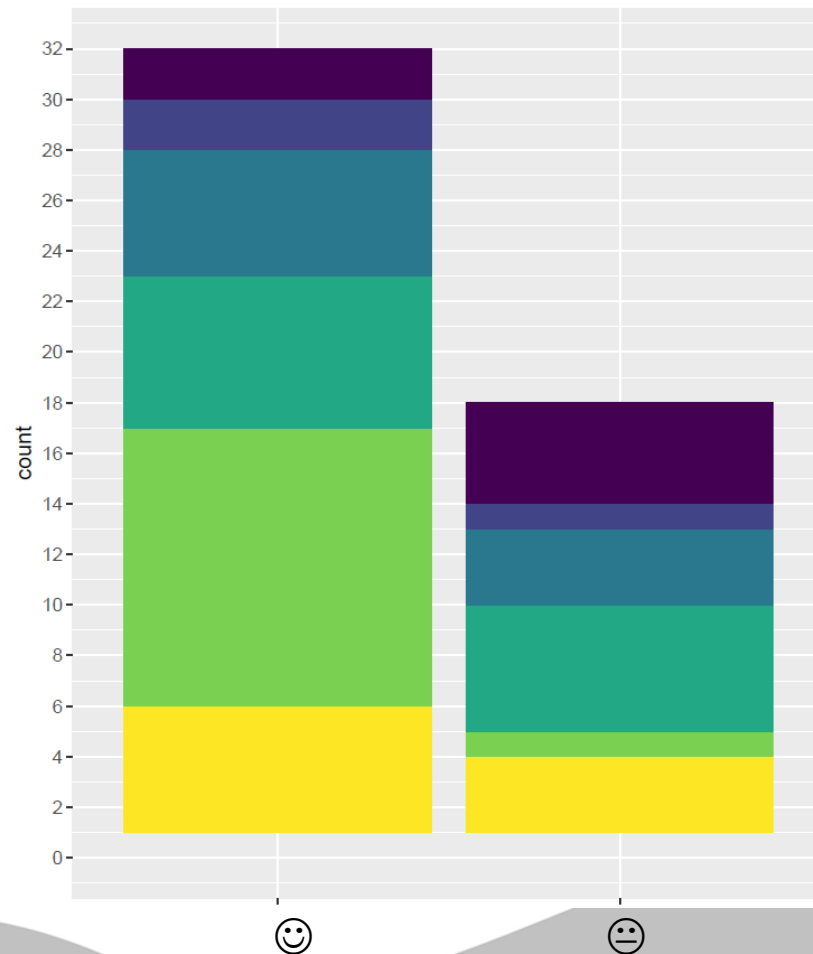
15) Candidates recruited to the NMFRI are informed about the selection criteria, the number of available positions and prospects for professional development. After completing the recruitment process, candidates are notified of the strengths and weaknesses of their applications



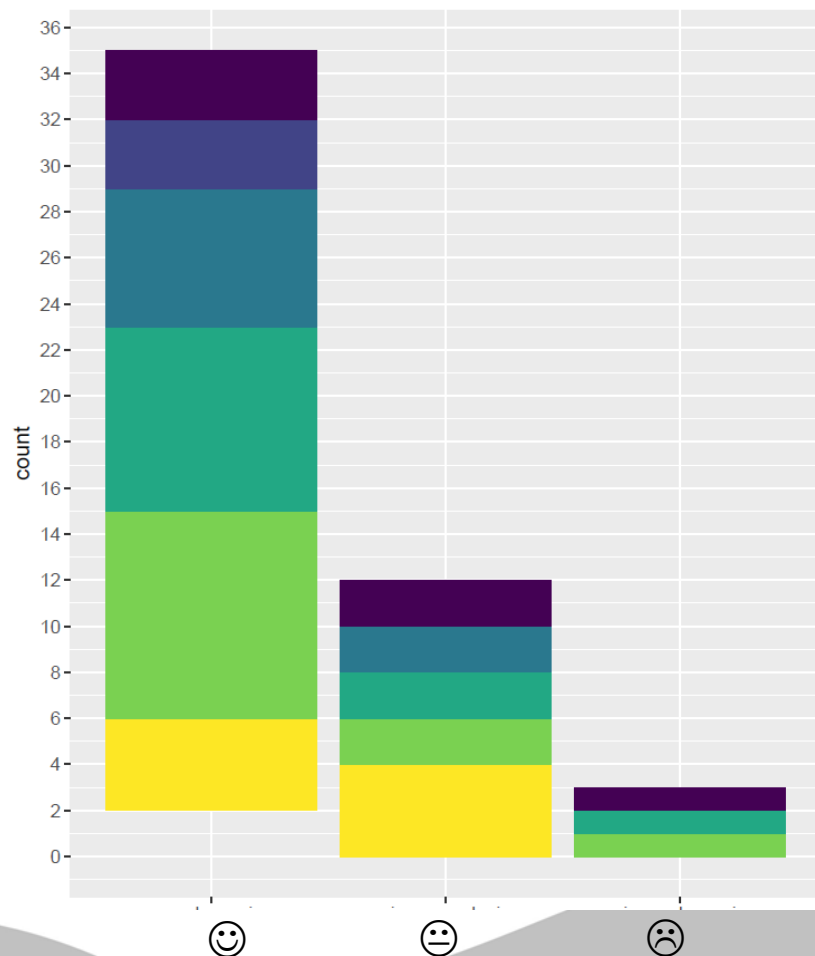
16) The evaluation of the NMFRI scientific employees should include not only bibliometric indices, such as the number of publications, but also other criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities



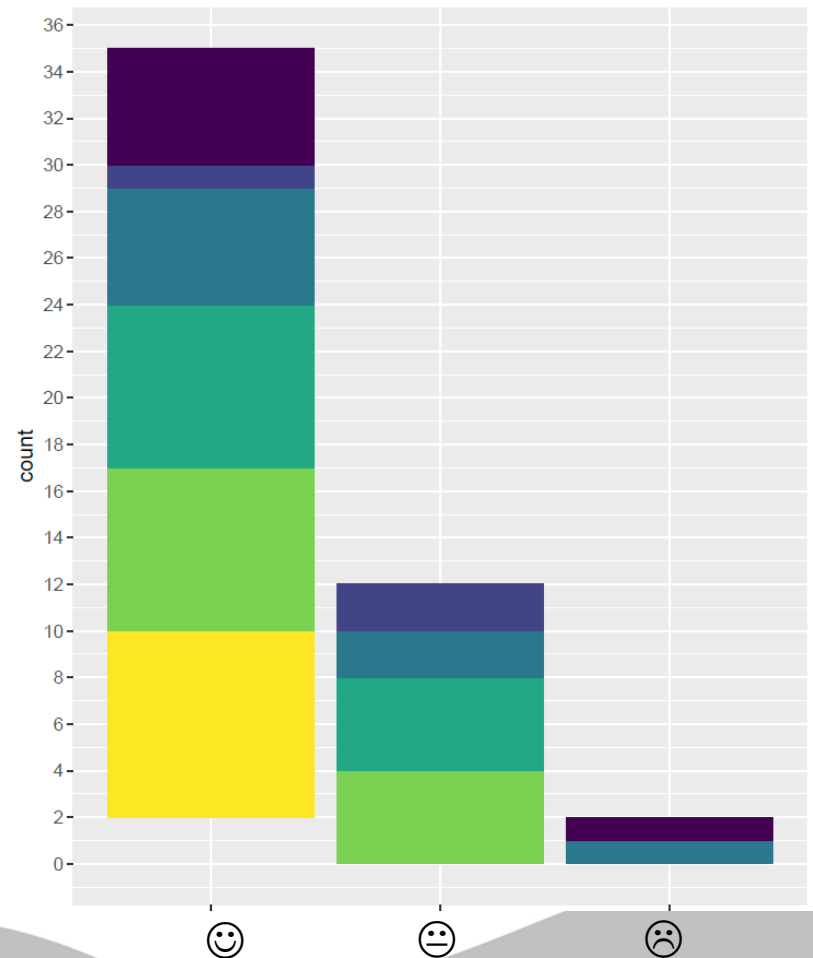
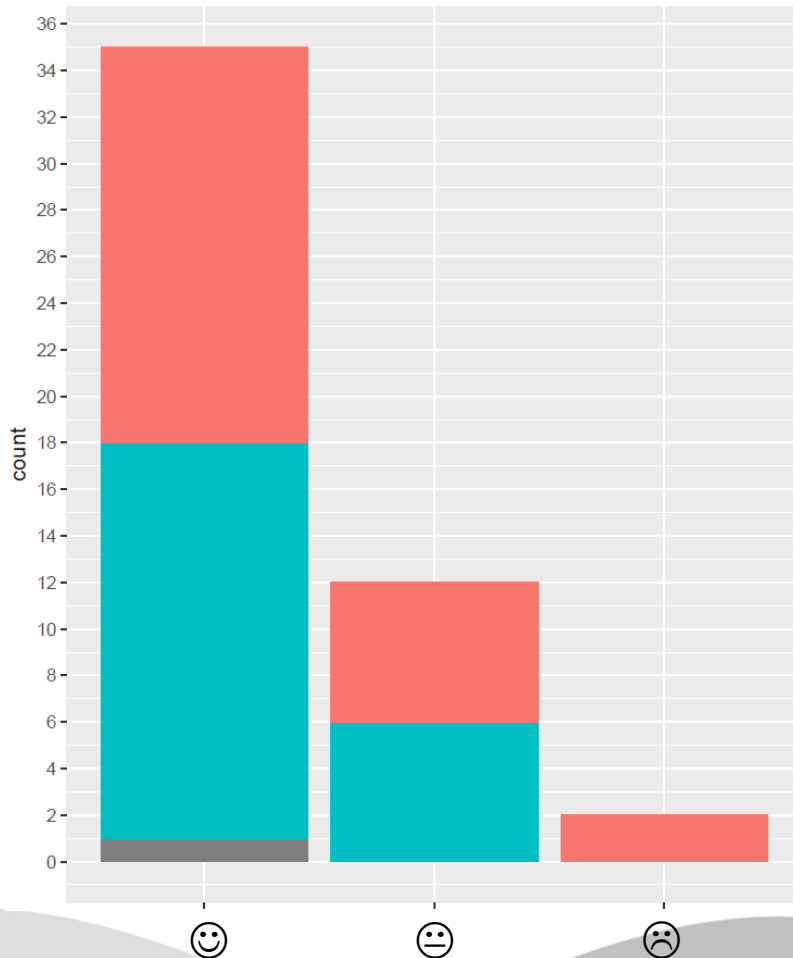
17) Career breaks or variations in the chronological order of CVs are not a problem during the recruitment / promotion to scientific positions at the NMFRI



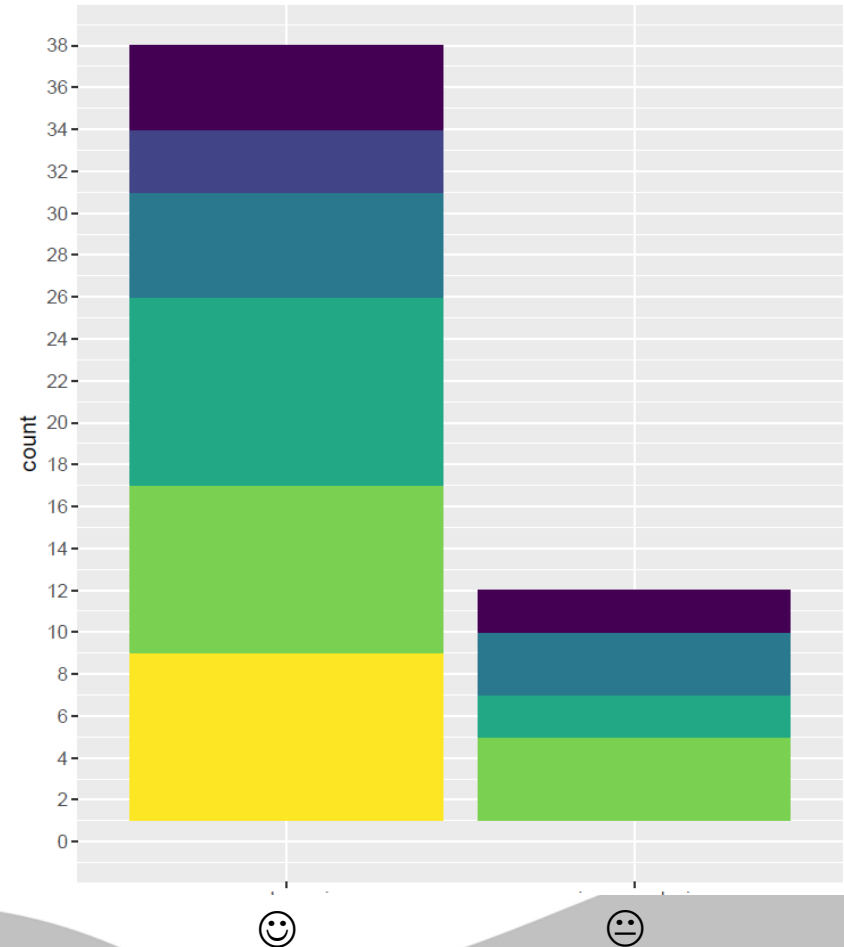
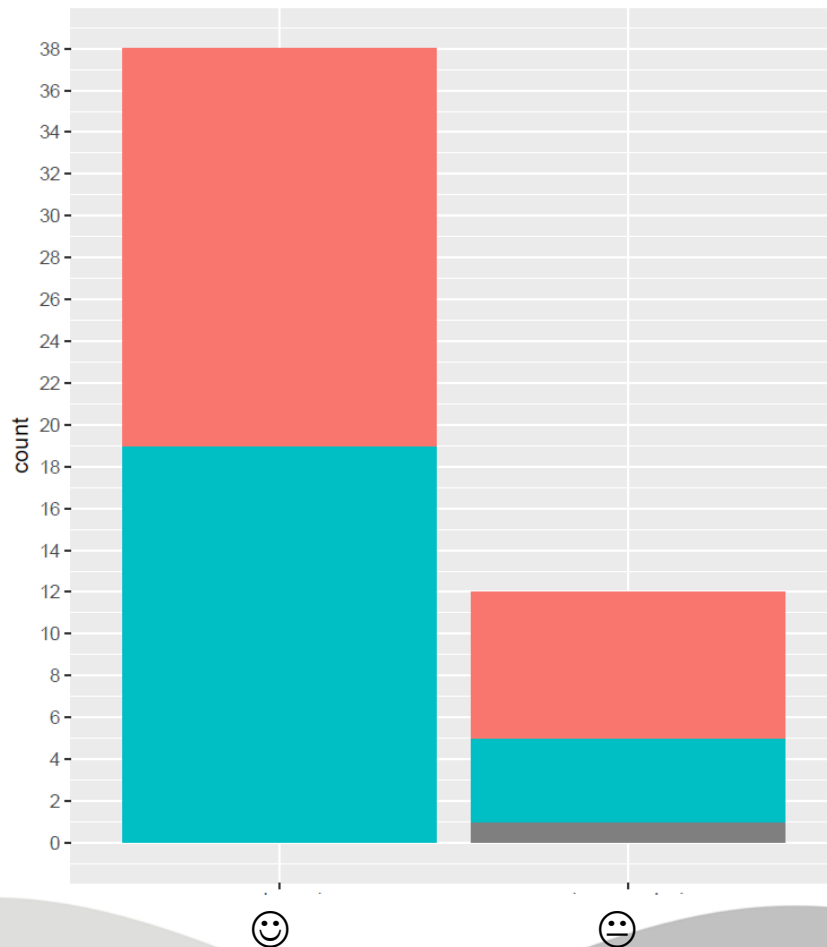
18) Any mobility experience, e.g. a stay in another country/region or in another research setting is considered at my Institute as a valuable contribution



