



Institute of Organic Chemistry
Polish Academy of Sciences

THE HUMAN RESOURCES STRATEGY FOR RESEARCHERS
INCORPORATING

EUROPEAN CHARTER FOR RESEARCHERS
AND THE CODE OF CONDUCT FOR THE
RECRUITMENT OF RESEARCHERS

*Internal Review for Renewal Assessment
and the Corresponding Updated Plan of Action*

March, 2023

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INTRODUCTION

The Institute of Organic Chemistry of the Polish Academy of Sciences (IOC PAS) is an independent, non-profit research establishment governed by the Polish Academy of Sciences (PAS). Since its establishment in 1964, the mission of the Institute has been to conduct ground-breaking scientific research at the highest level in the area of broadly understood organic chemistry and affiliated fields, and to impart knowledge and training to a new generation of research staff.

The Institute has been continuously operating a four-year PhD study program since 1966, being the oldest program of its kind in the country. It has been authorized to award Ph.D. and DSc (habilitation) degrees in the domain of organic chemistry. In its teaching initiatives, the Institute has trained 435 Ph.D. holders and 73 habilitated doctors. With the advent of statutory changes in Poland, in 2019 the IOC PAS, together with other scientific units, launched the Warsaw Doctoral School of Natural and Biomedical Sciences [Warsaw-4-PhD].

In 2022, the Polish Ministry of Education and Science classified the Institute as an A+ research institution, which is the highest possible ranking. In national ratings, the IOC PAS holds the topmost position in the class of scientific institutions involved in organic chemistry research and second position in chemistry research classification. In the international ranking of scientific institutions' quality, SCImago Institutions Rankings (SIR), the IOC PAS achieved first place in the category of innovation among scientific institutions in Poland in 2021 (and also in 2022), and fifth position in the overall SIR ranking.

The IOC PAS has long been at the forefront of developing innovative synthetic technologies. These include the methodology of synthesizing simple carbohydrates (Achmatowicz, 1971), vicarious nucleophilic substitution of hydrogen (Mąkosza, 1978), synthesis of aza-crown ethers (Jurczak, 1985), development of new catalysts for olefin metathesis reactions (Grela, 2002), synthesis of corroles (Gryko, 2006), and the CHEMATICA program for planning organic syntheses, which was recognized by the Chemistry World journal as one of the top 10 discoveries of 2016 (Grzybowski, 2016).

Presently, the Institute's research focuses on critical modern-day problems, including organic synthesis, catalysis, and the quest for novel materials. The Institute has 27 research groups and sub-groups led by globally recognized scientists. The research topics align with the most recent international scientific vision and include areas such as organic synthesis methodology, supramolecular chemistry, photoredox catalysis, C-H activation, synthesis and application of functional dyes, organocatalysis, enzyme utilization in organic synthesis, synthesis of natural and bioactive compounds, structure and spectroscopy of organic compounds, and computer-aided organic synthesis (CHEMATICA).

The Institute can boast of a modern research infrastructure and equipment necessary for conducting scientific work at a global level, such as HPLC, GC, mass spectrometers, UV/Vis/fluorescence spectrophotometers, microwave reactors, photo- and ultrasound equipment, among others. The IChO PAN has excellently functioning specialized laboratories, including NMR, MS, CD, and uniquely in the world, a high-pressure laboratory enabling organic synthesis under pressures of 15-20 thousand atm. Each employee has their own fume hood for laboratory work and available office space. Moreover, the IChO PAN provides its scientific staff with broad access to international scientific journals, databases (Reaxys, SciFinder, CCDC), and licenses for computational software (Gaussian).

The IOC PAS has demonstrated adeptness in securing research grants from both domestic and foreign sources. At present, the institute is executing 54 projects backed by various Polish institutions, as well as European funds. The outcomes of the research endeavors conducted at the IOC PAS are disseminated through approximately 90-120 scientific articles annually, which have received commendation from both the national

and international scientific community. Over the past half-decade, the IOC PAS has published numerous papers in journals listed in the Nature Index, including several esteemed articles in Nature and Science.

In addition, the IOC PAS has been extensively involved in numerous international research projects. From 2003 to 2006, the Institute served as the global coordinator of the CEDNETS research initiative (Centre of Excellence in Developments of New Therapeutics from Sugars) under the 5th Framework Programme of the European Union. Furthermore, in the 6th edition of the EU FP, the IOC PAS contributed to the implementation of four projects (NANOQUANT, NORMOLIFE, REVCAT, ERA CHEMISTRY projects) between 2006 and 2008, and one project in the 7th edition (HI-CAT project) between 2008 and 2011. Currently, the IOC PAS is part of consortia involved in the implementation of 4 ITN (Innovative Training Networks) projects as part of Maria Skłodowska-Curie Actions of the Horizon 2020 – namely the NOAH, PHOTOREACT, CHAIR and OLIGOMED projects and one MSCA Staff Exchanges project – Micro4Nano.

The IOC PAS stands as the most internationally recognized center in Poland for conducting research in the field of organic chemistry. The Institute has cultivated collaborations with over 20 leading research institutions and universities from around the globe, including renowned institutions such as the California Institute of Technology (Caltech), Harvard University, The Scripps Research Institute, ETH in Zurich, University of San Antonio, University of Regensburg, University of Kyushu, and National Taiwan University. These collaborations have produced joint scientific publications, grant applications, and opportunities for IOC PAS employees to participate in short internships.

One notable aspect of the Institute's scientific activities is its organization of international and national scientific conferences and seminars. The Institute hosts a series of symposia entitled "Poland-Korea Joint Organic Chemistry Conference" every four years, which convenes leading specialists from Poland and the Republic of Korea. Other conferences periodically organized by the Institute include "Nuclear Magnetic Resonance in Chemistry, Physics and Biological Sciences," "Symposium on Asymmetric Synthesis," "The Polish-German Conference on Organic Chemistry," and "Conference of the Polish Mass Spectrometry Society."

EMPLOYMENT STRUCTURE

IOC PAS currently employs 135 researchers, including PhD students:

- 22 professors (full and associate) (16%)
- 25 adjuncts (19%)
- 45 assistants (33%)
- 43 PhD students (32%), 25 of whom have part-time employment as assistants.

This indicates that the Institute is quite young, with 65% of the research staff being early-stage researchers (ERS) under the age of 35. This creates an environment that is highly enthusiastic about science, full of new ideas and significant development potential. However, it may also result in a lower awareness of existing rules, rights, and obligations related to employment issues.

The Institute also employs 23 technicians, 23 administration staff, 3 library staff, and 8 support staff, bringing the total number of employees to 192. Of these, 50% of the overall workforce and 39% of research staff are women. Additionally, 36 researchers (19% of all employees and 27% of researchers) come from abroad.

STAGES OF IMPLEMENTING THE 'HUMAN RESOURCES STRATEGY FOR RESEARCHERS' AT THE IOC PAS

In 2016, the Institute of Organic Chemistry of the Polish Academy of Sciences embarked on a mission to integrate the principles of the *European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers* into its organizational framework. A comprehensive internal analysis was conducted to identify gaps between the Institute's existing policies and the European Commission's requirements. Subsequently, an Action Plan was developed for the period of 2017-2019, with the overarching aim of aligning the working conditions at the Institute with European standards. In November 2016, the Director of the IOC PAS signed a letter of endorsement to the principles of the *European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers*, and the Action Plan was submitted to the European Commission for review.

The European Commission conferred the prestigious "*HR Excellence in Research*" award to our Institute, marking the commencement of the Implementation Phase. Between 2017 and 2019, the IOC PAS underwent a significant transformation in alignment with the adopted Action Plan. The vast majority of the proposed tasks in the original plan have been executed, leading to notable improvements in key aspects of our unit's operation. The implementation process of the Action Plan has been thoroughly documented in the mid-term report, which was submitted to the European Commission in October 2019 through the Euraxess portal.

After considering the European Commission's feedback in the EC Consensus Report, an extended version of the *Interim report on Internal Action Plan implementation* was published in March 2020 to provide a comprehensive overview of the implementation process. This version of the report has been made available on the Institute's website to facilitate transparency and accountability.

Following the receipt of the EC Consensus Report, the Institute's HR Strategy implementation process was unexpectedly hampered by the outbreak of the SARS-CoV-2 pandemic. Consequently, the creation of the Updated Action Plan was deferred to 2021, as the Institute's authorities prioritized ensuring safe working conditions for all employees and adapting existing policies to accommodate remote work conditions. Despite the challenging constraints imposed by the national authorities, at that moment the Institute persevered in making every effort to enable smooth and efficient operations in all aspects, including the HR strategy implementation process, with minimal disruptions.

In early 2021, an internal reassessment was conducted to evaluate employee satisfaction with implemented changes and identify areas necessitating improvement. The outcomes of the January/February 2021 survey constituted the foundation for the development of an Updated Action Plan spanning 2021-2023. The said plan also took into account the need to adapt Institute's policies to the changing external circumstances, legal regulations, and alterations in the employment structure of the IOC PAS. This stage was completed in January 2023 when all the implemented actions were summarized during the meeting for all employees on January 19, 2023.

Furthermore, within two weeks after the meeting, our employees were asked to provide their second evaluation since the inception of the HR strategy implementation. This evaluation aimed to gauge their perception of the changes introduced and the current state of the Institute. The aforementioned activities constituted an essential component of the Internal Review for Renewal Assessment, necessary to execute before the renewal of the *HR Excellence in Research* award. They served as pivotal factors that significantly influenced the development of the Updated Action Plan for 2023-2025.

