



**HR Excellence in Research**

**Institute of Political Studies  
of the Polish Academy of Sciences**

**Gap Analysis and Action Plan  
For 2023-2025**

Warsaw, March 2023

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## **1. About the Institute of Political Studies of the Polish Academy of Sciences**

Founded in 1990 the Institute of Political Studies of the Polish Academy of Sciences brings together leading Polish political scientists, historians and sociologists in order to create a unique environment where innovative knowledge and policy expertise is produced. The Institute's mission is to conduct high-level multidisciplinary research that investigates political and social change at the crossroads between East and West.

In its early days ISPPAN focused predominantly on both theoretical and empirical study of post-communist societies in a comparative perspective as well as on transformation of the political system. This research agenda was set and promoted by the founder and first director of the Institute – Prof. Edmund Wnuk-Lipinski, a leading Polish sociologist and advisor of the Solidarity trade union.

Our studies of the political and socio-economic transformation in Poland are embedded in in-depth historical reflection on the resistance and opposition movements during the II World War and under communism. Joint teams of historians and political scientists study Poland's relations with Germany on the one hand, and Soviet Union (Russia and Ukraine) on the other, both before and after 1989. Regional outlook on Central and Eastern Europe complements this research agenda.

Political change at the regional and global level is addressed by teams of scholars working on international security, European integration and East Asia. Finally, a political philosophy perspective complements our efforts to explain the ongoing political and social transformations in the XX and XXI century.

The Institute awards doctoral and habilitation degrees in political science, sociology and history.

## 2. Process Description

On March 15, 2022, Institute of Political Studies of the Polish Academy of Sciences endorsed the rules specified in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, and therefore started the procedure of acquiring the HR Excellence in Research award.

Institute of Political Studies, PAS, updated its Rules for conducting competitions for researchers according to guidelines.

In January 2023, the Scientific Council of the Institute of Political Studies Polish Academy of Sciences (IPS PAS) appointed the Personnel Committee to oversee the implementation process. The Personnel Committee includes employees from all levels of scientific career (from student to professor). The Personnel Committee will work closely with the Working Group and prepare reports monitoring the process of introducing changes. In addition, the Personnel Committee will receive reports on the progress. Meetings are planned to take place annually.

### **The composition of the Committee:**

- Józef M. Fiszer, Professor, Head of the Department/Department of European Studies;
- Piotr Madajczyk, Professor, Head of the Department/Department of German Studies;
- Monika Sus, Professor, Department of International Organizations and Global Security Studies;
- Piotr Oseka Professor, Deputy Director for Research/Department of Recent Political History;
- Paulina Codogni, Professor, Department of International Organizations and Global Security Studies;

The Working Group was established in November 2021. The Group's work was organized and supervised by the Group's representative. Between December 2021 and November 2022, 8 plenary meetings of the Group and additional meetings in thematic working groups were held (by four chapters of the European Charter for Researchers: 1) ethical and professional aspects; 2) recruitment and selection; 3) working conditions; 4) training and development). At the beginning of 2022, the Group prepared a draft letter of intent to the European Commission. First, the draft letter was consulted with the Director and the Chairman of the Scientific Council. Then the content of the letter was presented to the Scientific Council. In 2022, the Group's work focused mainly on the preparation of a gap analysis (analysis of the compliance of procedures and practices functioning at the Institute with 40 principles expressed in the European Charter for Researchers and detailed guidelines contained in the Code of Conduct for the Recruitment of Researchers) based on documents, existing data and data called (questionnaire). First, the Group members dealt with the substantive and technical development of the employee survey questionnaire, a compilation of survey data (60 respondents), and developing conclusions from the survey. The survey report was then presented to the scientific council. The survey report is available on the Institute's website: <https://politic.edu.pl/wp-content/uploads/2016/02/Survey-Report-Working-and-Professional-Development-Conditions-%E2%80%94-94-HR-Excellence-in-Research-SEP-2022.pdf>