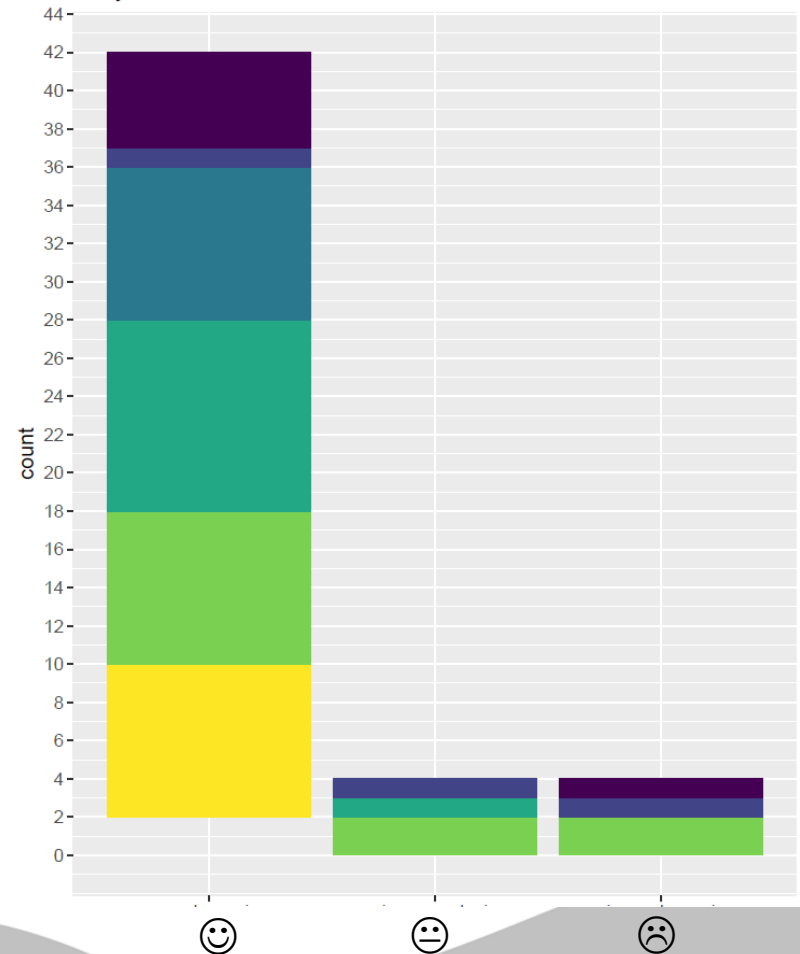
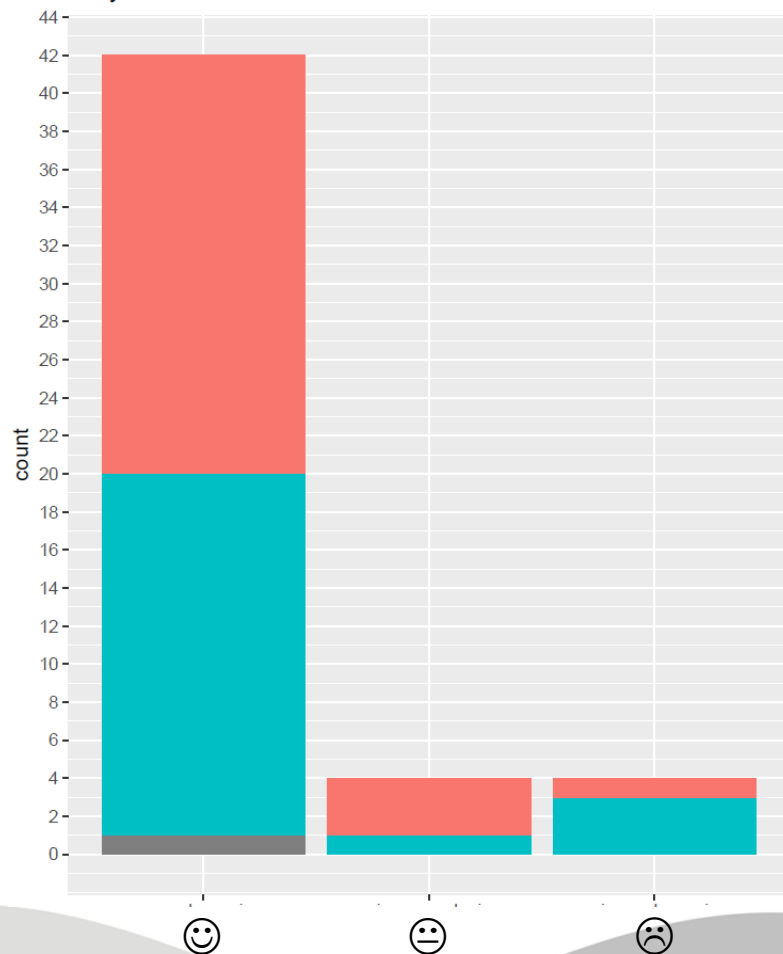
19) I believe that my professional qualifications are recognized both at home and abroad



20) In my scientific work, the recognition and evaluation of qualifications focus on judging my personal achievements rather than the reputation of the institution where the qualifications were gained, or the age at which they were achieved

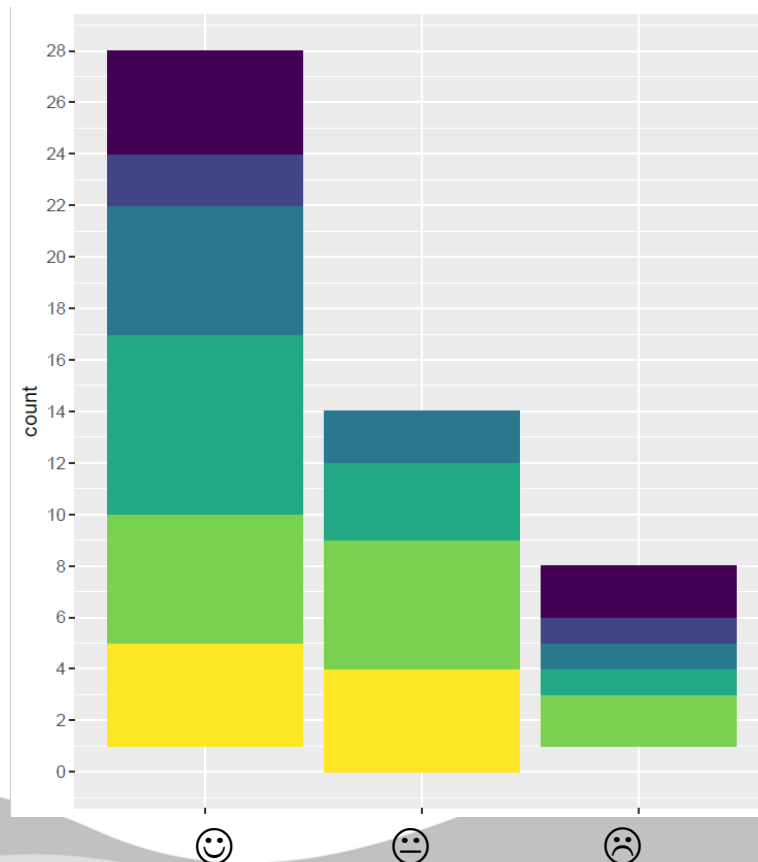
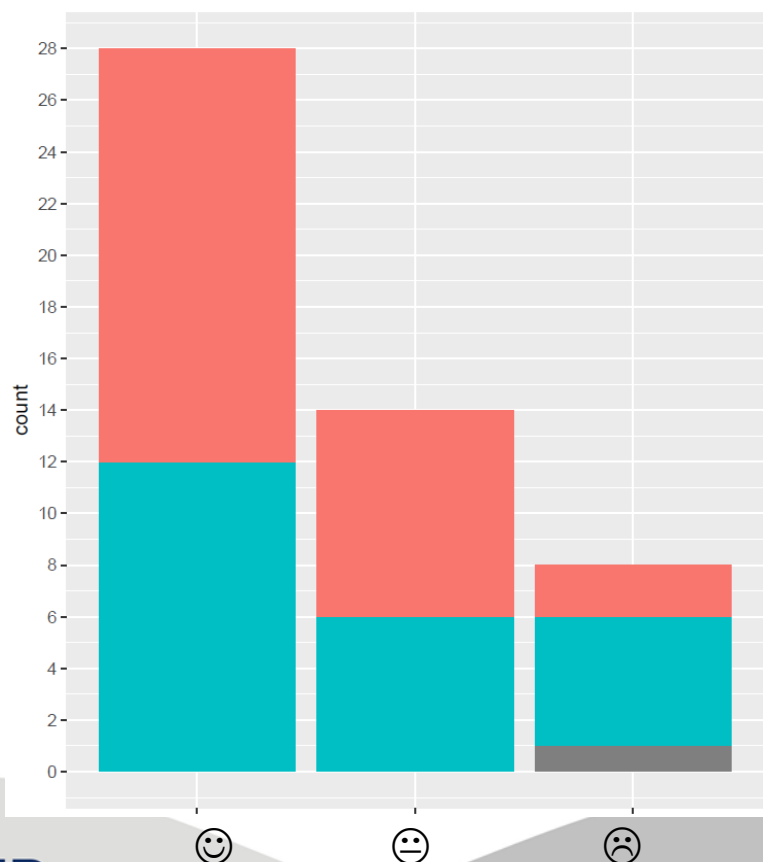


21) I know the promotion path for successive scientific positions at my Institute:

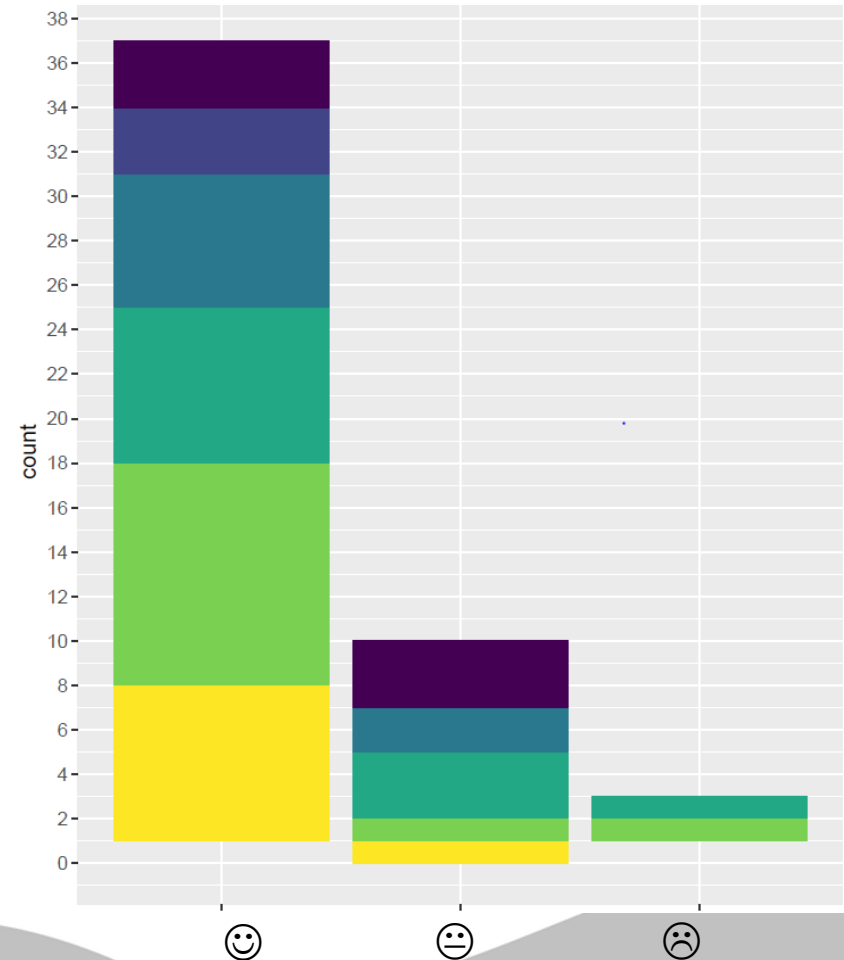
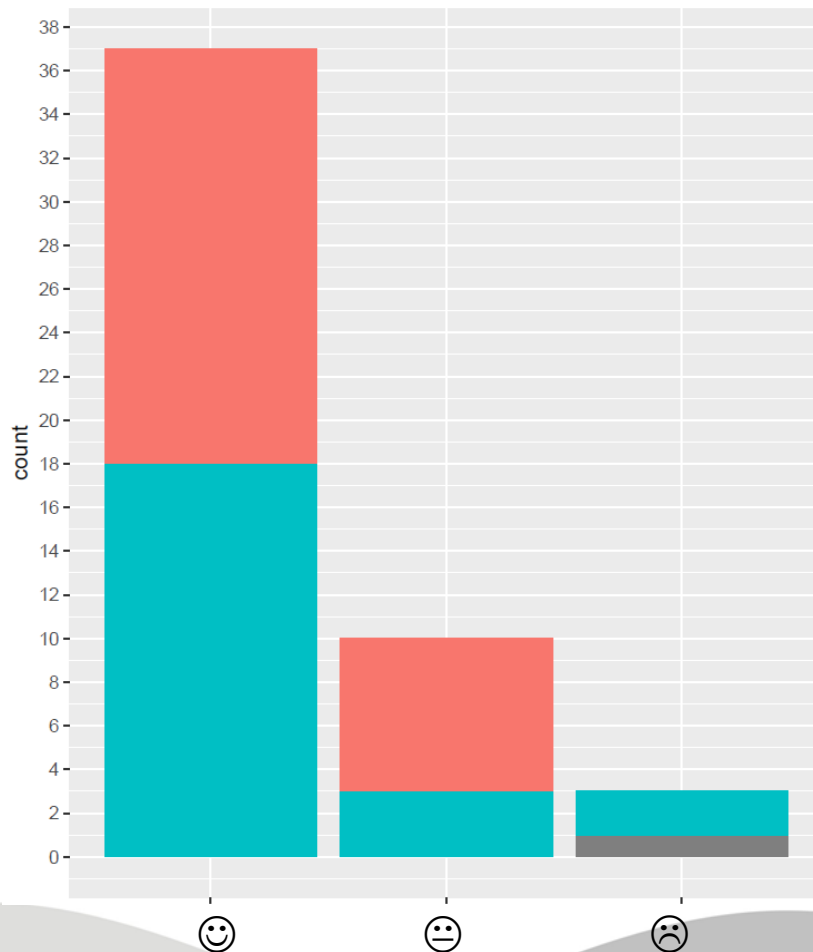