INTERNAL ANALYSIS

At the outset of 2023, our Institute undertook an internal assessment to evaluate the measures implemented between 2017 and 2023. The primary objective of the assessment was to provide a summary of the changes made during the said period and identify areas necessitating improvement for the next cycle (2023-2025). The analysis also serves as a critical component of our unit's preparation for the forthcoming external evaluation as part of the Renewal Phase of the *HR Excellence in Research* award and the site visit of the European Commission. The assessment was divided into two equally significant parts:

- › Examination of all activities executed between 2017 and 2023 aimed at aligning all regulations, working conditions, and research activities at our Institute with European standards.
- › Assessment of the satisfaction level of our scientists through a survey conducted at the end of January 2023.

METHODOLOGY

WORKING GROUP

Both parts of the internal analysis were conducted by the Working Group responsible for the implementation of the HR strategy. The Working Group presently comprises:

Steering Committee:

- Prof. Daniel Gryko - Director of the IOC PAS (R4)
- Prof. Jacek Młynarski - Research Director (R4)
- Dr Piotr Lipkowski - Deputy Director

Working Group:

- Prof. Jacek Młynarski - Research Director (R4, Head of the Working Group)
- Prof. Dorota Gryko - Head of the PhD Studies (R4)
- Dr hab. Cina Foroutannejad - Research staff representative (R3)
- Dr Maciej Majdecki - Research staff representative (R2)
- Mgr Jaqueline Stella Araujo Badaro - PhD Students representative (R1)
- Dr Katarzyna Goliszewska - Representative of the administrative staff, HRS4R Coordinator
- Dr Aleksandra Butkiewicz - Representative of the administrative staff, Secretary of the WG
- Mgr Katarzyna Piskorek-Widmańska - Representative of the administrative staff

THE MOST IMPORTANT CHANGES INTRODUCED AT THE IOC PAS IN 2017-2023

Over the past six years, the Institute of Organic Chemistry PAS has undergone a significant phase of development, in alignment with its HR strategy. As part of the implementation of the Action Plan, several key changes have been introduced, which are summarized below. For a more comprehensive account of the implementation of all changes, please refer to the Updated Action Plan for years 2023-2025.

- › The recruitment processes have been aligned with European standards, and the principles of Open, Transparent and Merit-based recruitment (OTM-R) of researchers have been fully implemented. Equal and fair recruitment procedures have been introduced for all teams, irrespective of the Team Leader,



and the dissemination of job offers has been significantly increased through professional portals, primarily Euraxess, the Institute's website, and social media.

- › A modern, bilingual Institute website has been created to disseminate the research results and achievements of our scientists in an international environment. This website serves as a platform for our scientists to engage with colleagues from around the world, fostering international collaborations and highlighting our research offerings to scientists from Poland and abroad.
- › A reception system for new researchers and PhD students has been established, which is consistent for all individuals and facilitates the first days in a new job. This includes the creation of Welcome Packages and organizational solutions to communicate the same messages to all new employees. Furthermore, a Welcome Center has been established to provide assistance to foreign individuals with respect to legal and administrative procedures related to residing and working in Poland.
- › Inclusive working conditions have been created for people coming from different parts of the world. This includes the introduction of a bilingual communication system at the IOC PAS, bilingual documentation, and making all rules and regulations available in a language understood by all researchers.
- › Working conditions for scientists have been improved through the introduction of several important changes, including a central filing system for analytical data, a database of equipment available at the IOC PAS, the possibility of using electronic lab notebooks etc. Additionally, administrative solutions have been put in place to facilitate daily operations, such as circulation rules for documentation, internal website accessibility for relevant rules and regulations, and an updated mail handling system. These enhancements are designed to support the Institute's researchers in their work and provide a more streamlined and efficient environment.
- › The principles of open science have been implemented through the introduction of an Open Science Policy and the appointment of a designated individual responsible for overseeing the publishing process. As a result, all scientific findings are now disseminated through open access journals or deposited in open repositories and databases.
- › The Institute's involvement in activities promoting scientific research in society has been increased, including the organization of science picnics, workshops for talented young people, courses for chemistry teachers, and more.
- › Implementation of measures to establish a structured framework for career development paths, and to create appropriate procedures and informational documents for scientists. As a result, all staff members now have access to a comprehensive guide that outlines post-doctoral research career paths. This empowers individuals to make informed decisions in alignment with their professional aspirations and objectives.
- › Significant rise in the level of engagement of its personnel in mentoring aspiring scientists with regards to their career progression. This trend has been facilitated through the implementation of various measures, including the regular dissemination of information on grant and internship opportunities, scientific excursions, and training courses that are relevant to the Institute's research interests, via a newsletter. Additionally, a customized scheme for doctoral students, encompassing individual research plans, has been instituted.
- › The implementation of internal programs aimed at enhancing research independence for scientists or fostering researcher mobility has been introduced. The measures in place include a funding program to support in-house research projects or foreign internship programs.

The aforementioned activities have had a significant impact on the growth of the Institute of Organic Chemistry PAS, contributing to the achievements of the unit in recent years. As a result of these efforts, the Institute has

become the leading research organization in Poland and has gained international recognition, demonstrated by the growing number of international collaborations, invitations for our researchers to join research consortia, give lectures at prestigious scientific conferences or serve as reviewers for influential scientific publications. Additionally, the Institute has evolved from a national organization aimed at supporting Polish scientists to an international research institution employing individuals from various nations, including England, Germany, Italy, India, Pakistan, Ukraine, Turkey, or Iran. These developments underscore the attractiveness of the Institute's working conditions for scientists from different backgrounds, and its ability to facilitate top-level research.

SURVEY

QUESTIONNAIRE SURVEY

In January/February 2023, a comprehensive survey was conducted among all employees of the Institute with the aim of assessing their level of contentment with the working environment and measuring the impact of implemented measures on the opinions of both employees and doctoral students. The survey comprised identical content to that of the 2016 initial survey and the 2021 interim evaluation survey, thus enabling a direct comparison of results. The survey comprehensively covered all aspects of the Institute's policies and procedures, divided into four distinct parts, with a total of 38 questions relating to the *Charter and Code for Researchers'* guiding principles. Respondents were requested to evaluate their familiarity with the C&C principles, as well as the degree of implementation of these principles at the IOC PAS, using a five-point rating scale.

- 1 – definitely not
- 2 – no
- 3 – sometimes, to some extent
- 4 – yes
- 5 – definitely yes
- 0 – not applicable/no opinion

The survey included a "0" score option to account for cases where respondents had no opinion on a given question. These responses were excluded from subsequent analysis. Furthermore, all survey participants were prompted to provide additional feedback by utilizing the comment section accompanying each question.

WORKING GROUP CONSULTATIONS

Following preliminary analysis of the data, the results of the survey were presented to the Working Group (WG) for further examination. The results were evaluated based on the average rating level and classified into the following categories:

- › Results above 4.0: deemed good, with optional improvements and low priority.
- › Results between 3.5 and 4.0: considered average, requiring improvements with moderate priority.
- › Results below 3.5: considered poor, requiring significant improvements with high priority.

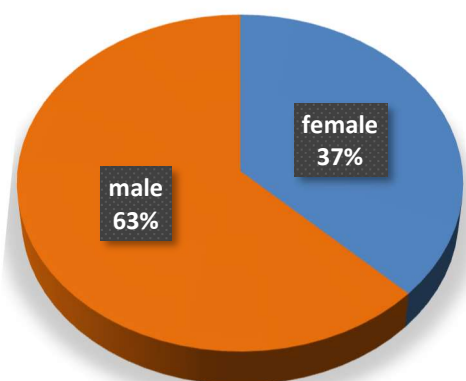
The WG also took into account the comparison of the survey results with those from previous years. In addition to the survey results, the Working Group conducted an in-depth analysis of activities carried out between 2017 and 2023, identifying which activities have been effective and which areas require further attention. This analysis was conducted with consideration of the dynamic legislative and economic conditions surrounding the

Institute, as well as the ever-evolving challenges that the unit faces. Based on this assessment, the Working Group developed an Updated Action Plan for the 2023-2025 period, which was subsequently presented to and approved by the Directorate of the IOC PAS.