The Group has developed draft Rules for conducting competitions for researchers so that it fully meets the requirements formulated in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (OTM-R). They were bringing about the adoption of the Regulations by the Scientific Council. The regulations have been published on

the Institute's website: <https://politic.edu.pl/wp-content/uploads/2016/02/Rules-for-conducting-competitions-for-researchers-in-the-IPS-PAS-28-October-2022.pdf>

Two members of the Group also developed a GEP draft for the IPS PAS for 2023-24 by the guidelines of the European Commission in five areas (1) gender balance in decision-making bodies; 2) gender equality in recruitment and career development; 3) organizational culture and work-life balance; 4) gender mainstreaming in research; 5) measures against ill-treatment in the workplace). In November 2022, the IPS PAS Scientific Council adopted the GEP for IPS PAS for 2023-2024. The GEP was published on the institute's website: <https://politic.edu.pl/wp-content/uploads/2016/02/Gender-Equality-Plan-for-the-IPS-PAS-for-2023%E2%80%922024.pdf>

The Group has also prepared the Action Plan and the Gap Analysis.

**The composition of the Workin Group:**

- Ewa Snopkiewicz, The head of the Scientific Research and Information Office;
- Agnieszka Cianciara, Professor, the head of the Department of International Organizations and Global Security Studies (group member until December 2, 2022);
- Ireneusz Sadowski, Professor, Deputy director for research evaluation and dissemination/Department of Research on Social and Institutional Transformations;
- Izabela KlattŁuszkiewicz, Administration Staff/Human Resources Department;
- Weronika Grzebalska, Assistant Professor/Department of Research on Social and Institutional Transformations;
- Maciej Łuczak, Assistant Professor, Legal Counsel and Data Protection Inspector/Department of Recent Political History;
- Ewa Nalewajko, Professor, Head of the Department/Department of Studies of Elites and Political Institutions;
- Sara Nowacka PhD student.

### 3. Survey

As Director of the Institute of Political Studies, Professor Grzegorz Motyka and Chairman of the Scientific Council Professor Wojciech Roszkowski had submitted their letter of intent to the European Commission concerning the Institute's adoption of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, a survey was conducted among the Institute's staff on their awareness, opinions, and experiences with regard to the working and professional development conditions in the Institute. The survey was designed in such a way so as to obtain the staff's feedback on the Institute's compliance with the key principles of the Charter and the Code.

The anonymous online survey was carried out between 26 April and 21 May 2022. A total of 56 completed questionnaires were submitted, which means that 60% of the Institute's Staff took part in it.

Survey Report is available on the IPS PAS website, both in Polish - <https://isppan.waw.pl/wp-content/uploads/2023/02/Raport-z-badania-ankietowego.pdf>) and English (<https://politic.edu.pl/wp-content/uploads/2016/02/Survey-Report-Working-and-Professional-Development-Conditions-%E2%80%94-HR-Excellence-in-Research-SEP-2022.pdf>).

## 4. GAP ANALYSIS

### 4. 1. Research freedom

**Implementation: ++ fully implemented**

**GAP / Implementation impediments:**

The right to research freedom is already codified in the binding regulations, namely the Code of Ethics of the Polish Academy of Sciences, Code of the National Science Centre on research integrity and applying for research funding, ACT of 20 July 2018 The Law on Higher Education and Science – art. 3.1.-2., The Constitution of the Republic of Poland – art. 73.

**Initiatives undertaken/new proposals:**

From the Charter's perspective, freedom of research is the key principle. All the researchers who took part in the survey conducted in IPS PAS (n=48) declared that in their scientific work, they enjoyed a high degree of freedom in choosing research topics (82% of whom ticked the “strongly agree” box and the rest — “somewhat agree”).

### 4. 2. Ethical principles

**Implementation: ++ fully implemented**

**Initiatives undertaken/new proposals:**

The Polish Academy of Sciences has its Commission for Ethics in Research, which operates according to art. 39 of the Act on the Polish Academy of Sciences. A separate Ethics Committee was set up in January 2023 by the Scientific Council of the Institute that will monitor the internal application of The Code of Ethics for Researchers enacted by PAS' Commission for Ethics in Research.