III. Working conditions and social security

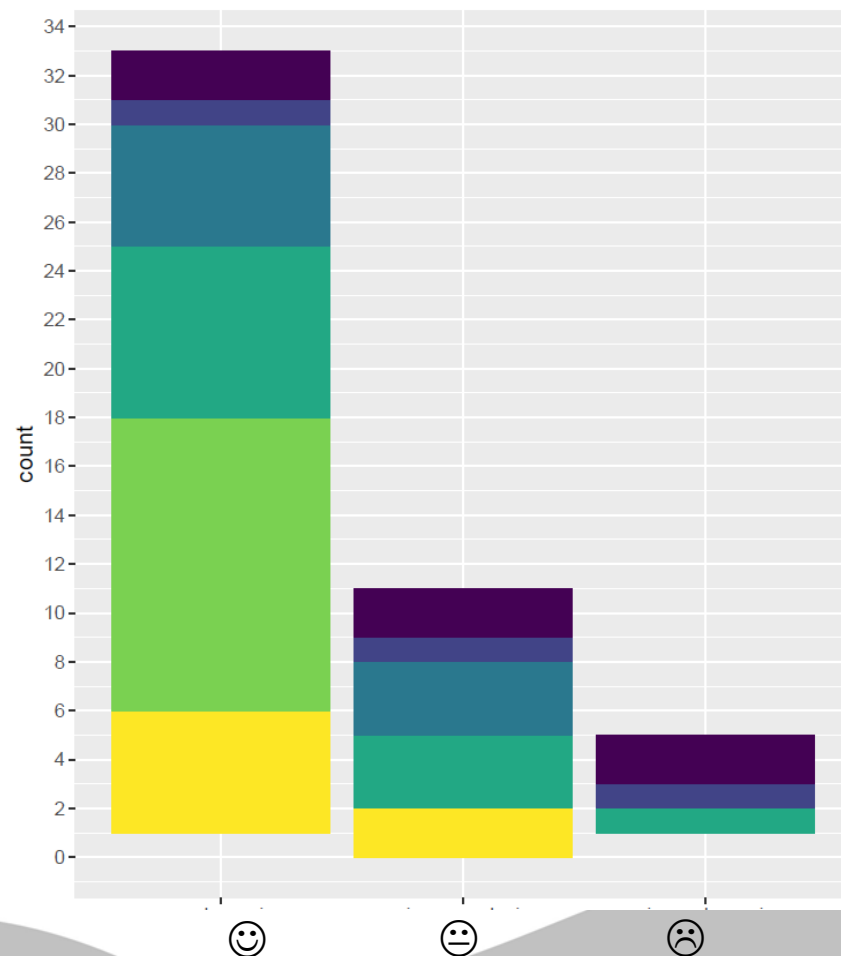
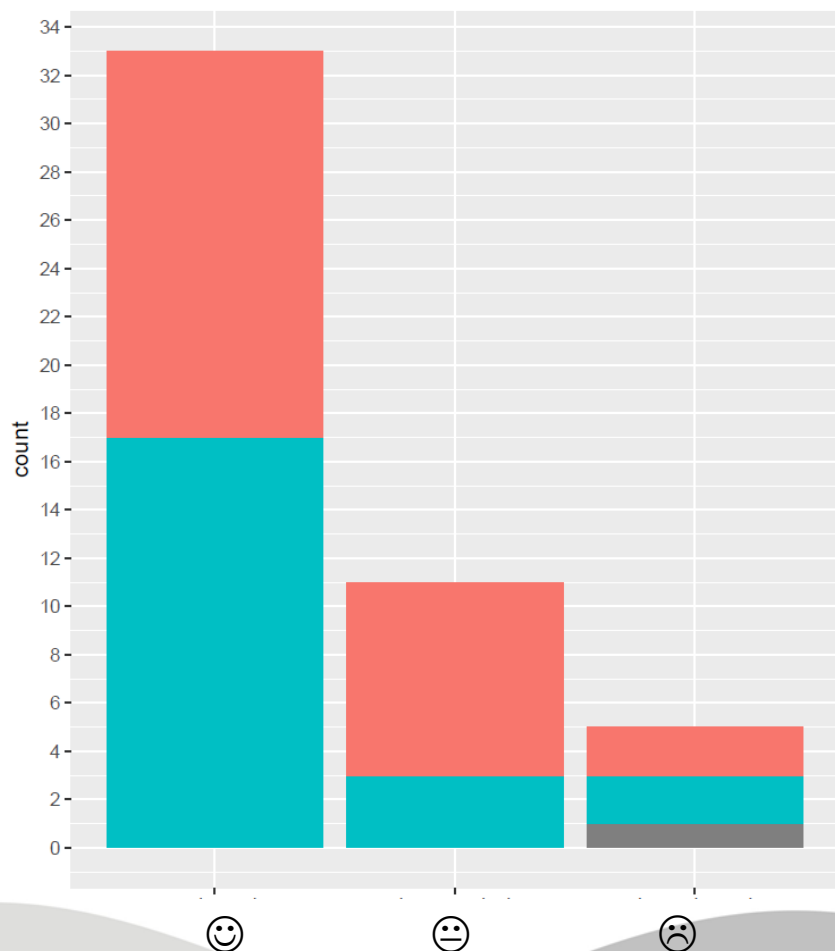
22) At the Institute, all employees are recognized as professionals and treated accordingly, at every stage of their career (starting from the level of doctoral studies)



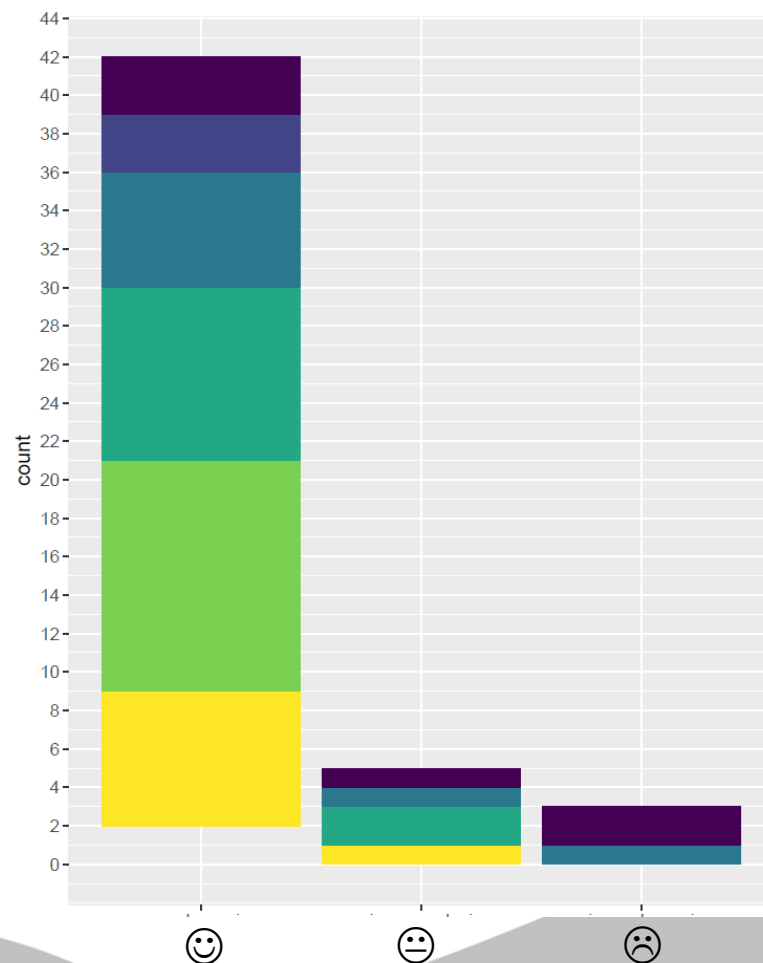
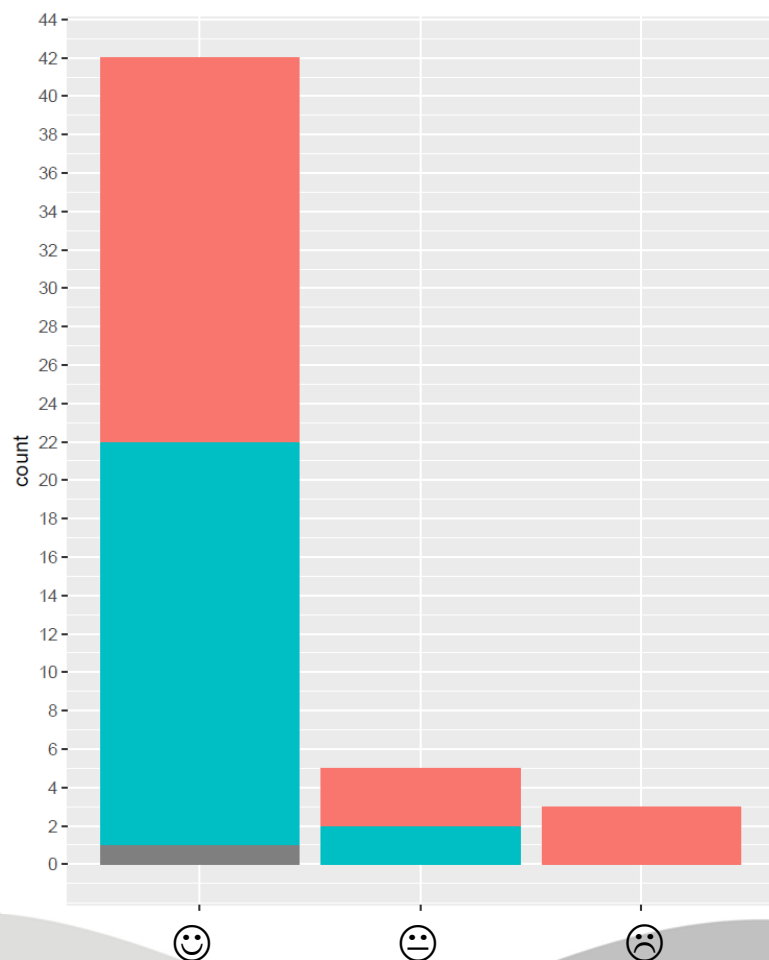
23) The NMFRI ensures the appropriate research environment, trainings and other opportunities, including remote collaboration over research networks



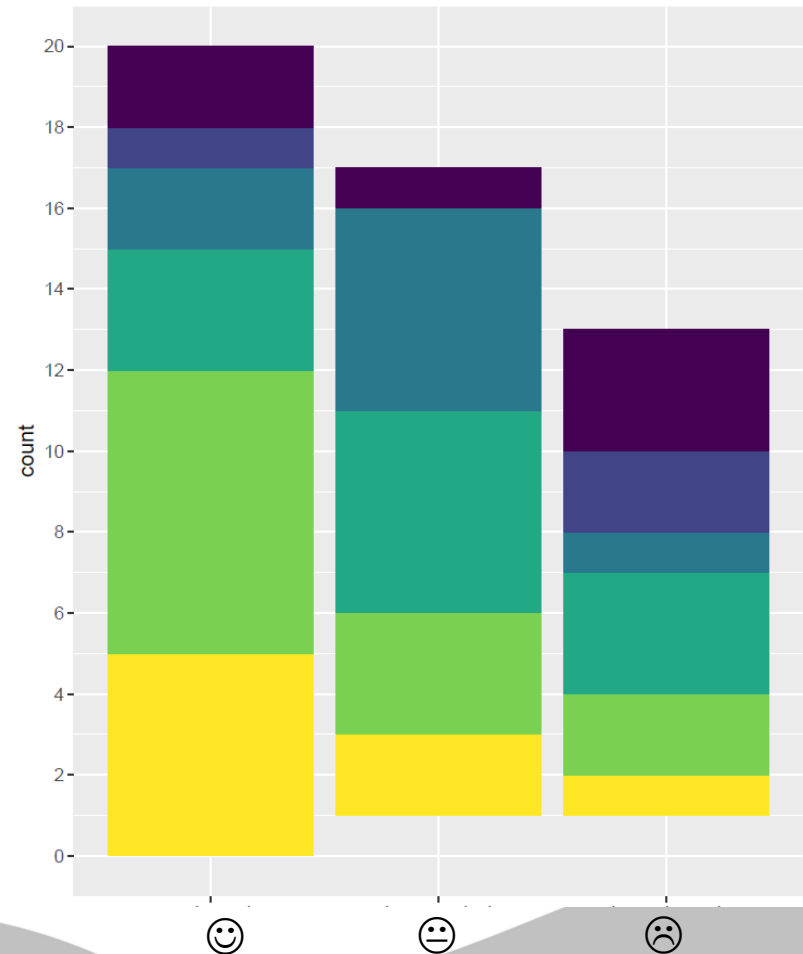
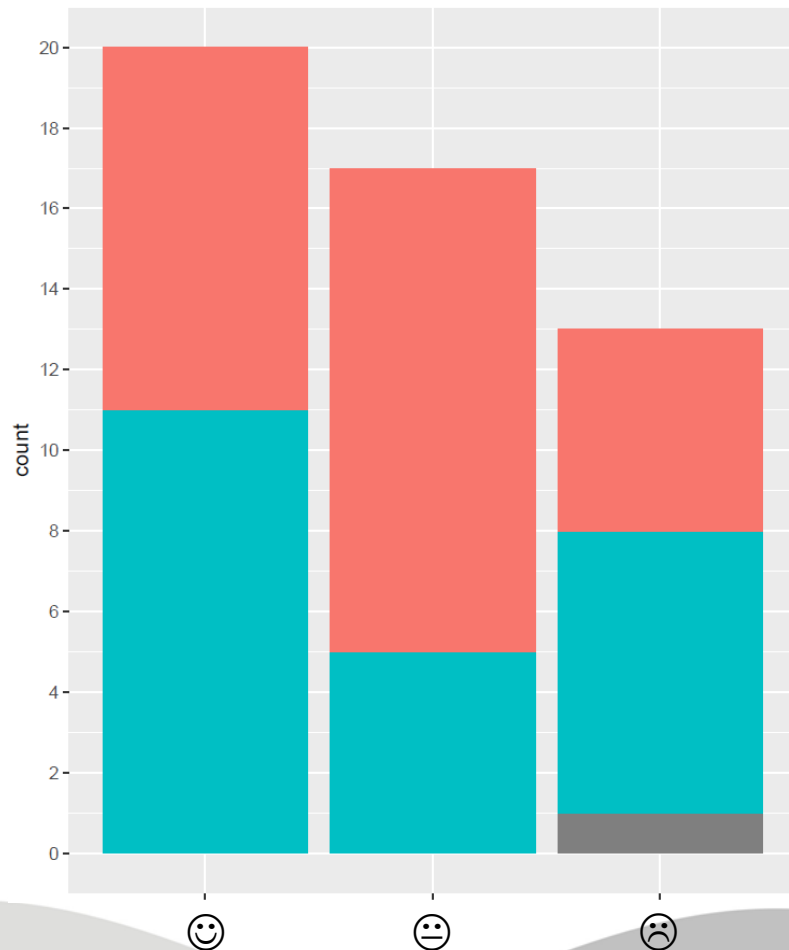
24) The Institute ensures appropriate working conditions enabling to achieve effective results of scientific research, combine family and professional life, children and career