RESPONDENTS PROFILE

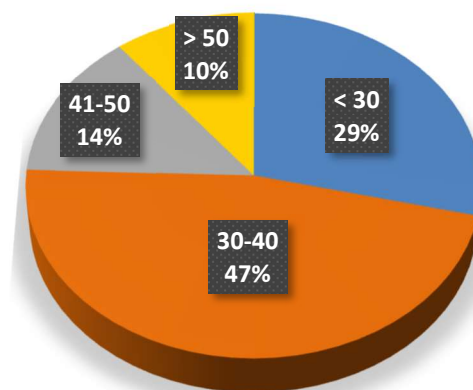
Out of 136 employees, 94 completed the questionnaire, corresponding to a response rate of 69%. The survey was conducted on an anonymous basis; however, data on the gender, age, professional profile, and job seniority of respondents within the IOC PAS were collected. The following provides a detailed overview of the characteristics of survey respondents:

Gender of respondents



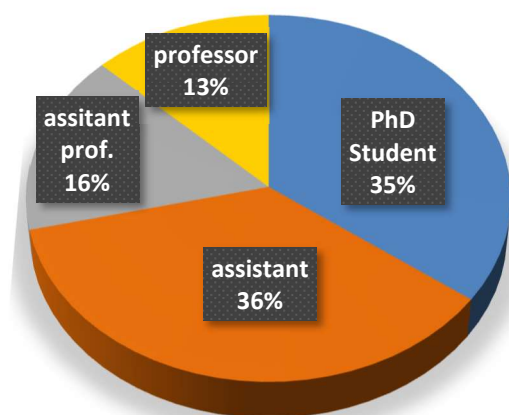
■ female ■ male

Age of respondents



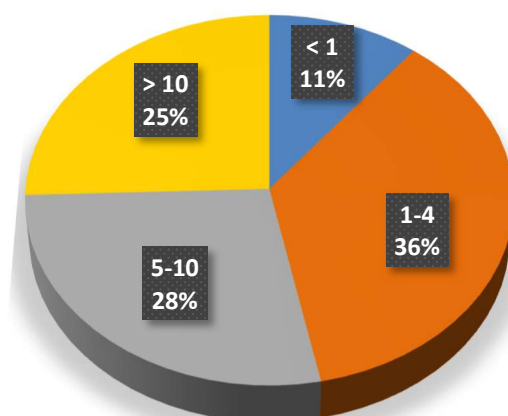
■ < 30 years ■ 30-40 years
■ 41-50 years ■ > 50 years

Professional profile



■ PhD Student ■ assistant
■ assistant prof. ■ professor

Job seniority



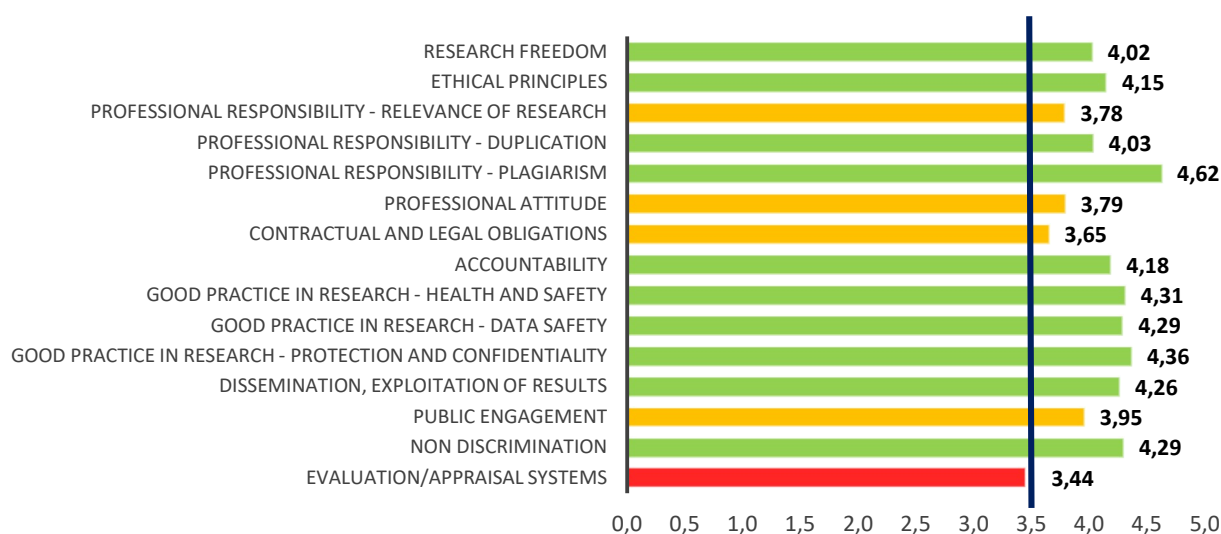
■ < 1 year ■ 1-4 years
■ 5-10 years ■ > 10 years

Reflecting the employment structure at the IOC PAS, the majority of survey respondents were young scientists, under 40 years of age (76%), identified as PhD students (35%) or assistants (36%) within the organization. Crucially, almost half of the respondents (47%) had been employed at the Institute for less than five years, rendering them unable to fully evaluate the changes implemented under the HR strategy since its inception. Therefore, the results of the survey can only be partly utilized to compare the satisfaction levels with the changes implemented, and are primarily intended to assess the current situation and identify areas for improvement within the Institute.

ETHICAL AND PROFESSIONAL ASPECTS

In the 2023 survey, the average score for the first part of the *Charter & Code* pertaining to ethical and professional aspects in scientific work was 4.1. This score was slightly higher than the results from previous years, with a score of 3.9 in 2016 and 4.0 in 2021. The high level of awareness among employees about the importance of ethical aspects in conducting scientific research and a professional approach to their duties was observed from the beginning of implementation of the HR strategy. Importantly, the introduction of annual seminars that focused on the most significant ethical and professional aspects further deepened the knowledge of our employees which is evidenced by the increasing overall survey result in this part.

Ethical and professional aspects



Irrespective of the outcome of the survey, it is imperative to underscore that our unit adheres to all the regulations and ethical codes of conduct pertaining to scientific research. Our track record bears no record of any instances of data fabrication, replication, or plagiarism, and we fully comply with intellectual property regulations. Our research endeavors in organic chemistry represent fundamental research in response to the societal need for novel synthetic and technological solutions, which have the potential to be implemented in the chemical industry. Nevertheless, given that basic research often requires an extended period to demonstrate practical applications, some researchers may undervalue the merit of this approach, as evidenced by slightly lower score of relevance of research than the average in this segment.

The Working Group observed that questions regarding professional attitude and the awareness of legal and contractual obligations towards research funding institutions received lower scores. The recurring suboptimal ratings in this segment can be primarily attributed to the composition of the respondent pool. Specifically, younger scientists such as PhD students and assistants demonstrated a lesser interest in the pertinent legal

provisions that do not directly impact their daily work. The obligation to conform to specific regulations stipulated in grant agreements lies primarily with the Principal Investigators, who registered higher scores in these categories, scoring 4.2 for a professional approach and 4.3 for legal and contractual provisions. This outcome unequivocally confirms that the Institute provides comprehensive information access and appropriate administrative and substantive support in this regard. Nevertheless, the responsibility of assimilating specific information also falls on the scientists.

Significant improvements were noted in the application of good practices in conducting scientific research, such as the application of health and safety rules, safe data storage, data protection, and confidentiality. These improvements were a direct result of the implemented measures, including information campaigns conducted by the IT department concerning online security, technical solutions facilitating secure remote work and data transfer through encrypted connections, initial and periodic health and safety training, and regular inspections in laboratories to detect any noncompliant behavior by scientists. Furthermore, the level of awareness of scientists regarding financial responsibility has also significantly increased, with a score of 3.6 in 2016 versus 4.2 in 2023. This can be attributed to the efficient operation of the administrative unit, which controls the funds spent and adheres to the principles of competitive offers whenever possible, resulting in conscious spending of the funds granted by scientific institutions.

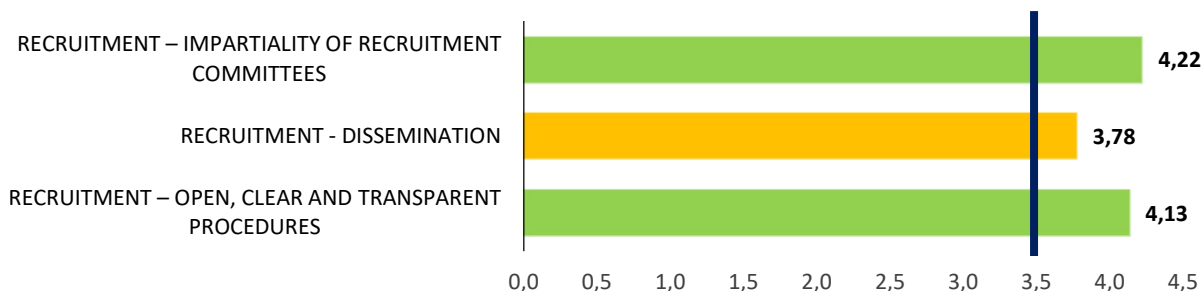
The endeavors undertaken during 2021-2023 to foster an inclusive work environment for individuals from diverse regions have yielded noteworthy achievements, most notably reflected in the high rating accorded to the non-discrimination category. It is gratifying to receive affirmative feedback from the foreign employees of the Institute, who express a sense of greater belonging due to the implementation of a bilingual communication system and the translation of critical documents into English. These measures have resulted in a reduction of feelings of estrangement, and the daily work processes have become less challenging for them.

Regrettably, notwithstanding the implementation of various measures, the rating for the evaluation/appraisal system remains significantly low. Since 2016, several initiatives have been undertaken to address this issue, such as changing the periodic evaluation system for researchers, in accordance with the legal changes in Poland, familiarizing employees with the evaluation procedure, providing all employees access to the evaluation regulations and questionnaire for evaluation of employees, and consistently reiterating the assessment principles before each evaluation. As per the employees' feedback, the Working Group has deduced that the employees have conflated two distinct matters while responding to the survey - the obligatory periodic evaluation of scientists every four years and the annual evaluation of their achievements in connection to the Director's awards for exemplary academic performance. The Updated Action Plan prioritizes further actions to explicate these issues and minimize the uncertainty among employees in this regard. The Working Group acknowledges the significance of executing those actions, as they are critical to ensuring the adequate implementation of the C&C principles.