### 4. 3. Professional responsibility

**Implementation: +/- almost but not fully implemented**

**GAP / Implementation impediments:** The internal HR survey showed that employees need to be better informed on whom they should be reported any problem concerning professional responsibility.

**Initiatives undertaken/new proposals:** Additional informational activities and workshops are planned.

### 4. 4. Professional attitude

**Implementation: +/- almost but not fully implemented**

**GAP / Implementation impediments:** The internal HR survey indicated a limited number of cases of breaking the professional rules of scientific work.

**Initiatives undertaken/new proposals:** Additional informational activities and workshops are planned.

#### **4. 5. Contractual and legal obligations**

**Implementation:** ++ fully implemented

**GAP / Implementation impediments:** Working conditions are governed by national laws, that is, The Labour Code and The Act on the Polish Academy of Sciences, institutional regulations, IPS PAS Statute (intellectual property law, RODO also). The new Rules for conducting competitions for researchers at IPS PAS – along with the OTMR principles - were adopted as a formal resolution on the 28th of October 2022 and came into force on the 1st of January 2023.

#### **4. 6. Accountability**

**Implementation:** ++ fully implemented

**GAP / Implementation impediments:** The management of research funding is based on the national legislation: ACT of 20 July 2018 The Law on Higher Education and Science, Act on the National Science Centre, Act on the Polish Academy of Sciences and related ministerial regulations, internal regulations - regulations for the periodic appraisal of IPS PAS employees, internal Research Integrity Commission at IPS PAS.

#### **4. 7. Good practice in research**

**Implementation:** ++ fully implemented

**GAP / Implementation impediments:** The IPS PAS complies with the European and national legislation regarding the data protection, namely the EU General Data Protection Regulation 2016/679 and the Act on Personal Data Protection.

#### **4. 8. Dissemination, exploitation of results**

**Implementation:** +/- almost but not fully implemented

**GAP / Implementation impediments:** The internal HR survey indicated that some of the employees need to be better informed on best publication/dissemination practices.

**Initiatives undertaken/new proposals:** New rules have to be put in place. Additional informational activities and workshops are planned.

#### 4. 9. Public engagement

##### **Implementation: ++ fully implemented**

**GAP / Implementation impediments:** Article 2 of the PAS law; researchers participate not only in academic events but make their research visible to the broader public, IPS PAS researchers are also visible in national and local media as experts in various areas of political science, sociology and history, etc. Periodic reporting by all researchers on their public engagement activities.

**Initiatives undertaken/new proposals:** The survey showed that the Institute's staff have strongly internalized the norm of publishing their research results in foreign scientific journals and publications. They consider this practice necessary in scientific work (61%) or at least recommended. Visibly less substantial, though still significant, was the approval for open access publishing (25% of the respondents considered it necessary, and 64% thought it recommended) and publicizing research results in the media (20% of the respondents regarded that practice as necessary and 54% as recommended). Moreover, most of the respondents had nothing against various activities — scientific, teaching, and other — outside IPS PAS, although their opinion varied depending on the nature of that activity. While teaching outside IPS PAS was considered acceptable (59%) or even recommended (36%), parallel employment in another institution (scientific or other) was seen only as acceptable (approx. 60%), not recommended (approx. 20%), or even unacceptable. This shows that multi-jobbing, which is controversial in Polish science, meets with relatively broad approval on the part of the IPS PAS staff, possibly due to the traditionally low salaries in PAS institutes (especially in the humanities and social sciences) due to the state's policy on science and the low ministerial subsidies.

#### 4. 10. Non discrimination

##### **Implementation: +/- almost but not fully implemented**

**GAP / Implementation impediments:** Adoption of a comprehensive antidiscrimination and anti-mobbing policy is required.

**Initiatives undertaken/new proposals:** Professional HR training is already scheduled. The introduction of an anti-discrimination and anti-mobbing policy is planned.