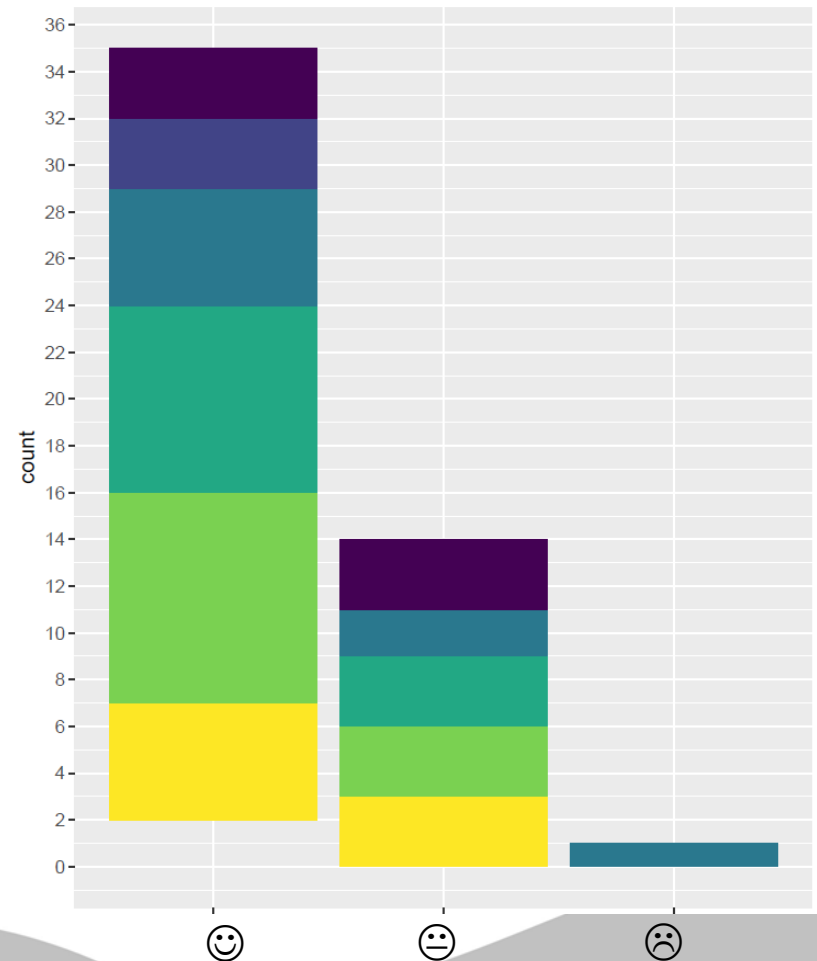
25) The Institute provides stable employment conditions



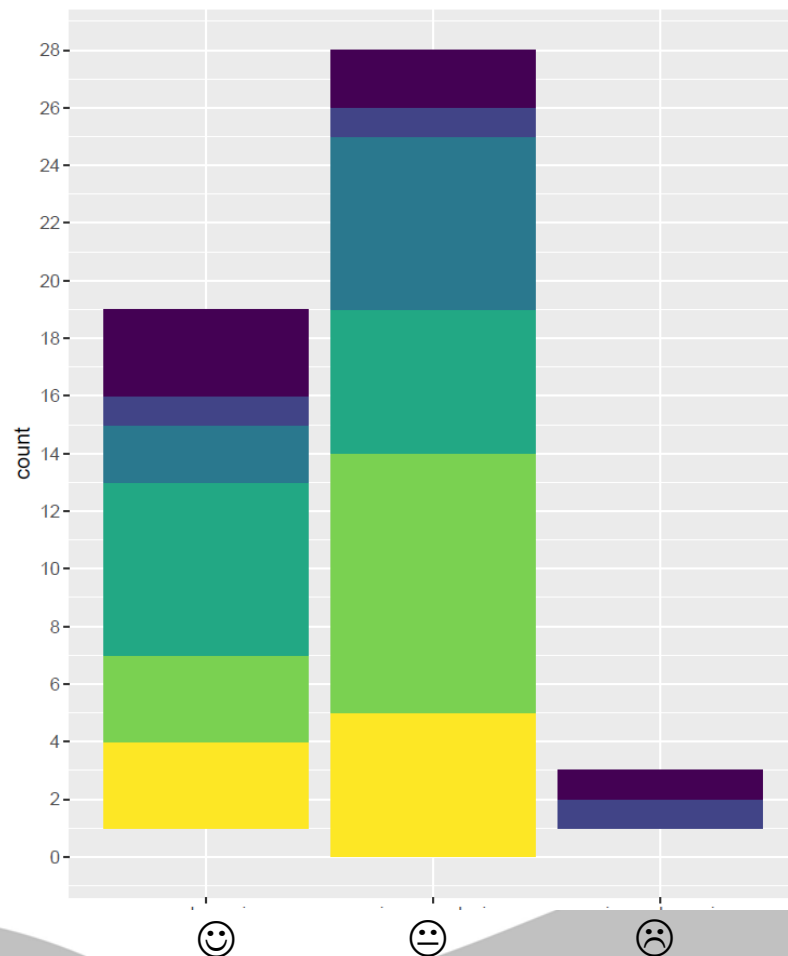
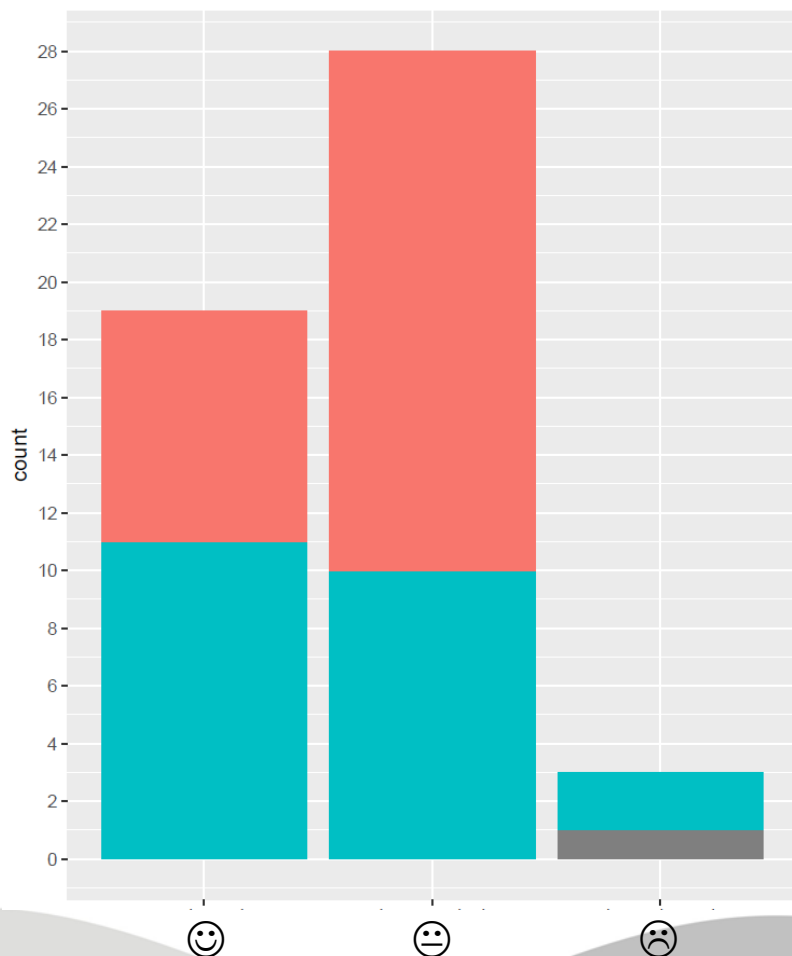
26) The NMFRI provides researchers with fair and attractive remuneration



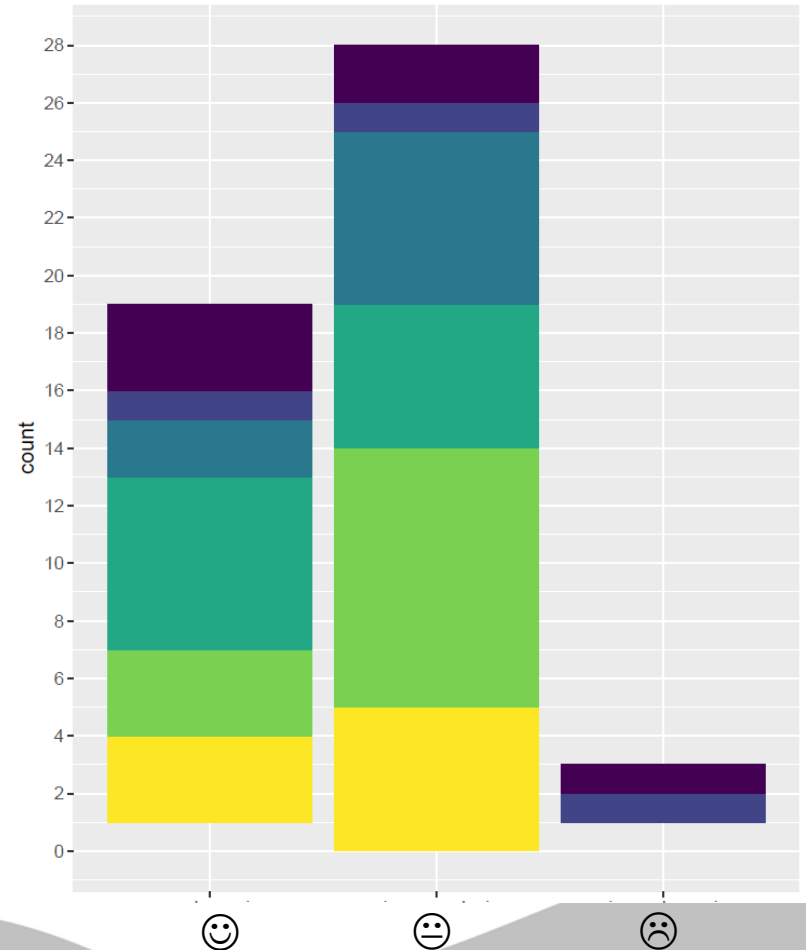
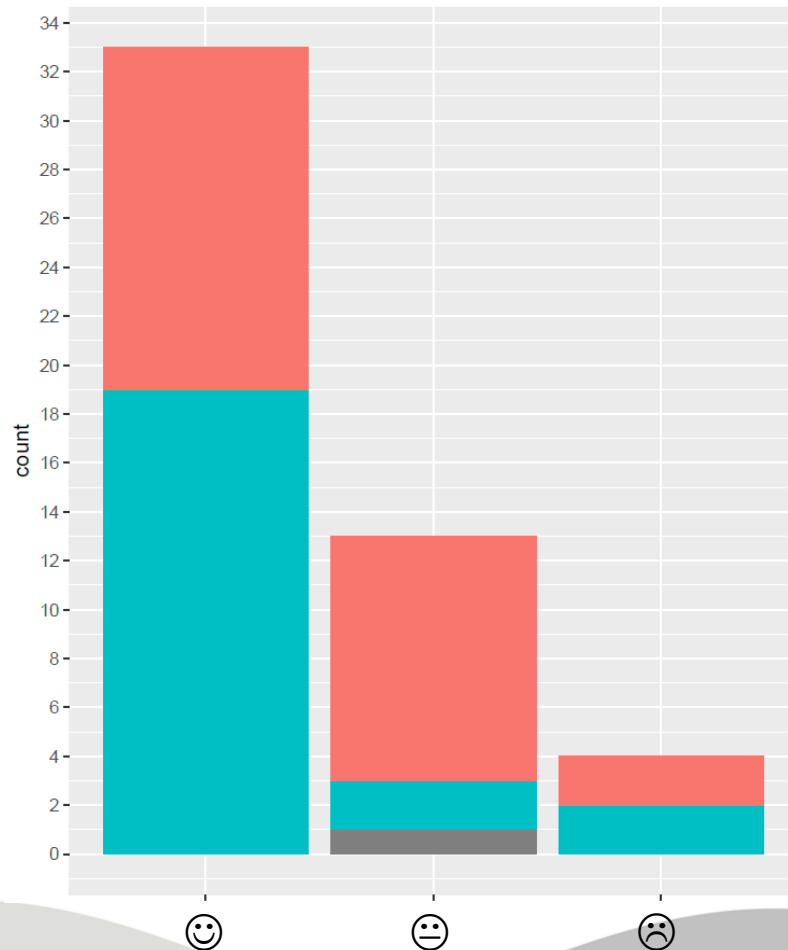
27) I believe that gender balance is ensured at every level of the staff at the Institute



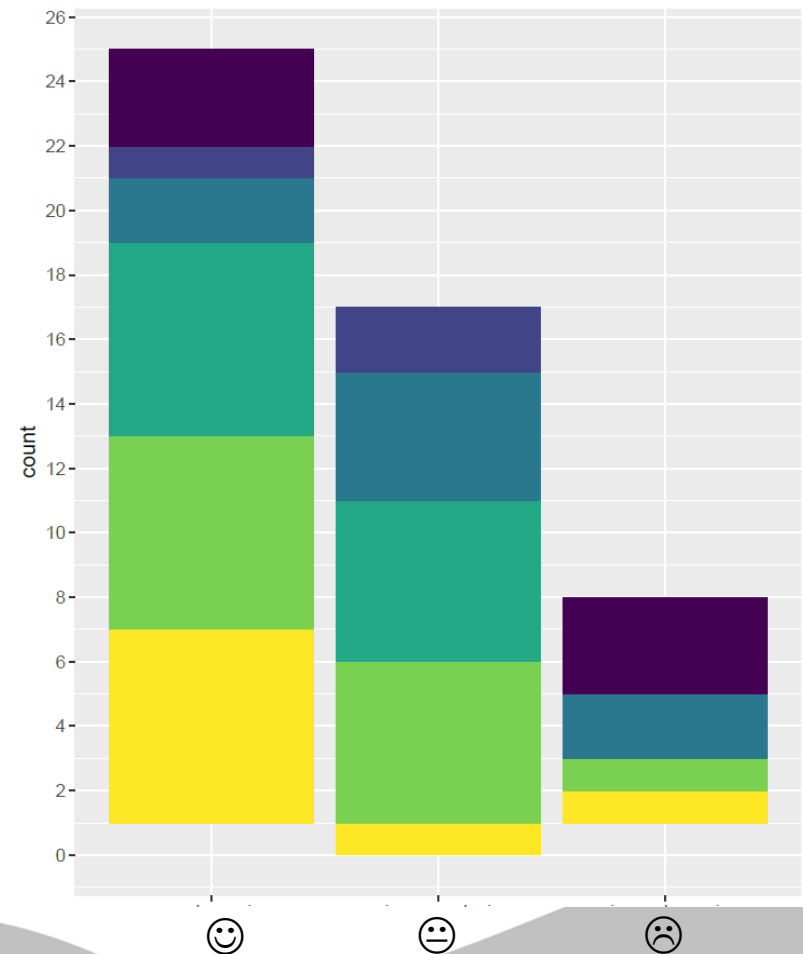
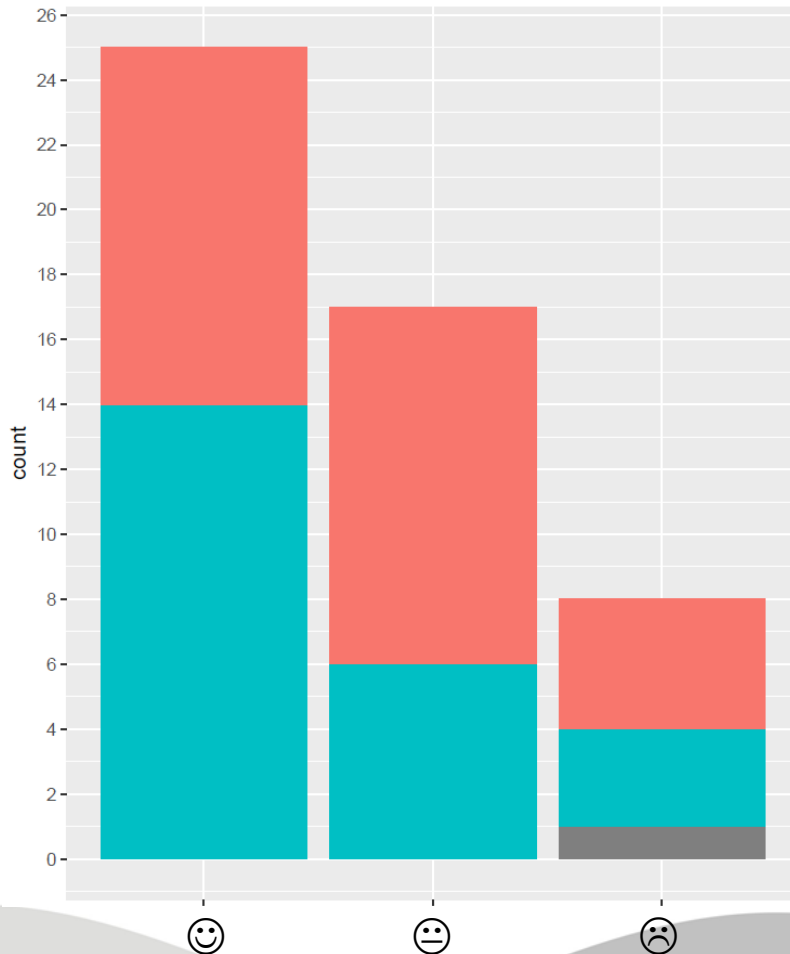
28) I think that it is worth introducing a career development strategy for scientists at the Institute (mentoring policy)