RECRUITMENT

A minority of scientists, predominantly those in senior positions or leading research teams, are involved in the recruitment procedures at the IOC PAS. This is due to the necessity of possessing the relevant knowledge and professional experience required to perform an impartial assessment of candidates seeking scientific positions. Consequently, the survey questions aimed at evaluating the employees' perceptions of the recruitment process were limited in number. Despite this, there has been a marked increase (at least 0.2 points) in the scores awarded by employees in comparison to 2021, which attests to the efficacy of recent initiatives.

Recruitment



As per the 2021-2023 action plan, new recruitment regulations were implemented at the Institute in 2021, facilitating the adaptation of recruitment processes to conform with European standards. The consistent enforcement of these regulations has resulted in the standardization of all procedures across all scientific teams and leaders. The introduced changes encompass a diverse range of aspects, including the implementation of a new job advertisement template, the establishment of a recruitment calendar to enable candidates to submit their applications and prepare for interviews, the implementation of an equitable and standardized candidate evaluation system, and the provision of feedback on recruitment results to all candidates.

Notwithstanding the fact that this aspect received a lower rating in the survey, the Institute has taken significant measures since 2021 to disseminate information pertaining to ongoing recruitment processes. Job advertisements are now publicized on the Institute's website, the Euraxess portal, and industry portals such as Nature and Science, while information campaigns are conducted through social media. These initiatives will be continued and expanded, as per the suggestions put forth by employees, to incorporate the dissemination of information to Polish universities and research institutes.

WORKING CONDITIONS AND SOCIAL SECURITY

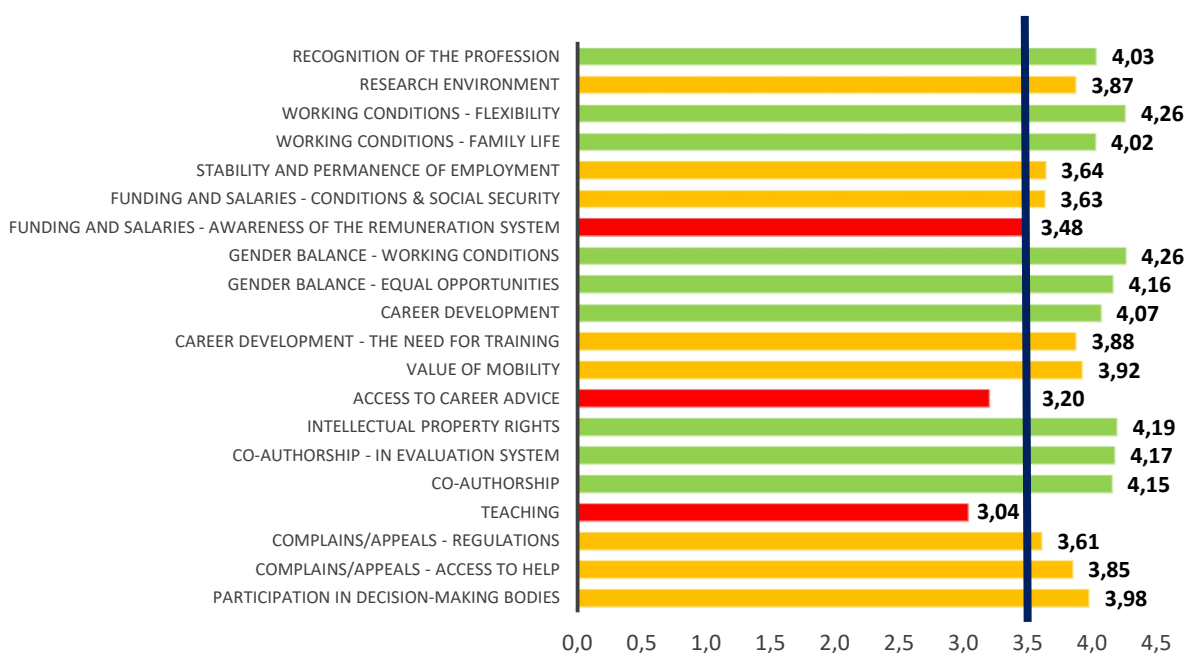
The findings from our surveys consistently indicate that Part III, pertaining to working conditions and social security at our Institute, obtains the lowest overall score. This outcome is unsurprising given that this section of the survey addresses factors that significantly impact daily operations at IOC PAS and often evoke strong emotions among respondents. Nevertheless, our HR strategy implementation efforts over the past five years have resulted in an increase in employees' overall rating of this category from 3.6 to 3.9. While several areas still require attention for the Institute to enhance its functionality, notable progress has been made in many domains.

The assessment of working conditions at our Institute was evaluated on various fronts by our staff. Notably, flexible working arrangements, such as the ability to tailor work hours to individual preferences and in some cases, remote work options, were highly regarded. To support remote work arrangements, new solutions such as safe remote access to the Institute's network, introduction of electronic documentation circulation and the possibility of obtaining an electronic signature were implemented in 2020 and 2021 in response to the Covid-19 pandemic, which were well-received by our scientists.

Conversely, aspects such as employment stability and the level of remuneration provided at IOC PAS received lower ratings. It is important to note that these issues are not entirely within the control of the Institute as they are influenced by several factors, including the policies of the Ministry of Science and Higher Education, and regulations governing research funding bodies such as the National Science Center and the National Center for Research and Development.

Despite efforts to increase awareness of the remuneration system for scientists, with the rating improving from 2.8 to 3.5, it remains relatively low. Measures such as publishing relevant regulations on the Institute's internal website and mandating Team Leaders to provide pertinent information to employees have yielded only partial results. Consequently, the Working Group considers finding alternative solutions to improve this aspect a top priority.

Working conditions and social security



On the other hand, the professional approach to employees, respecting intellectual property rights, and consideration of scientific accomplishments in employee evaluations, including co-authorship of scientific publications, are highly valued by scientists and doctoral students employed at IOC PAS. The Institute maintains a high standard of equality, particularly with regard to individuals of different genders, and endeavors to provide scientists with access to a variety of programs supporting mobility.

Numerous initiatives have been undertaken in recent years to afford scientists diverse professional development opportunities, including access to guidance in this field. The document outlining potential paths for professional growth at IOC PAS clarifies issues surrounding career progression at the Institute. Moreover, introduction of the possibility of preparing Individual Research Plans with direct supervisors facilitate career planning for early-career scientists. In the question regarding access to career advice respondents indicated a desire for the Institute to establish collaborations with chemical companies, which serve as potential employers, to support scientists seeking employment after completing their doctorate. For this reason, this point was rated unfavourably, necessitating specific actions by the Institute, to be addressed in the coming years.

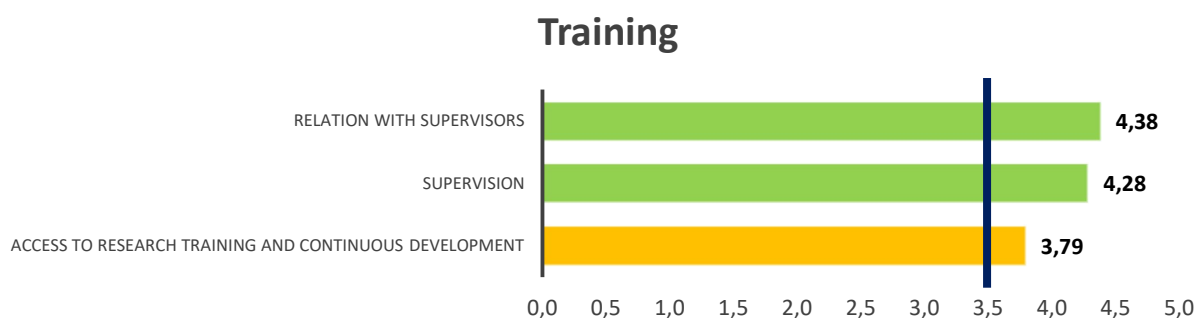
Significant progress has been made in the category of addressing complaints and appeals, including the resolution of any conflict situations. In December 2021, new regulations for internal reporting were introduced, and a designated reporting representative was appointed. Additionally, in response to reported cases of conflict situations between employees and between employees and supervisors, a counteracting mobbing training was conducted for all Team Leaders in March 2022. Moreover, all employees were informed about all available avenues for reporting cases of mobbing or other conflict situations. The survey results unequivocally

confirm that these initiatives have yielded the expected outcomes, with ratings for applicable regulations increasing from 2.8 to 3.6 and ratings for the possibility of accessing help – from 2.6 to 3.9.

An unresolved matter that arose during the strategy's implementation pertains to the inclusion of teaching responsibilities in the evaluation of academic staff. Institute management considers this aspect to be of lesser importance, given the limited number of employees engaged in teaching activities. However, recent survey results indicate that employees perceive this category should encompass aiding students in completing their diploma theses, including engineering and master's theses. In light of this, the Working Group has reintroduced these measures into the revised Action Plan for 2023-2025.

TRAINING

In the conducted survey, issues pertaining to access to training and relationships with immediate supervisors were rated very highly, ranking highest among the four parts of the survey. It is noteworthy that there has been an upward trend in the overall ratings of employees, exhibiting a rise from 4.0 to 4.2, which can be attributed primarily to the improved ratings in the domain of access to research training and continuous development, exhibiting an increase from 3.3 to 3.8, since the year 2016.



This significant improvement in employee ratings is a direct outcome of the HR strategy implemented, which emphasizes providing employees with diverse opportunities for training in both soft skills (such as stress management or scientific result presentation skills), as well as professional competencies (including workshops on writing scientific publications or in the area of photocatalysis). Researchers are provided with access to both in-house training courses organized by IOC PAS and information regarding external training courses. The Institute recognizes the significance of continuously honing skills and competencies, and therefore, intends to sustain these efforts in the following years.