#### 4. 11. Evaluation/ appraisal systems

##### **Implementation: ++ fully implemented**

**GAP / Implementation impediments:** The Act on the Polish Academy of Sciences (Article 96) defines procedures and criteria for a periodic evaluation of the scientific staff. Regulations for the periodic appraisal of IPS PAS employees, Decree of IPS PAS Director on bonuses for scientific achievements, Annual monitoring and update.

**Initiatives undertaken/new proposals:** The system of granting financial bonuses to employees was even more positively evaluated by the respondents. 93% of the respondents

considered it to be transparent and impartial, with more than half ticking the “strongly agree” option and almost 40% ticking the “somewhat agree” option. Similarly, 93% of the respondents thought that the periodical evaluation of employees was carried out in a transparent and impartial manner. The “strongly agree” answers were even slightly more numerous, nearing 60%. It can be assumed that the high degree of approval results from the existence of precise formal rules based on the external score-based assessment criteria. They were adopted by order of the Director and a resolution of the Scientific Council and, as shown above, they are well-known to the entire staff. This is a prerequisite for development of clear and transparent rules for other areas of the Institute’s operation.

#### **4. 12. Recruitment**

**Implementation: +/- almost but not fully implemented**

**GAP / Implementation impediments:** The new Rules for conducting competitions for researchers and the OTMR principles were adopted as a formal resolution on the 28th of October 2022 and came into force on the 1st of January 2023. Further guidelines should be established to ascertain the proper execution of the rules.

**Initiatives undertaken/new proposals:** Implementation of the Regulations will be monitored by the Personnel/HR Committee of the Scientific Council. Additional guidelines will be set for new members of the selection committees.

#### **4. 13. Recruitment (Code)**

**Implementation: ++ fully implemented**

**Initiatives undertaken/new proposals:** The new Rules for conducting competitions for researchers – along the OTMR principles - were adopted as a formal resolution on the 28th of October 2022 and came into force on the 1st of January 2023. The complete rules are available online at: <https://politic.edu.pl/aboutus/hr-excellence-in-research/> (<https://isppan.waw.pl/onas/hr-excellence-in-research/>).

#### **4. 14. Selection (Code)**

**Implementation: ++ fully implemented**

**Initiatives undertaken/new proposals:** The new Rules for conducting competitions for researchers – along the OTMR principles - were adopted as a formal resolution on the 28th of October 2022 and came into force on the 1st of January 2023. The complete rules are available online at: <https://politic.edu.pl/aboutus/hr-excellence-in-research/> (<https://isppan.waw.pl/onas/hr-excellence-in-research/>).

#### 4. 15. Transparency (Code)

**Implementation: ++ fully implemented**

**Initiatives undertaken/new proposals:** The new Rules for conducting competitions for researchers – along the OTMR principles - were adopted as a formal resolution on the 28th of October 2022 and came into force on the 1st of January 2023. The complete rules are available online at: <https://politic.edu.pl/aboutus/hr-excellence-in-research/> (<https://isppan.waw.pl/onas/hr-excellence-in-research/>).

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

**Implementation: ++ fully implemented**

**Initiatives undertaken/new proposals:** The new Rules for conducting competitions for researchers – along the OTMR principles - were adopted as a formal resolution on the 28th of October 2022 and came into force on the 1st of January 2023. The complete rules are available online at: <https://politic.edu.pl/aboutus/hr-excellence-in-research/> (<https://isppan.waw.pl/onas/hr-excellence-in-research/>).

#### 4. 17. Variations in the chronological order of CVs (Code)

**Implementation: ++ fully implemented**

**Initiatives undertaken/new proposals:** The new Rules for conducting competitions for researchers – along the OTMR principles - were adopted as a formal resolution on the 28th of October 2022 and came into force on the 1st of January 2023. The complete rules are available online at: <https://politic.edu.pl/aboutus/hr-excellence-in-research/> (<https://isppan.waw.pl/onas/hr-excellence-in-research/>).