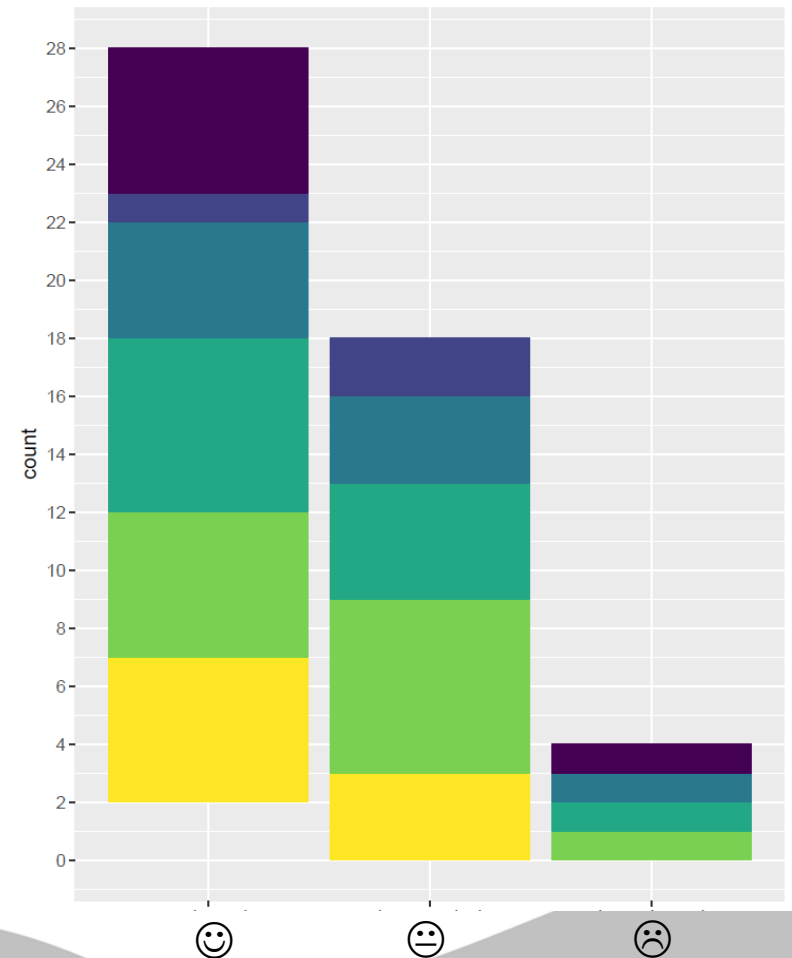
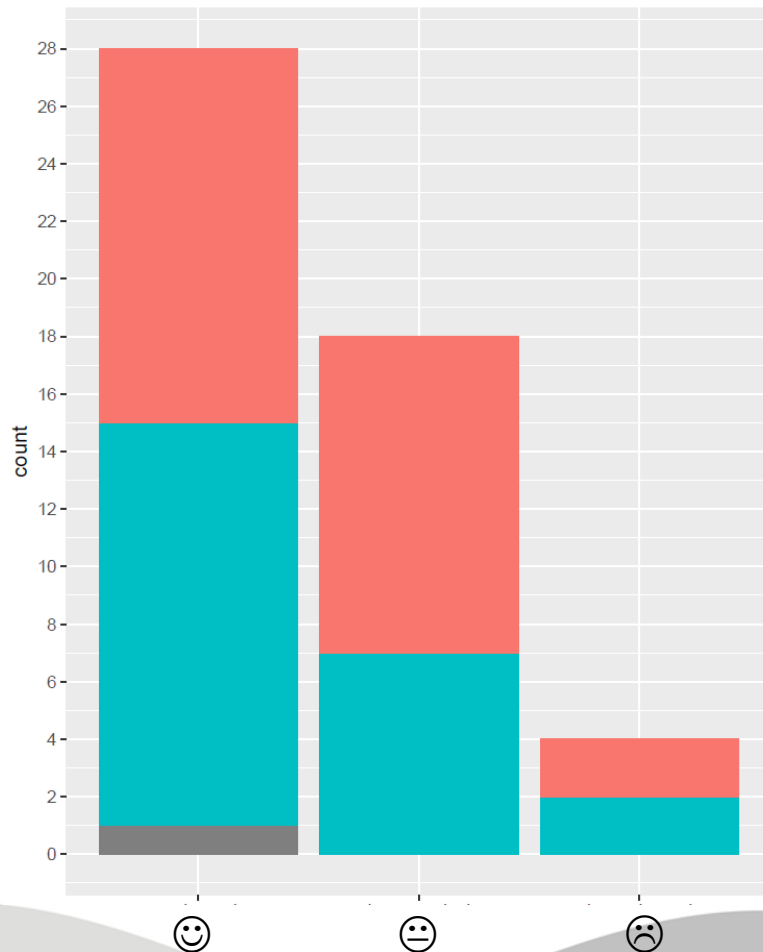
29) The Institute supports the cooperation of scientists with enterprises / business / industry



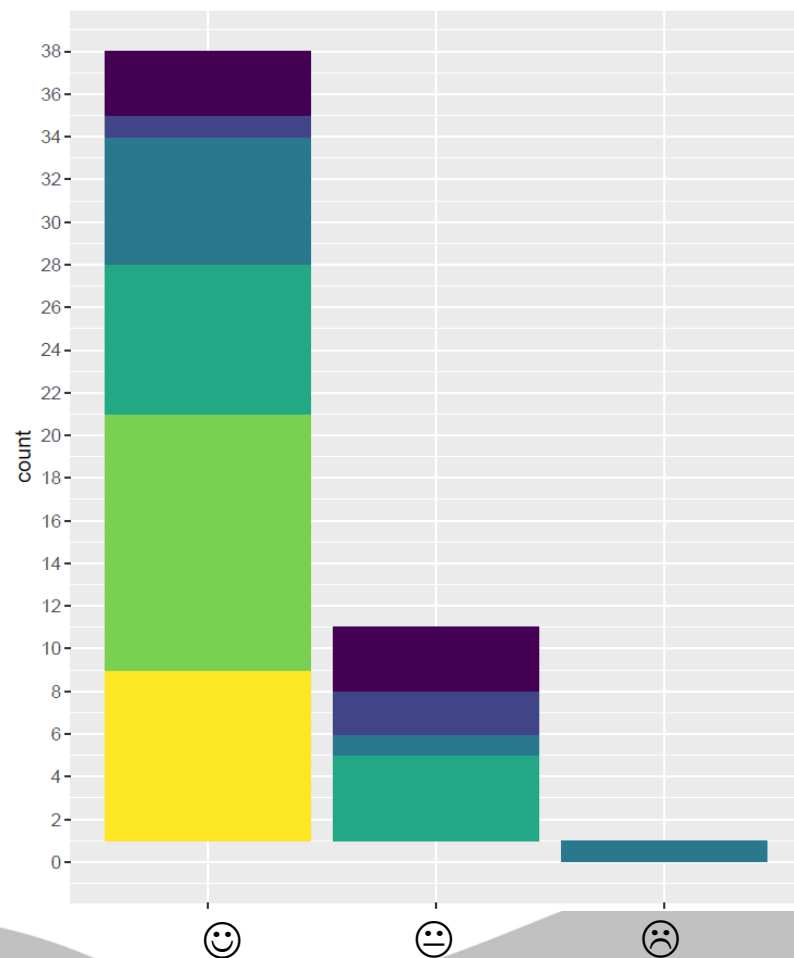
30) At the Institute, I can count on the support of my professional development / career counseling



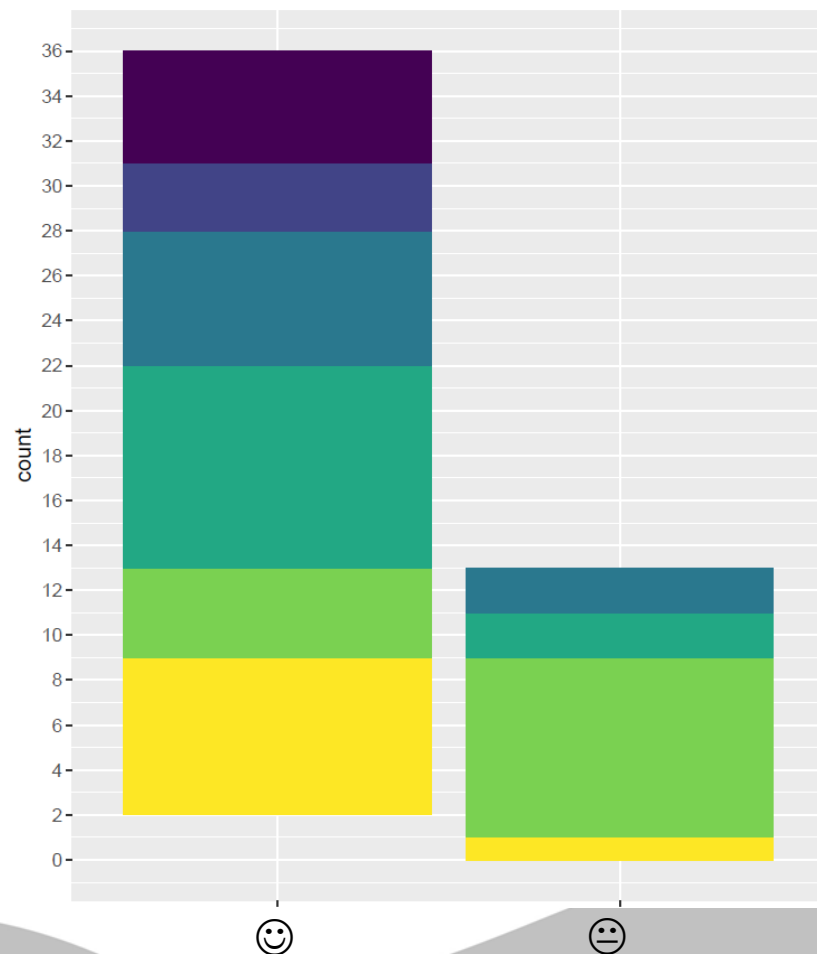
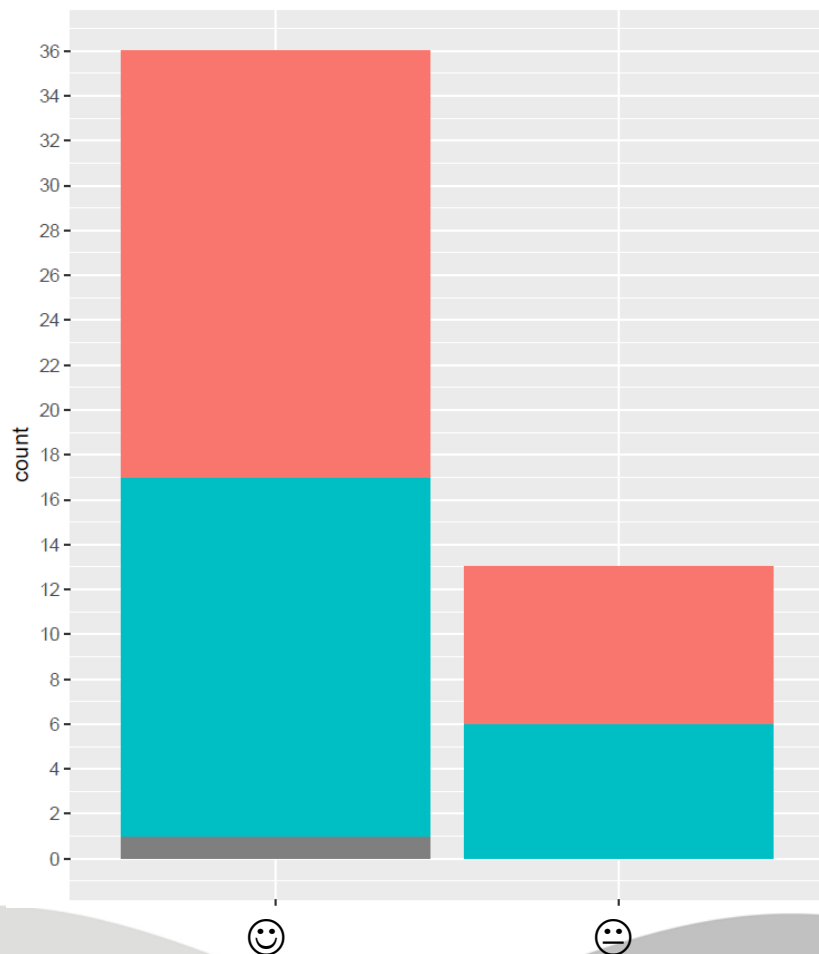
31) I have a considerable knowledge about the intellectual property rights