UPDATED ACTION PLAN 2023-2025

The period spanning from 2023 to 2025 is expected to be a challenging time for the Institute of Organic Chemistry of the Polish Academy of Sciences. The global energy and economic crisis is having a profound impact on our organization, whose financial resources are not inexhaustible. Despite the Institute's notable achievements in the scientific arena, including attaining the highest A+ rating from the Minister of Education and Science in Poland in 2022, our financial stability primarily depends on government subsidies. The skyrocketing costs of electricity and other expenses due to the high inflation rate in Poland necessitate difficult decisions by the Institute's management to maintain financial solvency.

In this context, our top priority for the years 2023-2025 is to provide our employees with optimal conditions for scientific work while implementing measures to conserve electricity. Although some of the actions, such as reducing flexibility in working hours, temporarily closing the Institute, or cutting back on certain programs funded by the Institute's budget, may be met with resistance by the scientific community, they are necessary to avoid layoffs or salary reductions. As such, the activities proposed for this period primarily revolve around information and administrative activities, which can be implemented by the IOC PAS independent of the organization's difficult financial situation.

Furthermore, the Working Group is focused to address the most critical weaknesses in the Institute's operations, such as the process of evaluating researchers, considering their teaching activities in evaluation, and providing them with access to career-building guidance. These aspects received the lowest rating from the scientific community, thereby justifying the need for more intensive actions in this area.

I. ETHICAL AND PROFESSIONAL ASPECTS

1. RESEARCH FREEDOM

Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
The Act on the Polish Academy of Sciences	The IOC PAS is dedicated to advancing the field of organic chemistry through research. Research topics are chosen based on their alignment with the Institute's mission, leaving ample room for novel ideas, inventive solutions, and scientific	Disseminate information among employees about external funding opportunities via a Grant	2023-2025 (on regular basis)

<p>The Law on Higher Education and Science</p> <p>Charter of the Polish Academy of Sciences</p> <p>Charter of the IOC PAS</p> <p>Act on the Principles of Financing Science</p> <p>Act on the National Science Centre</p> <p>Funding agencies regulations (NAWA, FNP, NCBR, EU agencies)</p>	<p>methods. Researchers are encouraged to propose their own research topics and methods (bottom-up approach), and the annual research plan proposed by Team Leaders is approved by the Scientific Council. In addition, researchers have the option to pursue research independently and seek funding from domestic and foreign funding institutions. Prior consent from the Director or Deputy for Scientific Research is required before embarking on such initiatives. While scientific autonomy is not limited, research programs must comply with internal and external regulations, as well as the Institute's financial and infrastructural capabilities.</p> <p>Junior scientists are afforded the freedom to choose their research team for their doctoral thesis, but once they join a team, they must conduct research in line with the team's research subject. To increase research independence among early-stage researchers, the Institute implemented a program for doctoral students in 2018 called the "Competition for funding research projects" (part of the Action Plan for years 2017-2019). This internal competition allows each doctoral student to propose their own research project, with several of the best projects being funded annually by the Institute. The grants include co-financing for chemicals, bonuses for project managers, and co-financing for conferences or other training suggested by the candidate. In 2019, the program was extended to include individuals who already hold a doctoral degree. The program operated continuously until the end of 2022, however, due to financial constraints at the beginning of 2023, the Institute was forced to suspend it. Instead, junior scientists will be informed about external funding sources and grants available to them to support their research independence in the future.</p>	<p>Newsletter. The emphasis should be on funding opportunities for early-stage researchers.</p>	<p>Grant Department</p>
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2. ETHICAL PRINCIPLES

Researchers should adhere to the recognized ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Code of Ethics for Research Workers prepared by the Science Ethics Committee and enacted by the General Assembly of the Polish Academy of Sciences in December 2016	<p>The IOC PAS operates under the auspices of the Polish Academy of Sciences (PAS), a reputable scientific institution that commands high regard in Polish society. The Institute conducts research in accordance with the provisions of the Code of Ethics for Research Workers, prepared by the Science Ethics Committee and enacted by the General Assembly of the Polish Academy of Sciences in December 2016.</p> <p>The IOC PAS mandates scientists to uphold established ethical practices and basic ethical principles in scientific research, as well as the ethical standards documented in the Code of Ethics for Researchers. The complete text of this document is accessible on the IOC PAS internal website in both languages. Furthermore, scientists' appreciation of ethical principles is deepened through introductory seminars held before the commencement of each academic year. In February 2022, a specialized lecture titled "Ethics in Science" was also delivered to scientists, with the aim of reminding employees of the importance of conducting scientific research in an ethical manner.</p> <p>The survey results (rating of 4.2) unambiguously demonstrate that the principle is highly significant, widely acknowledged, and completely embraced by all employee groups. Scientists comply with the regulations and exhibit a high standard of ethical conduct.</p>	Continuation of the activity implemented since 2017 – the seminars organized once a year to raise the awareness of professional responsibility and ethical principles in researchers work. The seminars will be combined with an informational meeting for new PhD students and employees and will take place at the beginning of each academic year.	On regular basis, once a year, at the beginning of each academic year
			Head of the PhD Studies

3. PROFESSIONAL RESPONSIBILITY

Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the

data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p> <p>Charter of the Polish Academy of Sciences</p> <p>Charter of the IOC PAS</p> <p>Act on the Principles of Financing Science</p> <p>Act on the National Science Centre</p> <p>Funding agencies regulations (NAWA, FNP, NCBR, EU agencies)</p> <p>Copyright and Related Rights Act</p> <p>Regulations for the protection and usage of the intellectual property at the IOC PAS</p> <p>Code of Ethics for Research Workers</p>	<p>The IOC PAS statute defines the scope of the Institute's activities and tasks, which primarily involve conducting basic research and development work in the field of organic chemistry, with the ultimate goal of implementing research outcomes into the economy. The Institute is committed to upholding the highest professional standards in both research and teaching activities and is aided by a number of committees responsible for ensuring adherence to relevant rules and regulations.</p> <p>In order to support the scientific staff in conducting their research, the IOC PAS requires researchers to adhere to the highest standards of research ethics and work in accordance with the Institute's research policy and national law. Regular external reviews by the Ministry of Science and Education ensure the continued excellence of research and innovation activities.</p> <p>Researchers at the IOC PAS are expected to comply with rules of professional responsibility, including those related to intellectual property and data co-ownership, and to avoid plagiarism or duplication of results. The institute's IPR Regulations, which were approved in 2013, provide guidelines for researchers to follow. In the entire history of the IOC PAS, there have been no cases of plagiarism, which is clearly confirmed by the very high rating of this aspect in all surveys conducted among employees – 4.6.</p> <p>Although the legitimacy of research conducted at the IOC PAS has received slightly lower ratings from some young scientists (3.8), this is likely due to a lack of understanding of the time required for full utilization of basic research outcomes. Nevertheless, the legitimacy of research at the Institute is confirmed by the large</p>	<p>Continuation of the activity implemented since 2017 – The seminars organized once a year to raise the awareness of professional responsibility and ethical principles in researchers work. The seminars will be combined with an informational meeting for new PhD students and employees and will take place at the beginning of each academic year.</p>	<p>On regular basis, once a year, at the beginning of each academic year</p> <p>Head of the PhD Studies</p>

	<p>number of grants won by IOC PAS scientists from both domestic and foreign funding institutions, with over 50 grants currently being carried out. Furthermore, the directions of scientific research and the scientific program of the IOC PAS are subject to approval by the Scientific Council. The Scientific Council is comprised of both employees of the Institute and representatives from other independent research institutes. This body is responsible for overseeing and approving the Institute's research agenda, ensuring that it aligns with the Institute's overall mission and goals.</p> <p>To address any concerns related to professional responsibility and legitimacy, the IOC PAS has implemented annual seminars since 2017 to raise awareness among junior researchers. In the opinion of the Working Group, these efforts should be continued to ensure that the Institute maintains the highest standards of professional conduct in all research and innovation activities.</p>		
<p>4. PROFESSIONAL ATTITUDE</p> <p><i>Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.</i></p>			
Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p> <p>Charter of the Polish Academy of Sciences</p> <p>Charter of the IOC PAS</p>	<p>The researchers at IOC PAS possess a comprehensive understanding of their research environment's strategic objectives and our Institute's operations. This topic is a regular point of discussion during Management Board meetings with Team Leaders, wherein the Director elaborates on the Institute's priorities. The Grants Department distributes electronic information regarding strategic objectives set by the Ministry of Education and Science, as well as domestic and foreign funding agencies. Researchers seeking financial support from various funding organizations (both domestic and foreign) must first obtain approval from the Research Director. This approval process involves assessing the Institute's facilities</p>	None.	