#### 4. 18. Recognition of mobility experience (Code)

**Implementation: ++ fully implemented**

**Initiatives undertaken/new proposals:** The new Rules for conducting competitions for researchers – along the OTMR principles - were adopted as a formal resolution on the 28th of October 2022 and came into force on the 1st of January 2023. The complete rules are available online at: <https://politic.edu.pl/aboutus/hr-excellence-in-research/> (<https://isppan.waw.pl/onas/hr-excellence-in-research/>).

#### 4. 19. Recognition of qualifications (Code)

**Implementation: ++ fully implemented**

**Initiatives undertaken/new proposals:** The new Rules for conducting competitions for researchers – along the OTMR principles - were adopted as a formal resolution on the 28th of October 2022 and came into force on the 1st of January 2023. The complete rules are available

online at: <https://politic.edu.pl/aboutus/hr-excellence-in-research/> ( <https://isppan.waw.pl/onas/hr-excellence-in-research/> ).

#### 4. 20. Seniority (Code)

**Implementation:** ++ fully implemented

**Initiatives undertaken/new proposals:** The new Rules for conducting competitions for researchers – along the OTMR principles - were adopted as a formal resolution on the 28th of October 2022 and came into force on the 1st of January 2023. The complete rules are available online at: <https://politic.edu.pl/aboutus/hr-excellence-in-research/> ( <https://isppan.waw.pl/onas/hr-excellence-in-research/> ).

#### 4. 21. Postdoctoral appointments (Code)

**Implementation:** ++ fully implemented

**Initiatives undertaken/new proposals:** The new Rules for conducting competitions for researchers – along the OTMR principles - were adopted as a formal resolution on the 28th of October 2022 and came into force on the 1st of January 2023. The complete rules are available online at: <https://politic.edu.pl/aboutus/hr-excellence-in-research/> ( <https://isppan.waw.pl/onas/hr-excellence-in-research/> ).

#### 4. 22. Recognition of the profession

**Implementation:** ++ fully implemented

**GAP / Implementation impediments:** National legislation, The Act on Polish Academy of Sciences, Act on Academic Degrees and Academic Title, and on Degrees and Title in Art, defines principal requirements and conditions necessary for recognising researchers as professionals.

**Initiatives undertaken/new proposals:** According to 90% of the respondents, the rules for professional promotion in IPS PAS were clear. However, it is noteworthy that the men were much more likely than women to tick the “strongly agree” option (47% and 15%, respectively) and that the women were more likely to tick the “somewhat agree” option (75%). All negative answers were given by women (10%). Also noteworthy is that the administrative staff were more critical than the researchers of the promotion criteria transparency. It seems that while for the latter promotion usually involves obtaining a degree, in the case of the former, the criteria are unclear.

#### 4. 23. Research environment

##### **Implementation: ++ fully implemented**

**Initiatives undertaken/new proposals:** The survey asked the researchers (n=48) to rank the support (“substantial,” “average,” “insubstantial,” or “difficult to say”) which they had received from their direct supervisors, fellow researchers from their teams, and various PAS and IPS PAS organizational units which are to support researchers. The highest ratings were given to the IPS PAS Library and the head of the department to which the given employee belonged (that support was praised by 85% and 81% of respondents, respectively). The Institute’s Research Office and the HR Department got 79% and 73% of positive responses, respectively. Support from fellow researchers from one’s team (Department) was praised by 71% of the respondents. 19% of the respondents regarded it as average, and 4% said that the support was insubstantial. It is noteworthy that the support within the Institute was assessed significantly more favorably than that on the level of the Academy as a whole. Support for the PAS International Cooperation Unit and the PAS Scientific Excellence Office was positively evaluated by only 19% and 13% of the respondents, respectively. About half of those surveyed were unable to evaluate the support provided by these units because they had had no contact with them. However, even if we took into consideration only the assessments given, then it would become clear that the aid offered by the PAS’s central administration is viewed less positively than that offered by the Institute’s administration.