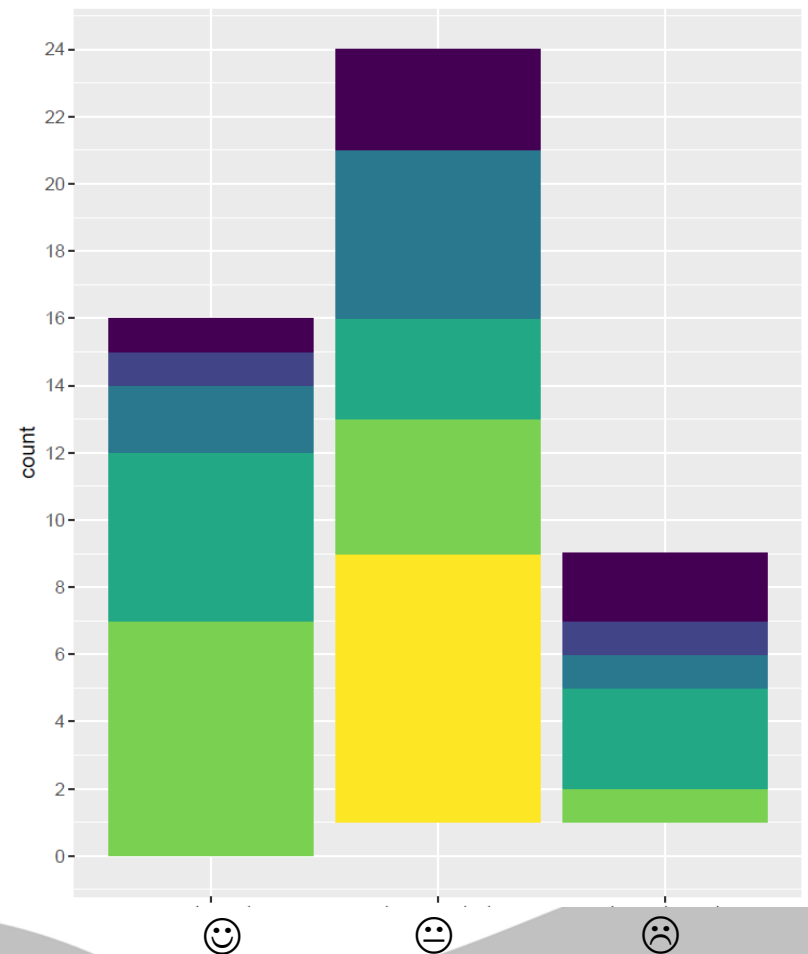
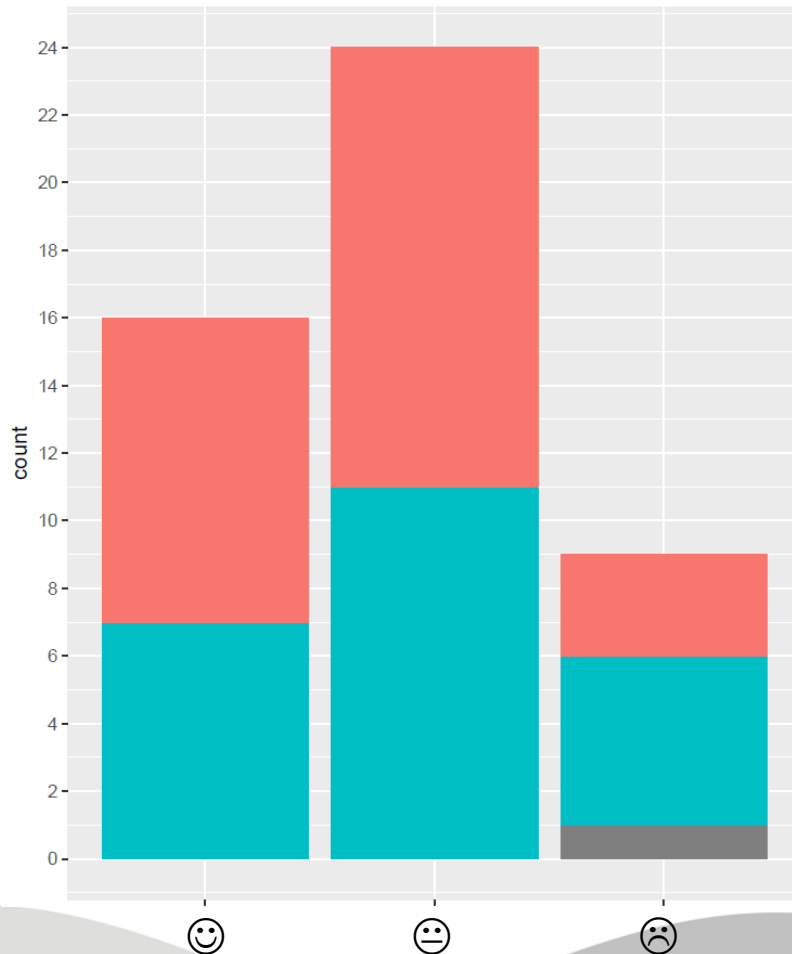
32) At my institute, not only authorship, but also co-authorship of publications, patents, etc. is appreciated



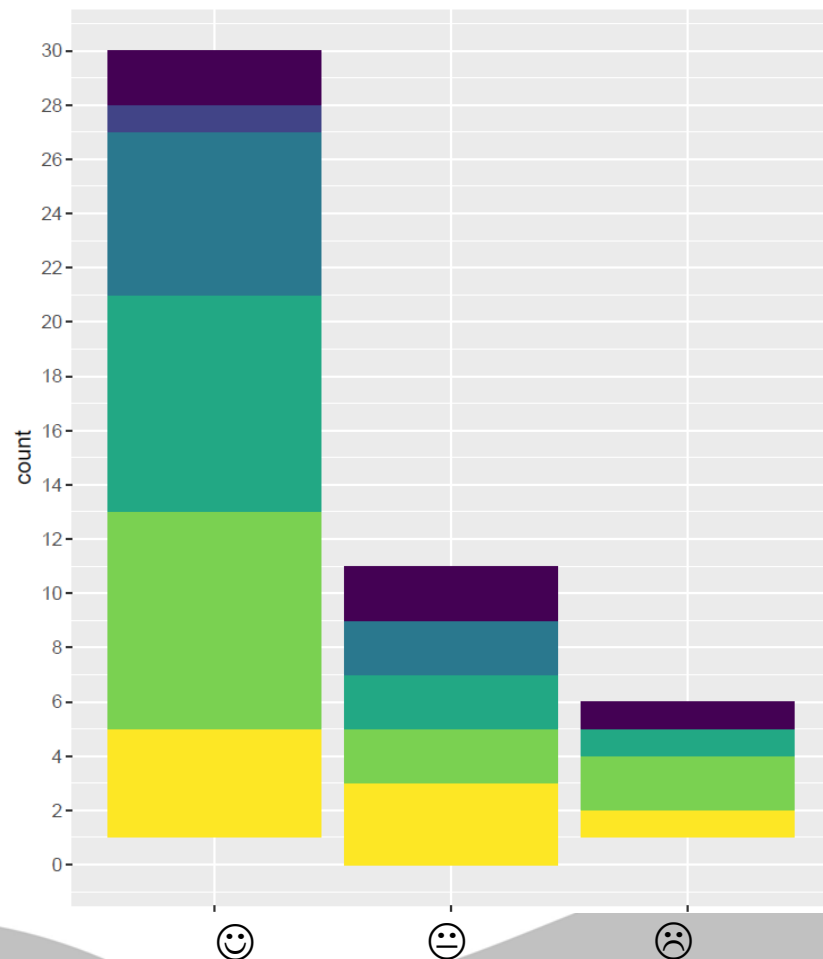
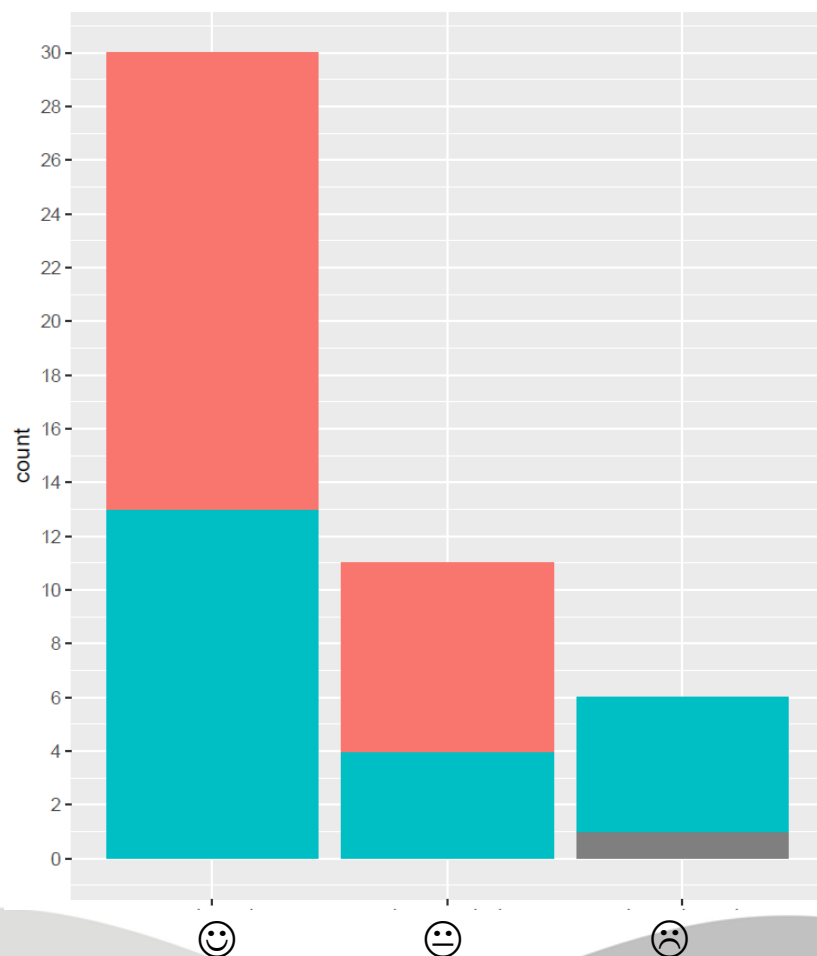
33) Teaching is an important way to organize and disseminate knowledge and therefore should be seen as a valuable opportunity within the path of professional development of researchers



34) There are procedures at my Institute that ensure confidential and informal assistance in solving work-related conflicts

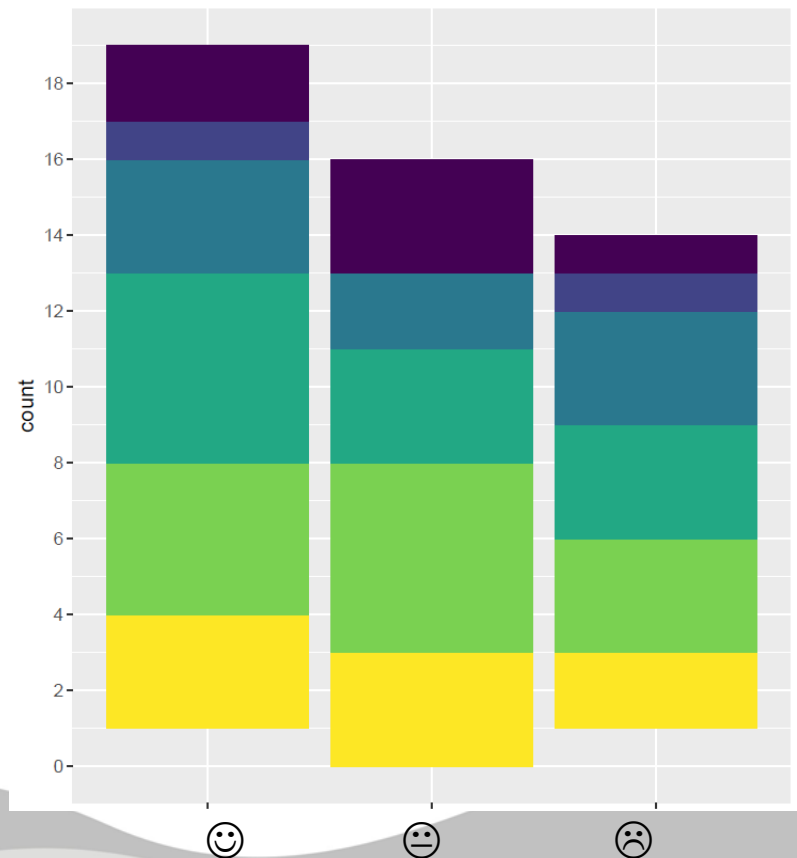
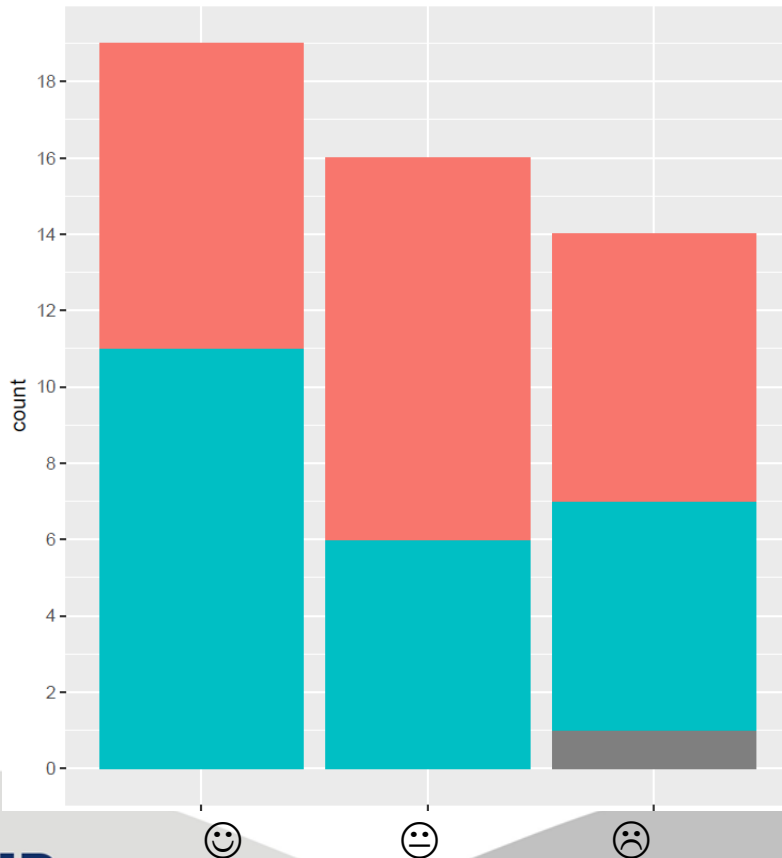


35) Researchers have representatives in the decision-making bodies of the Institute, thanks to which their interests are represented and they actively participate in the NMFRI activities.