<p>Act on the Principles of Financing Science</p> <p>Act on the National Science Centre</p> <p>Funding agencies regulations (NAWA, FNP, NCBR, EU agencies)</p> <p>Act on the Principles of Financing Science</p>	<p>and equipment for implementing the proposed project. Additionally, the Grants Department individually evaluates researchers' eligibility for project competitions announced by different funding organizations based on specific requirements.</p> <p>Several departments, including Procurement and Accounting, provide professional administrative assistance to researchers throughout the grant application process. As per internal regulations and agreements with funding agencies, IOC PAS researchers are obligated to keep their superiors informed of any delays or obstacles that may hinder the research project's implementation. In the event of early termination or halting of projects for any reason, researchers must also notify their management. The Grants Department provides support in preparing extension applications or changing the research scope in the event of legitimate difficulties.</p> <p>To enhance our unit's operations, various improvements were made in line with the 2017-2023 Action Plans. The Grants Department publishes regular grant newsletters containing essential information regarding funding opportunities and mechanisms. This enables researchers to promptly identify competitions suitable for their research projects. Furthermore, we provide templates for required documents, such as research project submission forms, statements necessary for specific grants, data management plans, annotated templates with tips how to write specific grant and employee recruitment forms in grants, on our internal website to facilitate the application process. We keep these documents up-to-date to reflect any changes in the financing terms. Finally, to raise awareness among young researchers of the procedures required at IOC PAS, Welcome Packs for new employees were introduced, containing basic information about applying for research grants.</p> <p>According to the Working Group's evaluation, access to information regarding research financing conditions is adequate, and the Grants Department is highly competent in providing support to researchers with any doubts or queries.</p>		
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5. CONTRACTUAL AND LEGAL OBLIGATIONS

Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such 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.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
The Act on the Polish Academy of Sciences	The IOC PAS places a great emphasis on ensuring that its researchers at all levels are well-informed about national and institutional regulations that pertain to training and working conditions. Each PhD student’s and employee's list of duties is clearly defined and presented to them prior to concluding a contract with the IOC PAS. In addition, employees are well-informed about the results that they should deliver as part of their work. For instance, the main goal of education at the doctoral school is to prepare a doctoral dissertation, while individuals working in scientific projects should endeavor to publish their findings in the form of scientific publications or patents.	Training for researchers, especially Team Leaders on patent procedures.	II-III Q 2023
The Law on Higher Education and Science			Coordinated by Secretariat
Charter of the Polish Academy of Sciences		Informing all researchers about funding opportunities and requirements – Grant Newsletter, information regarding possible trainings, seminars, workshops.	On regular basis/whenever necessary
Charter of the IOC PAS			
Act on the National Science Centre			Grant Unit
Funding agencies regulations (NAWA, FNP, NCBR, EU agencies)	The Institute has implemented regulations for the protection of intellectual property, which were approved by the Scientific Council of IOC PAS in 2013. Researchers involved in research projects funded by external agencies are required to sign an additional agreement that contains all relevant information about detailed regulations and requirements. The funding organizations oversee and verify all reports, financial matters, and tasks related to the project.	Training for Team Leaders and research grant managers on the principles of publishing in an open data system.	II-IIIQ 2023
Act on the Principles of Financing Science			
Regulations for the protection and usage of the intellectual property at the IOC PAS			
Regulations of the Warsaw PhD School			
List of responsibilities of each employee			
	The Institute has adopted a HR Strategy for 2017-2023, which included the implementation of new practices to ensure that all employees are well-informed about funding opportunities and requirements. Several internal meetings and workshops were organized on statutory expenses, intellectual property rights, funding opportunities, and requirements in		External training – coordinated by Secretariat

<p>Work rules and regulations of the IOC PAS</p>	<p>national and international agencies. Current funding opportunities are regularly communicated to all scientists via the Grant Newsletter since 2020. Additionally, employees receive regular e-mails about the possibility of participating in training organized by NCN, NAWA, national contact points, FNP, and other funding institutions. A significant number of meetings and seminars are held online to facilitate access to information for all groups of researchers. All applicable regulations for employees and doctoral students are available in both languages on the internal website, and the Welcome Packages for new employees include information that regulates the most important contractual and legal obligations.</p> <p>According to the Working Group, the employees' assessment of their awareness of strategic goals (3.8) and obligations resulting from legal or grant agreements (3.7) is underestimated due to the low willingness to familiarize themselves with legal provisions, especially among younger researchers. However, the information provided directly by supervisors or senior colleagues ensures that such scientists fully comply with applicable regulations, and their work meets the highest standards.</p> <p>The Working Group recognizes the importance of increasing the number of patent applications submitted by the Institute in the near future. To achieve this goal, the Group recommends providing additional training to researchers on patent procedures. By enhancing the researchers' knowledge in this area, the Institute can improve its intellectual property portfolio and increase its competitiveness in the scientific community. Furthermore, funding institutions' legal regulations concerning open system publishing necessitate a more elaborate explanation to all grant recipients, therefore training in this field is being planned for scientists responsible for implementing the grants.</p>		
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6. ACCOUNTABILITY

Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees.

Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
The Act on the Polish Academy of Sciences The Law on Higher Education and Science Charter of the Polish Academy of Sciences Charter of the IOC PAS Act on the Principles of Financing Science Regulations for the Public Procurement in the IOC PAS Act on the National Science Centre Funding agencies regulations (NAWA, FNP, NCBR, EU agencies) Regulations of the Warsaw PhD School Work rules and regulations of the	<p>At the IOC PAS, professional liability is a matter of utmost importance for all employed researchers. Internal regulations, particularly the work regulations at IOC PAS, define the responsibility towards the employer. Moreover, responsibility concerning the implementation of research grants is outlined in the agreements signed between the Institute and financing institutions, as well as in documents governing their functioning.</p> <p>As a scientific unit of the Polish Academy of Sciences, the IOC PAS is obligated to adhere to the principles of sound, transparent, and effective financial management. Furthermore, the Institute is expected to collaborate with all authorized audits of its research, whether conducted by their founders or ethical committees. Regular inspections by funding institutions are undergone by the Institute, with no significant deficiencies identified so far.</p> <p>The management of assets at the IOC PAS, including those of individual departments and laboratories, as well as other organizational units, are carried out in accordance with the principles of expediency, thriftiness, and efficient management requirements. To ensure the proper spending of public funds, public procurement regulations were introduced in 2018 (updated 2020), regulating all purchases of goods and services performed at the IOC PAS.</p>	None.	

IOC PAS	<p>Issues concerning professional liability, as well as potential legal regulation changes, are deliberated during meetings of the colleges with scientific Team Leaders. The responsibility of communicating relevant information to their teams lies with the Team Leaders.</p> <p>The HR strategy implemented at the IOC PAS has resulted in a significant increase in the rating of this category, from 3.6 in 2016 to 4.2 in 2023. This increase serves as evidence that awareness of responsibility towards the Institute, funding units, and society as a whole has increased among all employee groups. The administration department, specifically the accounting, procurement, and grants departments, plays a crucial role in ensuring compliance with all agreements and regulations to which the Institute is subject. Additionally, they make scientists aware of the procedures related to the spending of public funds, such as the purchase of reagents, scientific research equipment, or the organization of business trips. The Working Group believes that this element works well in our unit, and no further action is necessary.</p>		
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7. GOOD PRACTICE IN RESEARCH

Researchers should at all times 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, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p> <p>Charter of the Polish Academy of Sciences</p>	As an employer, IOC PAS places great importance on providing a safe and secure work environment, particularly when handling chemical reagents. To ensure the safety of all employees, the Institute has provided health and safety rules, fire safety instructions, and specific situation protocols readily available on its internal website. In addition, before commencing work, new employees undergo initial health and safety training led by the Health and	Regular, information campaigns on safe data storage and Internet security, especially in case of any data phishing attempts.	<p>On regular basis/whenever necessary</p> <p>IT Department</p>

<p>Law on the protection of personal data</p> <p>Labour Code</p> <p>Charter of the IOC PAS</p> <p>Health and safety instructions</p> <p>Fire safety instructions</p> <p>Data Management Plan at the IOC PAS</p> <p>Work rules and regulations of the IOC PAS – together with Appendix 1: Recommendations with respect to personal data protection</p>	<p>Safety Inspector, as well as on-the-job training led by their immediate supervisor. Researchers are also provided with personal protective equipment, such as laboratory coats and protective glasses, and are required to undergo regular occupational health and safety training every two years. Furthermore, the Health and Safety Inspector conducts regular laboratory visits to ensure compliance with all relevant regulations.</p> <p>The IOC PAS places a high priority on personal data protection, and the Institute's work regulations require all employees to familiarize themselves with the GDPR's personal data processing guidelines. Furthermore, each employee must sign a declaration indicating that they have read and understood the rules.</p> <p>All research groups have access to secure internal network storage, which should be used to back up important data. In addition, service laboratories have their storage media to save all measurements.</p> <p>As part of the Institute's HR strategy, the IOC PAS has been striving to increase employee awareness of safe online behaviour and secure data storage since 2017. The IT department regularly sends emails informing employees about the proper procedures to follow in the event of receiving suspicious emails, secure logging into the Institute's network, and the importance of regularly backing up data. Additionally, the Institute changed its analytical data storage system by introducing central archiving of all data and new naming rules in line with its Data Management Plan, which outlines good practices for secure data storage and backup. This plan is readily available on the Institute's website.</p> <p>During the pandemic, the Institute introduced pandemic occupational health and safety rules to minimize the risk of spreading the SARS-CoV-2 virus. Moreover, the IOC PAS introduced solutions enabling remote access to the Institute's network, with relevant instructions provided to scientists. In 2022, due to the increasing prevalence of phishing attempts, the</p>		
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	<p>Institute changed its email provider, granting employees access to Gmail and other related services (Google space).</p> <p>The IOC PAS researchers have demonstrated a comprehensive understanding of all applicable rules, regulations, and protocols, including occupational health and safety (score 4.3), data security (score 4.3), and data protection and confidentiality (score 4.4). The Working Group is satisfied with the implementation of these policies and intends to continue promoting security awareness campaigns, particularly in response to new types of attacks and phishing attempts.</p>		
<p>8. DISSEMINATION, EXPLOITATION OF RESULTS</p> <p><i>All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.</i></p>			
Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p> <p>Charter of the Polish Academy of Sciences</p> <p>Charter of the IOC PAS</p> <p>Act on the Principles of Financing Science</p> <p>Act on the National Science Centre</p> <p>Funding agencies regulations</p>	<p>At IOC PAS, researchers are expected to conduct research and development activities, and to disseminate and exploit their findings, in accordance with the Code of Ethics for Research Workers. The primary modes of dissemination for our scientists are scientific publications and conferences, with approximately 100-120 scientific publications being published annually in journals listed on the Philadelphia list or Nature Index. Our scientists also submit patent applications for their findings with potential industrial applications, whenever possible. Additionally, our scientists participate actively in the scientific conferences, presenting their research in the form of scientific posters and conference speeches.</p> <p>The implementation of the HR strategy has led to significant improvements in the dissemination of research results at our Institute. Importantly, we have launched a bilingual website and created official profiles of our institution on</p>	Regular control of the process of dissemination and exploitation of research results in terms of compliance with the Open Access Policy	On regular basis
			The Plenipotentiary for Open Science
		Strengthening the Institute's activity in social media – creation of an Instagram channel.	I Q 2023
			Person responsible for Instagram