#### 4. 24. Working conditions

##### **Implementation: ++ fully implemented**

**GAP / Implementation impediments:** The Labor Code and internal legal acts apply Work Regulations at the Institute of Political Studies of the Polish Academy of Sciences and Regulations for Remuneration of Employees at the Institute of Political Studies of the Polish Academy of Sciences.

**Initiatives undertaken/new proposals:** None. The existing rules are in line with the European charter for researchers.

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

##### **Implementation: ++ fully implemented**

**GAP / Implementation impediments:** Conditions of work contracts for research staff at PAS are regulated in The Act on Polish Academy of Sciences and Act on Academic Degrees and Academic Title, and on Degrees and Title in Art as well as in the Labour Code.

**Initiatives undertaken/new proposals:** All IPS PAS employees are employed in accordance with national regulations. Employees evaluate working conditions well. The respondents had a positive opinion about the working conditions in IPS PAS in terms of work-life balance (89% positive opinions, including 66% strongly positive ones) and gender equality (84% positive opinions, including 59% strongly positive ones). As many as 93% of the respondents did notice

the present solutions, which made it easier for the staff to take care of their family commitments, such as remote work and flexible working hours.

#### **4. 26. Funding and salaries**

**Implementation: ++ fully implemented**

**GAP / Implementation impediments:** Researchers' salaries are, in principle, regulated by national legislation: The Act on Polish Academy of Sciences, the Labour Code and the Law on Higher Education and Science. IPS PAS also has internal payroll regulations.

#### **4. 27. Gender balance**

**Implementation: +/- almost but not fully implemented**

**GAP / Implementation impediments:** Share of women in decision-making bodies has already increased after new Scientific Council was elected in late 2022, but further increase is welcomed.

**Initiatives undertaken/new proposals:** Gender Equality Plan has been accepted by the Scientific Council. Implementation of the Gender Equality Plan is to take place in forthcoming years (GEP for IPS PAS: <https://politic.edu.pl/wp-content/uploads/2016/02/Gender-Equality-Plan-for-the-IPS-PAS-for-2023%E2%80%922024.pdf> ).

#### **4. 28. Career development**

**Implementation: ++ fully implemented**

**GAP / Implementation impediments:** National legislation, The Act on Polish Academy of Sciences, Act on Academic Degrees and Academic Title, and on Degrees and Title in Art, defines principal requirements and conditions necessary for recognising researchers as professionals.

**Initiatives undertaken/new proposals:** According to 90% of the respondents, the rules for professional promotion in IPS PAS were clear. However, it is noteworthy that the men were much more likely than women to tick the “strongly agree” option (47% and 15%, respectively) and that the women were more likely to tick the “somewhat agree” option (75%). All negative answers were given by women (10%). Also noteworthy is that the administrative staff were more critical than the researchers of the promotion criteria transparency. It seems that while for the latter promotion usually involves obtaining a degree, in the case of the former, the criteria are unclear.

#### **4. 29. Value of mobility**

**Implementation: ++ fully implemented**

**Initiatives undertaken/new proposals:** The new employment regulations at the IPS PAS favour the mobility of employees. Therefore, IPS PAS will emphasize that mobility is conducive to employment.

#### **4. 30. Access to career advice**

**Implementation: ++ fully implemented**

**Initiatives undertaken/new proposals:** Employees of IPS PAS have full support from heads of their departments, administration staff, PAS Scientific Excellence Office. According to 90% of the respondents, the rules for professional promotion in IPS PAS were clear.

#### **4. 31. Intellectual Property Rights**

**Implementation: ++ fully implemented**

**GAP / Implementation impediments:** Common law is in force - the Act of February 4, 1994 on copyright and related rights regulating in a comprehensive manner the issues of intellectual property protection, also in science. In practice, the procedures for verifying allegations of plagiarism do not function properly.

#### **4. 32. Co-authorship**

**Implementation: ++ fully implemented**

**GAP / Implementation impediments:** The Code of Ethics for Researchers, PAS Committee for Ethics in Research (Article 3.3.)

**Initiatives undertaken/new proposals:** IPS PAS supports all forms of cooperation between researchers including co-authorship.