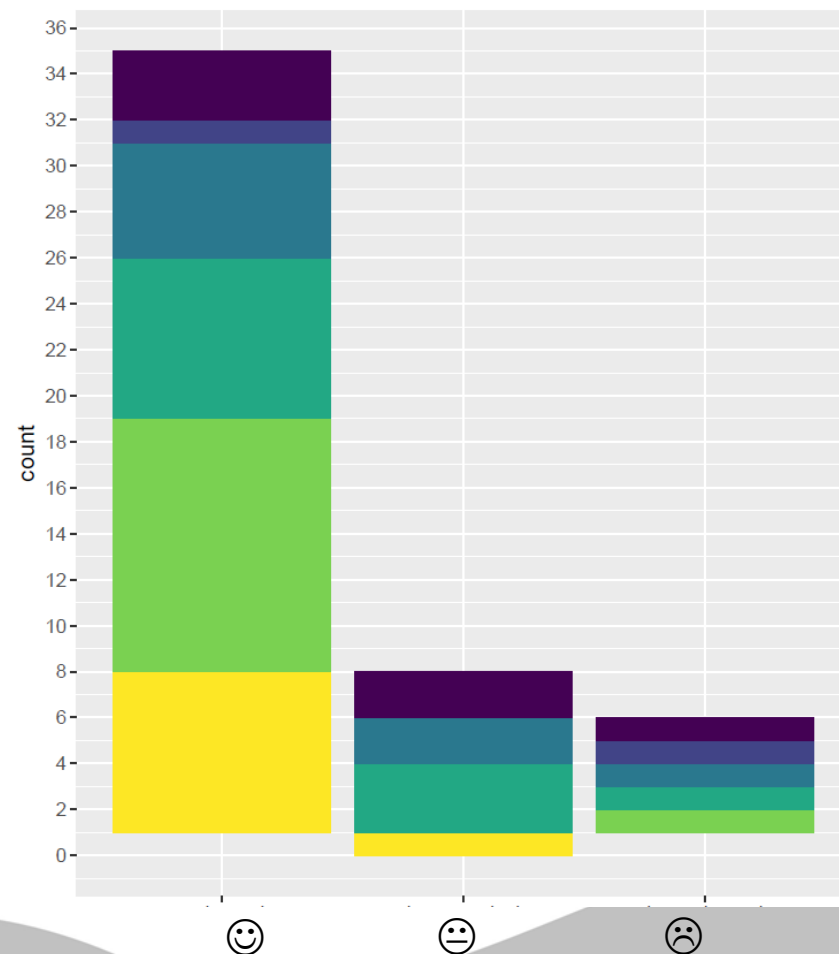
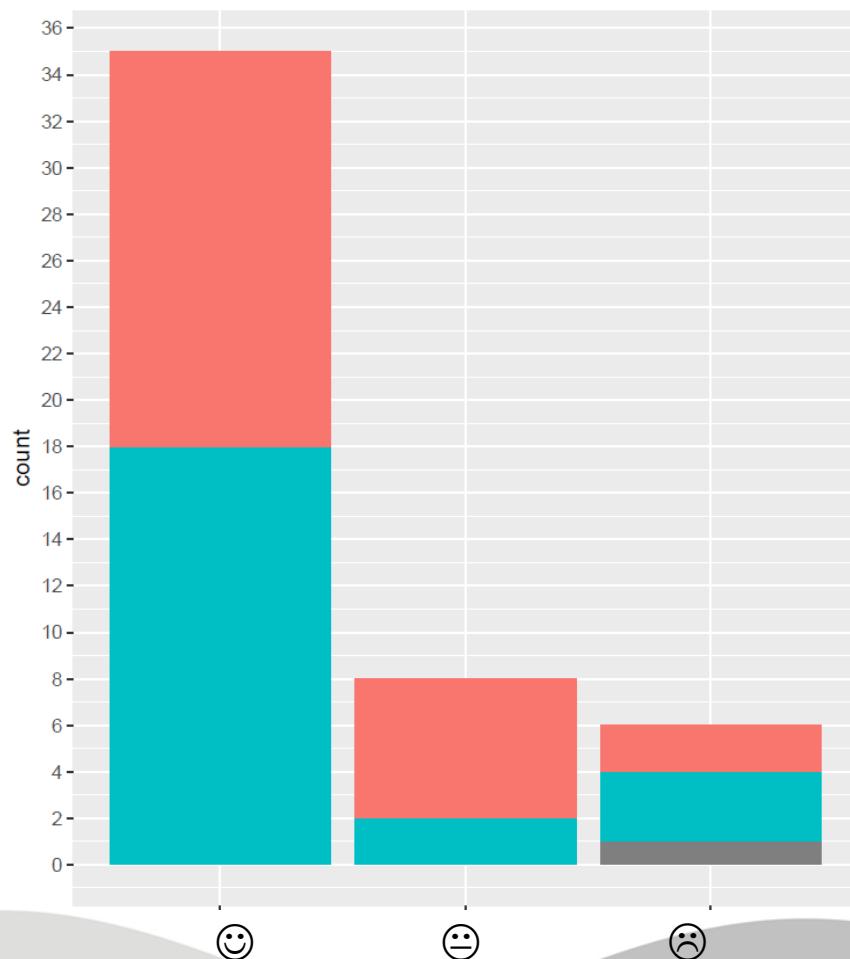


IV. Training

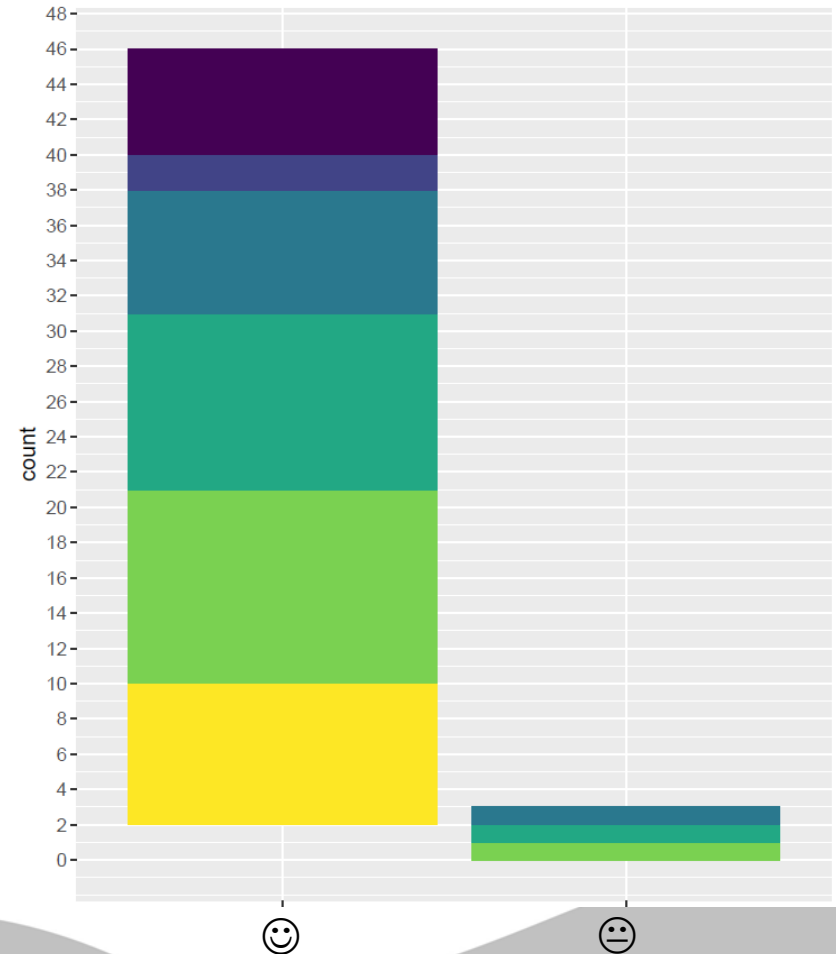
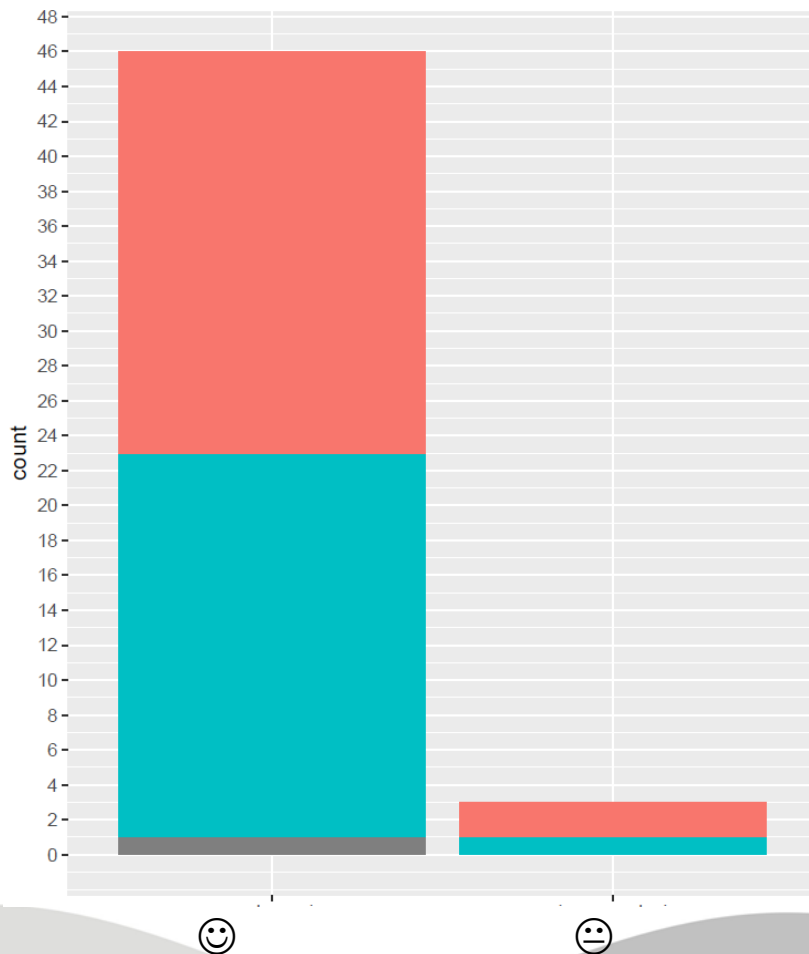
36) The supervisor / subordinate / mentor-doctoral student relationship should be more structured and include recording the progress of all research and its results, getting feedback through reports and seminars, working according to established schedules, etc.



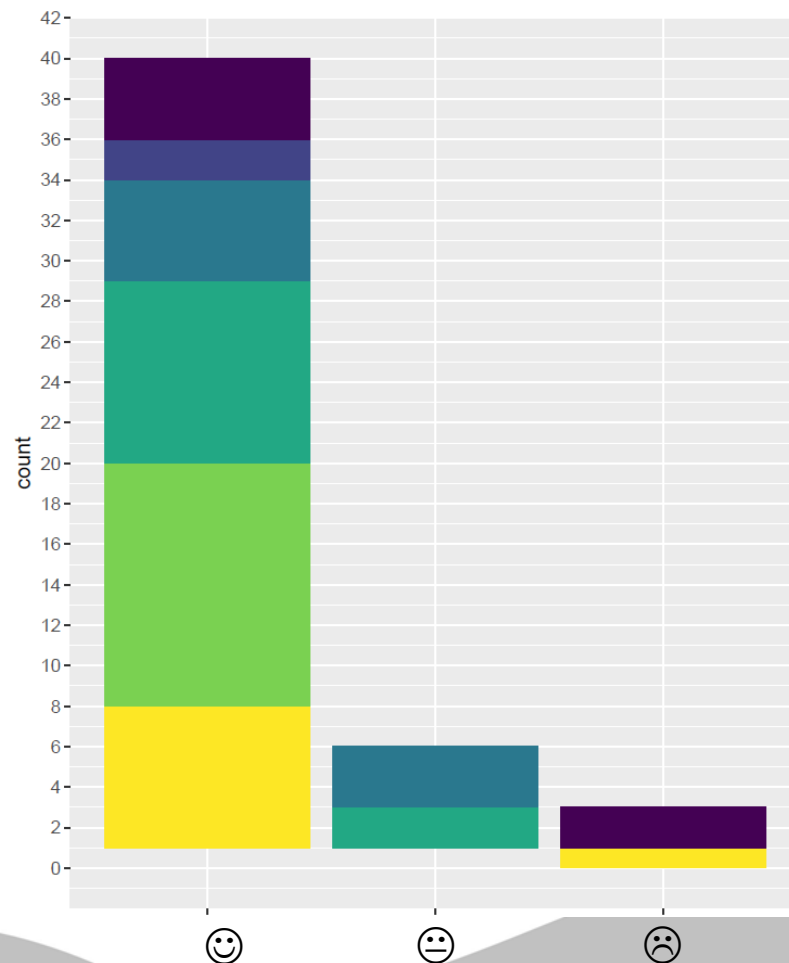
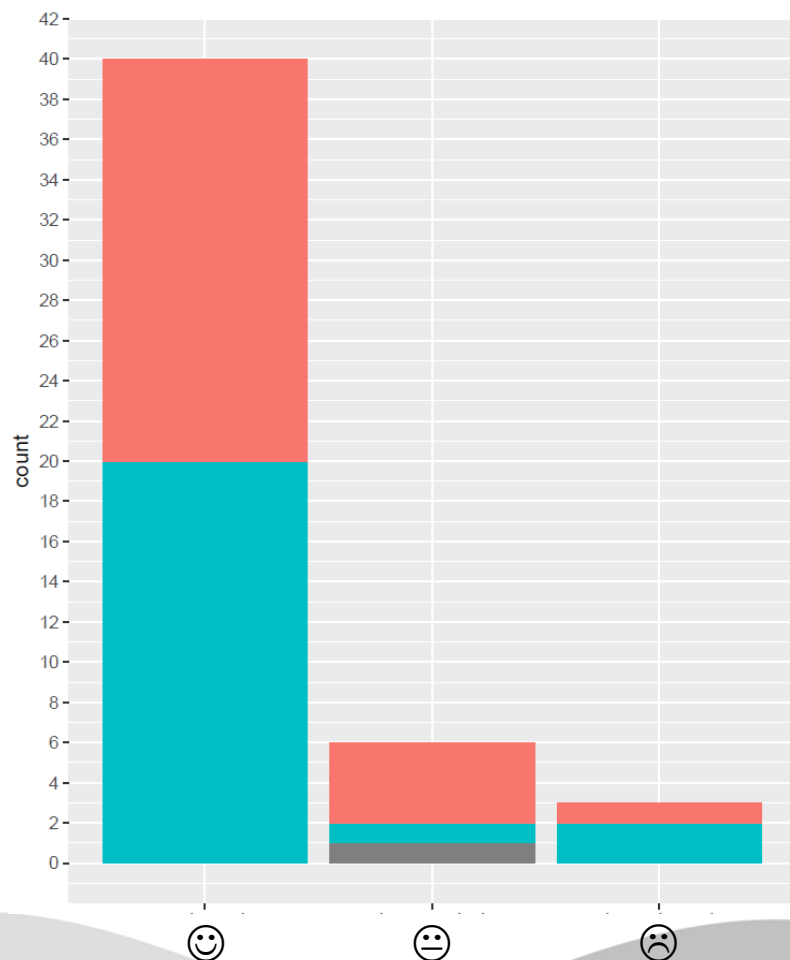
37) At my Institute, older researchers build constructive and positive relationships with beginning researchers for effective transfer knowledge, successful career development of these scientists