<p>(NAWA, FNP, NCBR, EU programmes)</p> <p>Code of Ethics for Research Workers</p> <p>Policy on Open Access to scientific publications and research data of employees and doctoral students at the IOC PAS</p>	<p>Facebook and Twitter, which greatly facilitate the dissemination of our researchers' achievements. Furthermore, the adoption of the Open Access Policy in 2021 has facilitated the accessibility of scientific publications and research results to the wider public, and all publications are now available in an open format through open access journals or open access databases. The Plenipotentiary for Open Science, appointed in 2021, oversees the proper publishing process. Our scientists have awarded a high score of 4.3 in their appreciation of the dissemination and exploitation of research results, and the Working Group recommends continuing the implemented changes and strengthening the dissemination of research results through the development of social media, including the creation of an Instagram channel.</p>		
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9. PUBLIC ENGAGEMENT

Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p> <p>Charter of the Polish Academy of Sciences</p> <p>Charter of the IOC PAS</p>	<p>IOC PAS's scientists are actively engaged in disseminating their research activities to a wider audience and presenting their scientific findings to the public. This effort has been ongoing for several years and has included various events, such as science festivals, science days, and workshops aimed at enhancing the public's comprehension of science. Additionally, the Institute has been providing classes and workshops for high school and university students who are enthusiastic and talented in science.</p> <p>The implementation of the HR strategy at IOC PAS has allowed for more activities in the area of public engagement. This includes an extension of the program of collaboration with secondary schools in Warsaw, whereby senior researchers provide lectures in multiple schools, and students have the</p>	<p>Continuation of the programmes of cooperation with Warsaw high schools and National Children's Fund – lectures + internships at the IOC PAS for talented young people.</p>	<p>Lectures during the school year, internships during summer or winter breaks</p> <p>Director, Secretariat, Head of the</p>

	<p>opportunity to undertake summer and winter internships at the Institute. IOC PAS has also joined the Scientific Partnership in our district, aimed at creating fresh opportunities for sharing specialist scientific knowledge. However, the Partnership was halted due to the pandemic. From 2017 to 2023, the Institute participated annually in scientific picnics held in Warsaw and the surrounding areas and hosted talented young people from across Poland for week-long scientific internships at the facility. Another new initiative undertaken by the Institute's management is the provision of training courses for teachers to support the teaching staff of secondary schools, providing an opportunity to share teaching experiences.</p> <p>The Open Access Policy adopted in 2021 is a significant initiative that supports the dissemination of scientific research findings to the wider community. This policy enables the public to access the Institute's publications, not just in a closed scientific environment.</p> <p>The level of the Institute's engagement in social activities has received a positive rating of 4.0 from researchers. The Working Group's intention is to continue the Institute's involvement in this field through further collaboration with Warsaw high schools and the National Children's Fund.</p>		PhD Studies
		Continuation of IOC PAS engagement in scientific picnics and festivals.	Every year during spring/summer
			Senior scientist responsible for organizing picnics
10. NON DISCRIMINATION			
Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.			
Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
The Act on the Polish Academy of Sciences The Law on Higher Education and Science	The IOC PAS fully upholds national regulations that prohibit discrimination against employees, including researchers, based on gender, age, ethnicity, nationality, social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic status. The Institute is committed to ensuring that all employees are treated equally and enjoy the	Continuation of the control of internal documentation in terms of availability in Polish and English, translation of new documents into English.	2023-2025 (on regular basis)
			Translation Agency –

Charter of the Polish Academy of Sciences	same rights and responsibilities. Throughout its history, the IOC PAS has not had any cases of discrimination against employees in any field.		coordinated by Secretariat
Charter of the IOC PAS	<p>As part of the HR strategy implementation, the Working Group noticed that an increasing number of foreign employees at the Institute may feel excluded due to the lack of common communication in English. In line with the actions proposed in the Updated Action Plan for 2021-2023, a recommendation was introduced in 2021 to use bilingual communication in email correspondence. Our employees quickly adapted to the new rule, and now all correspondence addressed to larger groups of employees is bilingual or in English only.</p> <p>Additionally, in May 2021, a new IOC PAS website was launched, which is available in both languages. Numerous changes were made to the internal website to make it easier for foreign employees to navigate, but it is still not available in two languages and requires further improvements. Furthermore, all critical documents regulating the Institute's operations, such as work regulations, employee remuneration and bonus regulations, the scientist's code of ethics, regulations for periodic employee evaluation, and many others, have been translated into English and made available to all employees. From 2021, the Director's orders are also published in both languages.</p> <p>The increase in the rating of the discrimination category in the 2023 survey (4.3 vs. 4.1 in previous years) indicates that employees appreciated the introduced measures and does not suggest new issues in this area. The Working Group recommends that established practices, including checking that any new emerging documentation is bilingual, be continued, and significant improvements be made to the Institute's internal website.</p>	Creating a bilingual internal website and updating its content.	I-II Q 2024
Code of Ethics for Research Workers			IT Department/HR Department
Labour Code			
Work rules and regulations of the IOC PAS			
The Gender Equality Plan at IOC PAS			

11. EVALUATION/ APPRAISAL SYSTEMS

Employers and/or funders should introduce 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 (and, in the case of senior researchers, preferably international) committee.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p> <p>Regulations for the periodic evaluation of researchers at the IOC PAS</p> <p>Regulations for awarding bonuses to employees of the IOC PAS</p>	<p>According to the Act on the Polish Academy of Sciences, the Scientific Council of the IOC PAS is mandated to conduct periodic evaluations of its researchers. Previously, the Institute utilized a non-uniform questionnaire-based system for this purpose. However, in June 2019, the Institute introduced new regulations for periodic evaluations in line with its HR strategy. Under the new regulations, researchers are evaluated at least once every four years in groups of titular professors, associate professors, doctors, masters, and technicians, and the assessment utilizes a rating scale of very good, good, satisfactory, and unsatisfactory. Researchers are recommended to complete the evaluation survey every year, and the four-year evaluation takes into account the cumulative achievements of the employee. A Committee for the Evaluation of Researchers elected by the Scientific Council conducts the assessments. The parameters for evaluation include scientific achievements such as publications, scientific monographs, textbooks, research and development projects, patents, and research result implementations. The credit system used is updated and adapted to applicable regulations.</p> <p>The last periodic evaluation was conducted in December 2020, and the next is scheduled for the end of 2024. The results of individual researchers' evaluations are provided to their Team Leaders for dissemination to their employees. Additionally, the Institute conducts an annual evaluation of scientific achievements to award the Director's Awards in the categories of titular professors, habilitated doctors, doctors, doctoral students and technicians. The same evaluation survey is used, taking into account achievements from a given year. Prior to each evaluation, employees receive detailed email information on the assessment principles and schedule. The Director's Awards are awarded publicly to ensure full transparency. The Institute also grants discretionary bonuses to its employees, depending on their basic salary and work results.</p> <p>All applicable regulations are available on the Institute's internal website and are included in new employees' Welcome Packages to facilitate their</p>	Introducing changes to the periodic evaluation of researchers and the research staff evaluation survey. The 4-year evaluation should take into account such aspects as the researcher's didactic duties, effective working time, activities for the promotion of the Institute and the dissemination of research results, etc.	III-IV Q 2024
		Introduction of the obligation to inform the employee about the result of the 4-year evaluation - via e-mail.	Research Director, Scientific Council
			IV Q 2024 (and repeated every 4-years)
		Modification of the presentation of the winners of the Director's Awards - they should be presented along with a list of their achievements to reduce doubts about their selection.	Secretariat
			IV Q 2023 (and repeated every year)
			Secretariat

	familiarization with the rules. However, the results of the 2023 survey show that scientists have an insufficient understanding of the periodic employee evaluation process (score 3.4). The working group suggests that researchers confuse the 4-year assessment with the annual assessment related to the Director's Awards. Therefore, the Working Group proposes several necessary improvements, such as introducing changes to the 4-year employee evaluation to include aspects like teaching duties, effective working time, activities for the promotion of the Institute, and involvement in the dissemination of research results. The results of the 4-year evaluation should be presented to each employee who underwent the process via email. The presentation of Director's Awards should also be modified to present the laureate along with a list of their achievements to reduce doubts about their selection. Finally, the Institute should further increase employee awareness of the differences between periodic employee appraisals, with the principles being reiterated at the annual Director's Awards.	Raising employees' awareness of the differences between the periodic performance appraisal and the appraisal related to the annual Director's Award - the rules should be explained during annual meetings during the awarding of awards.	IV Q 2023 (and repeated every year)
			Director