#### **4. 33. Teaching**

**Implementation: ++ fully implemented**

**Initiatives undertaken/new proposals:** On April 8th, 2019, three institutes of the Polish Academy of Sciences: the Institute of Philosophy and Sociology, the Institute of Psychology and the Institute of Political Studies, signed an agreement to jointly run the PhD Programme within the Graduate School for Social Research (GSSR) framework. The Programme offers doctoral studies in sociology, political sciences, philosophy and psychology. What is more, as research shows, most respondents had nothing against various activities — scientific, teaching, and other — outside IPS PAS. However, their opinion varied depending on the nature of that activity. While teaching outside IPS PAS was considered acceptable (59%) or even

recommended (36%), parallel employment in another institution (scientific or other) was seen only as good (approx. 60%), not recommended (approx. 20%), or even unacceptable. This shows that multi-jobbing, controversial in Polish science, meets with relatively broad approval on the part of the IPS PAS staff.

#### **4. 34. Complains/ appeals**

**Implementation:** -/+ partially implemented

**GAP / Implementation impediments:** The internal HR survey indicated a need for laying down rules and informative action on complaints and appeals.

**Initiatives undertaken/new proposals:** Professional HR trainings are already scheduled. Introduction of a comprehensive anti-discrimination and anti-mobbing policy is planned.

#### **4. 35. Participation in decision-making bodies**

**Implementation:** -/+ partially implemented

**GAP / Implementation impediments:** The share of female and young researchers in decision-making bodies has increased after the new Scientific Council was elected in late 2022, but the further increase is welcomed.

**Initiatives undertaken/new proposals:** The gender Equality Plan has been accepted by the Scientific Council. Implementation of the Gender Equality Plan is to take place in forthcoming years. More inclusive rules on the selection of the Scientific Council will be drawn.

#### **4. 36. Relation with supervisors**

**Implementation:** ++ fully implemented

**Initiatives undertaken/new proposals:** Relations with heads of departments are rated very well by IPS PAS employees. All researchers outline an annual Individual Research Agenda, accepted by the direct supervisor (head of the department) and submitted to the Director; there is a comprehensive work plan for PhD students, as provided by the Doctoral School regulations.

#### **4. 37. Supervision and managerial duties**

**Implementation:** ++ fully implemented

**Initiatives undertaken/new proposals:** It is the responsibility of the head of the department to involve other senior members in the supervision and mentoring of junior staff; PhD students have supervisors, and they are fully engaged in the work of one of the departments, where it is also the responsibility of the head of the department to provide feedback and mentoring. Doctoral School regulations define detailed provisions and obligations of supervisors.

#### **4. 38. Continuing Professional Development**

**Implementation: ++ fully implemented**

**Initiatives undertaken/new proposals:** Institute organizes a wide range of scientific events (conferences, seminars, debates) available to all employees. Junior scholars are encouraged to seek scientific degrees and plan their careers accordingly. Progress is monitored by the head of the department and the deputy director of research. In addition, scholars are encouraged to engage in international mobility and flexible, tailor-made arrangements are actively sought to benefit both the researcher and the Institute.

#### **4. 39. Access to research training and continuous development**

**Implementation: +/- almost but not fully implemented**

**GAP / Implementation impediments:** Financing of the IPS PAS is currently too low to allow for additional research training, apart from what is currently offered. Initiatives undertaken/new proposals:

#### **4. 40. Supervision**

**Implementation: ++ fully implemented**

**Initiatives undertaken/new proposals:** Early-stage researchers refer to their supervisors (PhD students) and their heads of department. Supervisors are appointed by the Scientific Council, which considers their expertise and experience in mentoring junior researchers. The head of the department assists less experienced supervisors. Junior researchers may also refer to the deputy research director for further advice.