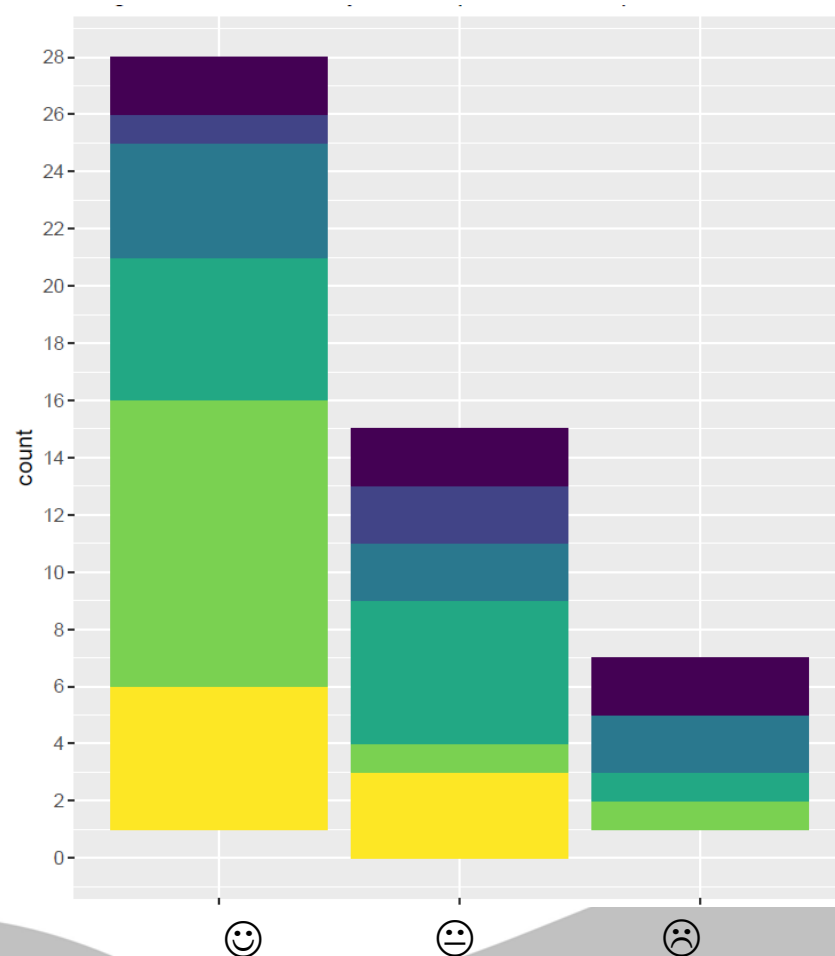
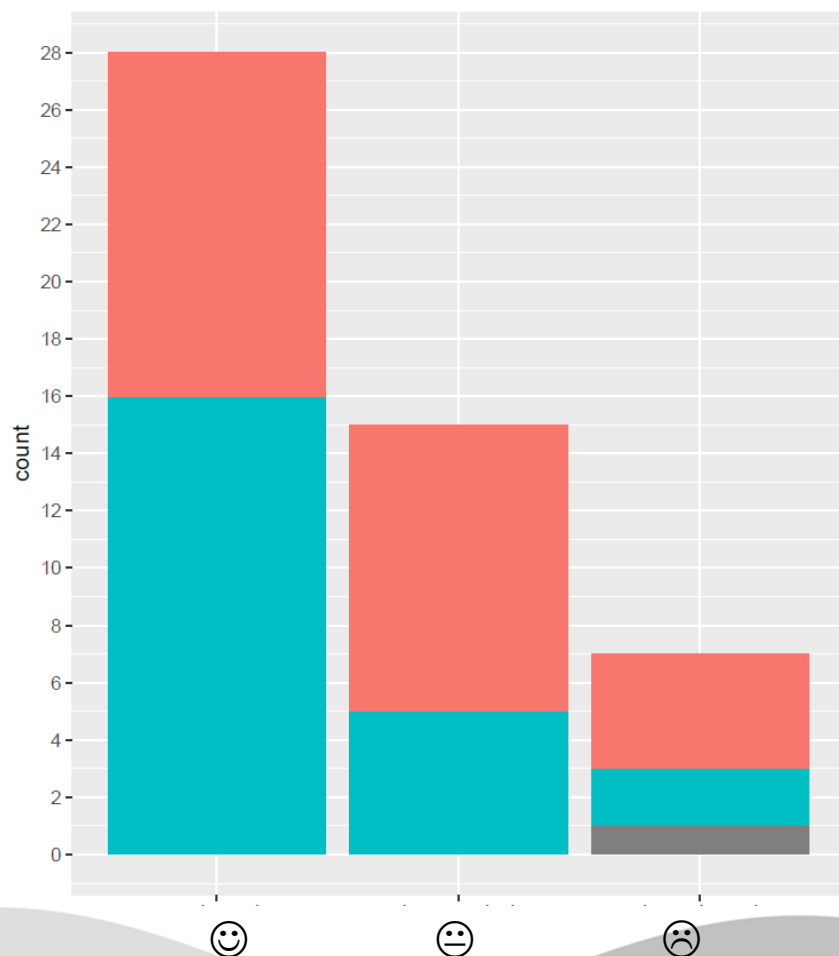
38) At all stages of my professional career I am looking for opportunities for continuous development by updating and expanding my skills and qualifications



39) The Institute gives me the opportunity to develop professionally, increase my qualifications / skills:



40) Young researchers at the NMFRI can count on the help of scientific supervisors who have time, knowledge, experience, competence and commitment to provide trainees with adequate support



Interpretation of the results

- Overall, the results showed a good functioning of the Institute with respect to the implementation of the HR award. We assume that the negative response 2-6% means a low threshold of 1-3 answers, which in a small group of 49 people may be related to the subjective feeling of a respondent.
- Negative responses for at least 12% to 18% (from 6 to 8 answers) of respondents to questions 4, 22, 30, 34, 35, 36, 37 and 40 may indicate a problem. The problem, however, may have resulted from the complexity of a question and/ or its ambiguous interpretation by a respondent.

Strengths

- The areas that were identified as the NMFRI strengths both in 2016 and in 2018 are marked in green; one area (marked in red) turned out to be a challenge in future:
 - 6. Accountability
 - 10. Non discrimination
 - 24. Working conditions
 - 26. Funding and salaries
 - 38. Continuing Professional Development

Challenges

- We dealt with the majority of challenges from 2016 (crossed out); we need to work on just one area (marked in red) in future:
 - ~~21. Postdoctoral appointments (Code)~~
 - **22. Recognition of the profession**
 - ~~27. Gender balance~~
 - ~~29. Value of mobility~~

Areas of attention (2016)

- Some of the areas regarding the implementation occurred to be important from the viewpoint of the Institute's management staff for the long-time period, including still (marked in red):
 - **4. Professional attitude**
 - ~~7. Good practice in research~~
 - ~~8. Dissemination, exploitation of results~~
 - ~~9. Public engagement~~
 - **11. Evaluation/ appraisal systems**
 - ~~13. Recruitment (Code)~~
 - ~~14. Selection (Code)~~
 - ~~15. Transparency (Code)~~
 - ~~28. Career development~~
 - ~~31. Intellectual Property Rights~~
 - **36. Relation with supervisors**

Areas of attention (2018)

Challenges for future

- Areas of attention from 2016 are marked in red. There are also new challenges that need to be met in future:
 - 4. Professional attitude
 - 11. Evaluation/ appraisal systems
 - 36. Relation with supervisors
 - 30. Access to career advice
 - 34. Complains/appeals
 - 35. Participation in decision-making bodies
 - 37. Supervision and managerial duties
 - 40. Supervision

Action plan

Title action	Timing	Responsible Unit	Indicator(s) / Target	Current status
I. Ethical and professional aspects				
Order on introducing the procedure of preparing a project	Dec 2018	Director IT	The order proposal was prepared (draft), as well as the scope of responsibilities for project managers. There were also trainings conducted about project management "Prince 2 Foundation", "PMI, PMbok project management"; "MindJet MindManager"	50% completed Not finalized yet due to changes in the Institute Management IN PROGRESS
Back-up strategy is needed in terms of data protection. Internal training for researchers on data protection is necessary.	Jun 2018	IT external expert	Back-up strategy (internal document - signed by the director, available online on IR2 internal platform); Researchers are encouraged at all times to use the IR2 platform for saving documents - safe working practices; Two IPR trainings - open for all employees (2016 and 2018)	100% completed and with a plan to continue in future
Institute's web page Internal regulation regarding the necessity to give presentation at the Institute before presenting it at the international conferences or workshops Acceptance of statutory research topics during internal seminars every year.	Dec 2018	scientific staff with the support of IT Deputy Director for Scientific Matters Director's Assistant	Improving the existing webpage in both Polish and English version (up to date, more intuitive, user friendly) where research results are presented. (+) Encouraging scientists to create content of the Institute's website, when participating in fairs, exhibitions and conferences where research results are disseminated. (+) Encouraging scientists to create their personal web pages (within the framework of the Institute's main page) so that they can promote their research, projects and publications. (+/-) Creating a free online scientific monograph presenting current research topics realized at the Institute. (+) Creating a brochure about the Institute to the public, both in Polish and English, promoting conducted research and results and international cooperation (+/-)	60% completed The preparation of scientists webpages was hold due to GDPR. Creating the brochure is postponed to next year (in 2021 out Institute will celebrate its 100th Jubilee). IN PROGRESS

Title action	Timing	Responsible Unit	Indicator(s) / Target	Current status
I. Ethical and professional aspects				
Getting more involved in social media Searching for funding sources to involve local communities in the Institute's projects. Organizing an international conference about the Baltic Sea (Baltic - a small sea but difficult to manage), open for everyone interested	Dec 2018	scientific staff with the support of a promotion specialist Section of Marine Education	Institute's web page (entries), Facebook accounts, YouTube channel, Institute's magazine - Fisheries News, Educational centre at the Gdynia Aquarium, Participation in science festivals	100% completed and with a plan to continue in future
An existing system will be modified in order to be in compliance with principles of the parametric evaluation of Polish research institutions.	Dec 2017	Commission for Scientific Staff	Appraisal regulations exist at the Institute (director's ordinance).	Director's ordinances No. 25/2017 and No. 08/2016 100% completed and with a plan to continue in future in accordance to the new Higher Education Act
New Ethical Code for researchers	Mar 2019	Director Deputy Director for Scientific Matters HR department	Introduction of a new Ethical Code - will be available at the Institute's website	In progress

Title action	Timing	Responsible Unit	Indicator(s) / Target	Current status
II. Recruitment				
<p>Adding the information to the code of conduct that at least 14 days will be given to candidates to apply for a position.</p> <p>In addition, the results of the recruitment will be published on the NMFRI website.</p> <p>The English version of the Code will be prepared.</p>	Dec 2016	HR director's assistant	<p>Introduction of the OTM-R policy; According to the OTM-R checklist the majority of the 23 indicators are completed, i.e.: 13 of the principles are completely implemented, 9 – substantially implemented, 1 – partially implemented and none not yet implemented. Code of conduct available online in English</p>	99% completed
<p>Introducing the possibility to recruit via video-conference.</p> <p>Introducing professional trainings/courses for recruiters.</p>	<p>Dec 2016</p> <p>Nov 2017</p>	HR IT Selection Board	<p>The new Code of Conduct for the recruitment of researchers is implemented at the Institute, it is in line with the OTM-R principles (e.g. informing candidates about the strengths and weaknesses of their applications, gender-balanced Selection Committee).</p> <p>Activities within the Human Resources Strategy for Researchers – training for project and department managers, as well as for the NMFRI top managers (2017) (39 persons)</p>	100% completed and with a plan to continue in future
Creating rules or good practices how to become a scientific employee - clear and transparent description of requirements and benefits; dissemination of information to the management staff .	Sep 2017	Commission for Scientific Staff	<p><i>The position of a researcher at the NMFRI - promotion paths, requirements and benefits</i> - guide (NMFRI charter) was prepared and updated several times. The current version is available online here and was also sent by email to researchers.</p>	100% completed

Title action	Timing	Responsible Unit	Indicator(s) / Target	Current status
III. Working conditions and social security				
There is too much administrative responsibilities for scientific workers who are managers at the same time - this limits them in the development of their careers. The Department for Project Services and Information should be developed. Applying IT solutions (INTEGRYB system) in project management.	Dec 2018 Jul 2019	Director IT Department for Project Services and Information	Promoting National Contact Point and Regional Contact Point as a source of information about funding opportunities; The Department for Project Services and Information was not developed (financing limitations); Development of internal online platform IR2, which gives a lot of opportunities for project management (share point).	60% completed Future action Inventory of Research Human Resources at the Institute (enlisting NMFRI experts and with emphasis on succession plan)
Gender balance	∞	∞	Good gender balance is visible in the employment structure, including the management staff.	100% completed Continuing to check if gender balance is maintained.
Mentoring policy is needed (e.g. 1:1 career advisory consultation sessions). Career strategy for researchers should be developed. Encouraging to setting individual career paths (as a good practice).	Dec 2018	All scientific departments	According to questionnaire survey results researchers are satisfied with respect to their career development and relationships with mentors. That was also confirmed by in-depth interviews with young scientists who receive support and feel motivated. However, mentoring is not officially formalized and documented.	-

Title action	Timing	Responsible Unit	Indicator(s) / Target	Current status
IV. Training				
Giving more attention to regular contacts between a supervisor and an employee (seminars, reports, feedback, agreed schedules, milestones and deliverables).	Dec 2020	Management of Scientific Departments	Researchers are generally satisfied with respect to contacts with supervisors (according to the survey results) and formal policy is not needed. Nevertheless, it would be beneficial for the youngest researchers to include them in a program "NMFRI Fry Fish" on soft skills training,, i.e. communication, the art of presentation, time management, stress-resistance etc.	Future action
Supervision and managerial duties Supervision	Dec 2020	Management of Scientific Departments	Determination of promoters of young scientists, promoting mentoring and organizing a training for them (soft skills, professional development / career counseling).	Future action

Monitoring of the actions

- The schedule and appointment of responsible staff for actions required has been discussed above in the action plan.
- Monitoring procedures will include:
 - meeting of the Implementation Working Group approx. once every six months (progress assessment);
 - contribution of the Implementation Working Group to the Institute's annual report providing information on taken actions;
 - Internal audit was performed. Its results will be presented on the Institute's website in January 2018;
 - External audit assessing the progress made towards the implementation of Human Resources Strategy for Researchers (HRS4R) by the end of 2021.

Gantt chart

No.	Action plan	Who	2019												2020												2021													
			1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12		
4.	Professional attitude	Director Deputy Director for Scientific Matters HR department																																						
11.	Evaluation/ appraisal systems	Commission for Scientific Staff																																						
22.	Recognition of the profession	Director																																						
26.	Funding and salaries	Director																																						
30.	Access to career advice	HR																																						
34.	Complains/ appeals	Director																																						
35.	Participation in decision-making bodies	Scientific Council																																						
36.	Relation with supervisors	Management of Scientific Departments																																						
37.	Supervision and managerial duties	Management of Scientific Departments																																						
40.	Supervision	Management of Scientific Departments																																						