## 5. ACTION PLAN

Action	Responsible Unit	Indicator(s) / Target(s)	Timing (at least by year's quarter/semester)	GAP Principle(s)
<b>Action 1.</b> Guidelines on applying PAS' Code of Ethics.	Ethics Committee; Scientific Council; Deputy director for research	The newly appointed Ethics Committee within the Scientific Council of IPS PAS needs to draw additional guidelines on applying PAS' Code of Ethics. Other ethical codes can be indicated for internal use. Subsequently, a seminar/workshop on ethics in research and publishing will be organized.	Guidelines by the end of 2023. A seminar/workshop on ethics in research and publishing will be held in 2024.	Professional responsibility; Professional attitude; Dissemination, exploitation of results
<b>Action 2.</b> Full implementation of the Regulations for conducting competitions for scientific positions of October 28, 2022. Additional preparation of selection committees' members.	Director, Deputy director for research, Human Resources Department, Personnel Committee of the Scientific Council	Implementation of the Regulations will be monitored by the Personnel/HR Committee of the Scientific Council. Additional guidelines will be set for new members of the selection committees. Furthermore, all the members will receive other materials that must be read. Moreover, everyone will have to sign a declaration regarding knowledge of applicable regulations.	by the end of 2023	Recruitment; Recruitment (Code); Selection (Code); Transparency (Code); Judging merit (Code); Variations in the chronological order of CVs (Code); Recognition of mobility experience (Code); Recognition of qualifications (Code); Seniority (Code); Postdoctoral appointments (Code)
<b>Action 3.</b>	Director, Deputy	Implementation of the Gender Equality Plan:	by the end of 2024	Working conditions;

<p>Implementation of the Gender Equality Plan (of October 28, 2022) for the IPS PAS for the years 2023-2024.</p>	<p>director for research, Heads of departments, Personnel Committee of the Scientific Council, Scientific Council, Human Resources Department, Scientific Research and Information Office, Legal Counsel.</p>	<ul style="list-style-type: none"> <li>- the online publication of GEP in 2022,</li> <li>- appointment of the Plenipotentiary for Equal Treatment and allocation of relevant resources,</li> <li>- organization of compulsory staff training on gender equality and anti-discrimination policy. Target: two separate pieces of training will be organized in 2023,</li> <li>- regular monitoring of the state of gender equality. Target: relevant data collected by the HR team and delivered to the Plenipotentiary for monitoring once a year,</li> <li>- increased representation of women in the Scientific Council, competition committees, working groups, conferences etc. Target: increase should aim to reflect the employment structure,</li> <li>- introducing amendments to the employee evaluation policy to include staff guardianship obligations. Target: changed evaluation criteria and form,</li> <li>- organization scientific seminars introducing the gender perspective to IPS PAS disciplines. Target: at least three seminars to be organized by the end of 2024.</li> </ul>		<p>Gender balance; Career development; Participation in decision-making bodies</p>
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<p><b>Action 4.</b> Developing and implementing comprehensive internal regulations regarding remote work and flexible working hours.</p>	<p>Director, Legal Counsel, Human Resources Department</p>	<p>Improving working conditions by introducing remote work and flexible working hours. The new policy in this area will be introduced by the first half of 2024. All employees of IPS PAS will be informed about the new rules (an information meeting will be convened for this purpose).</p>	<p>by the end of 2024</p>	<p>Working conditions</p>
<p><b>Action 5.</b> Development and adoption of a comprehensive anti-discrimination and anti-mobbing policy.</p>	<p>Director, Disciplinary Committee of the Scientific Council, Disciplinary ombudsman, Legal Counsel</p>	<p>Introduction of an anti-discrimination and antimobbing policy</p>	<p>by the end of 2024</p>	<p>Non discrimination; Complains/ appeals; Supervision and managerial duties; Access to research training and continuous development</p>
<p><b>Action 6.</b> Development of the Institute's comprehensive training and development policy.</p>	<p>Deputy director for research, Scientific Research and Information Office</p>	<p>This type of training trains several scientists/administrative representatives. The first training sessions took place in the first half of 2023. More than 50% of all employees (both scientific and administrative) took part in them (both scientific and administrative).</p>	<p>new policy to be established by the end of 2024</p>	<p>Supervision and managerial duties; Access to research training and continuous development</p>