II. RECRUITMENT (CHARTER AND CODE)

12. RECRUITMENT

Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning of their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
The Act on the Polish Academy of Sciences The Law on Higher Education and Science	The recruitment process for scientific positions at the IOC PAS is regulated by national laws, including the Act on the Polish Academy of Sciences and Labour Law. Before the implementation of the HR strategy, the Institute had its own regulations that did not fully comply with the <i>Code of Conduct for the</i>	Regular control of recruitment processes in terms of compliance with the Regulations for recruitment for scientific	On regular basis
			Administrative

<p>Labour Code</p> <p>The Act on Academic Degrees and Title and Degrees and Title in the Arts</p> <p>Funding agencies regulations (NCN, NAWA, FNP, NCBR, EU programmes)</p> <p>OTM-R procedures at the IOC PAS</p> <p>The regulations of recruitment to Warsaw PhD School</p> <p>Regulations for recruitment for scientific positions in the IOC PAS</p>	<p><i>Recruitment of Researchers.</i> However, since the implementation of the HR strategy in 2017-2023, significant changes have been made to the recruitment process. The Institute now adheres to the Open, Transparent and Merit-based Recruitment of Researchers (OTM-R) principles, which have been clearly outlined in information documents available on the Institute's website in both Polish and English. Despite the adoption of the OTM-R principles, the mid-term evaluation in 2021 identified some areas where the principles were not fully applied, and processes varied among research groups. To address this, new regulations were introduced in June 2021, and an administrative employee was appointed to oversee all recruitment processes. These changes have ensured that all recruitment processes at the IOC PAS adhere to the principles of the recruitment code, are fair and consistent, regardless of the research group or position.</p> <p>To ensure compliance with the <i>Code of Conduct for the Recruitment of Researchers</i>, all personnel involved in the recruitment processes have been trained. The adopted procedures ensure equal treatment of all candidates for scientific positions, including teachers and disadvantaged groups. The recruitment process is open and publicly advertised on the Institute's website in two languages, the Euraxess portal, the Ministry of Education and Science, and the websites of funding agencies. Since 2021, the Institute has also increased its social media presence and advertises vacancies via Twitter, Facebook, and industry magazines such as Nature Careers and Science Careers. The Institute's efforts to increase its online presence have resulted in a significant increase in foreign hires since 2020, demonstrating that recruitment procedures are open and accessible to all groups of scientists.</p> <p>According to the results of a 2023 survey, employees believe that the recruitment procedures at the Institute are clear, open, and transparent (score 4.1 in 2023 vs. 3.9 in 2021), and the recruitment committees are impartial in assessing candidates (4.2 in 2023 vs. 4.0 in 2021). There has been a notable improvement in the dissemination of job offers (3.8 in 2023 vs. 3.6 in 2021),</p>	positions in the IOC PAS	employee responsible for recruitment processes
		Enhance collaboration with universities and colleges both in Poland and abroad to improve the dissemination of job offers. This involves sending job advertisements to these institutions and listing them on local advertisement platforms	
		Advertising job offers via social media - Instagram, Facebook, Twitter	On regular basis Employees responsible for Instagram/ Twitter/ Facebook

	although there is still room for improvement in this area. The Working Group recognizes the need for greater involvement in the dissemination of job offers, through social media, and collaboration with universities and colleges.		
<p>13. RECRUITMENT (CODE)</p> <p><i>Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.</i></p>			
Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p> <p>Labour Code</p> <p>The Act on Academic Degrees and Title and Degrees and Title in the Arts</p> <p>Funding agencies regulations (NCN, NAWA, FNP, NCBR, EU programmes)</p> <p>OTM-R procedures at the IOC PAS</p> <p>The regulations of recruitment to Warsaw PhD School</p> <p>Regulations for recruitment for</p>	<p>In accordance with the Action Plan for 2017-2019, the IOC PAS has adopted all the principles of Open, Transparent, and Merit-based Recruitment of Researchers (OTM-R) principles, as recommended. Information leaflets outlining the recruitment rules and job advertisement creation were published on the Institute's website in both Polish and English.</p> <p>However, an internal mid-term analysis revealed that further actions were required to fully implement the adopted recommendations. In response, new recruitment regulations were introduced, and a model job advertisement was created to ensure that all the elements listed in the <i>Code of Conduct for the Recruitment of Researchers</i> were included. Additionally, an employee of the grants department was appointed to verify the content of job advertisements before they were published.</p> <p>Since 2021, every published advertisement contains comprehensive information on the required knowledge and competencies of the candidates, working conditions, including salary, period and form of employment, and potential development opportunities. The minimum time frame required for collecting applications was set at seven working days, although Team Leaders</p>	<p>Regular control of recruitment processes in terms of compliance with the Regulations for recruitment for scientific positions in the IOC PAS</p>	<p>On regular basis</p> <p>Administrative employee responsible for recruitment processes</p>

scientific positions in the IOC PAS	<p>generally collect applications for two weeks to a month. The Institute is committed to ensuring that advertisements are gender-neutral and not too technical to discourage potential candidates, thus providing equal opportunities for all candidates.</p> <p>The recruitment for academic positions by the IOC PAS is conducted exclusively through open competitions, with announcements published on the Institute's website, the Ministry of Education and Science's website, the Euraxess portal, and funding agencies' websites.</p> <p>The Working Group positively evaluates the Institute's compliance with the applicable recruitment rules and recommends continuing the actions taken in the future.</p>		
<p>14. SELECTION (CODE)</p> <p><i>Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.</i></p>			
Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p> <p>Labour Code</p> <p>Funding agencies regulations (NCN, NAWA, FNP, NCBR, EU programmes)</p> <p>OTM-R procedures at the IOC PAS</p>	<p>Over the past five years, the IOC PAS has introduced measures to ensure that selection committees are appropriately composed in all recruitment processes, as part of the implementation of the HR strategy. In 2017, the OTM-R procedures were adopted, which emphasized the importance of diversity in recruitment committees, including knowledge and professional experience, gender balance, and representation of various organizational units. These guidelines were further clarified in the 2021 recruitment regulations, which mandate that the recruitment committee consist of at least three people, maintain gender balance, and include individuals with appropriate qualifications to assess candidates. The chairman of the</p>	<p>Regular control of recruitment processes in terms of compliance with the Regulations for recruitment for scientific positions in the IOC PAS</p>	<p>On regular basis</p> <p>Administrative employee responsible for recruitment processes</p>

<p>The regulations of recruitment to Warsaw PhD School</p> <p>Regulations for recruitment for scientific positions in the IOC PAS</p>	<p>committee may also appoint external experts, as necessary.</p> <p>Typically, recruitment processes at the IOC PAS involve two stages: assessment of applications and interviews with selected candidates. Interviews are held via videoconference since 2020, and candidates are provided with a minimum of seven days' notice to prepare. In some cases, interviews may be waived, such as when only one candidate obtains a high score.</p> <p>Recruitment to the Doctoral School follows the admission rules of the school, with a five-person permanent recruitment committee (three men and two women) representing various research teams at the IOC PAS and having extensive experience in recruitment processes.</p> <p>Currently, the Institute has not identified any irregularities in the recruitment processes, and all processes comply with the established guidelines. No further action is necessary, but future processes should be checked for compliance with the recruitment regulations.</p>		
<p>15. TRANSPARENCY (CODE)</p> <p><i>Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.</i></p>			
Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p> <p>Labour Code</p> <p>Funding agencies regulations (NCN, NAWA, FNP, NCBR, EU programmes)</p>	<p>In accordance with the OTM-R procedures adopted at the IOC PAS, the Institute has implemented guidelines for job advertisements that require the inclusion of selection criteria, available positions, and career development prospects. Additionally, the Institute has established a policy to inform all candidates about the outcome of the recruitment process and the strengths and weaknesses of their applications.</p> <p>After conducting an in-depth analysis of the actions taken in 2021, the Working Group determined that some recruitment processes did not comply with the OTM-R procedures. To address this issue, new recruitment rules for</p>	<p>Regular control of recruitment processes in terms of compliance with the Regulations for recruitment for scientific positions in the IOC PAS</p>	<p>On regular basis</p> <p>Administrative employee responsible for recruitment processes</p>

<p>OTM-R procedures at the IOC PAS</p> <p>The regulations of recruitment to Warsaw PhD School</p> <p>Regulations for recruitment for scientific positions in the IOC PAS</p>	<p>scientific positions were developed in 2021, which provide detailed guidelines for preparing job advertisements. Furthermore, templates for job advertisements in Polish and English were created to simplify the process of placing advertisements and ensure consistency across all scientific positions. The Institute has also prepared feedback templates for candidates who are not selected, which includes an assessment of their performance during the recruitment process and information on the possibility of appealing the recruitment committee's decision. An administrative employee oversees the recruitment process to ensure its proper execution.</p> <p>The improvements made in the latter half of 2021 have significantly enhanced compliance with OTM-R principles. All recruitment processes now adhere to the same rules, mitigating the risk of bias in recruitment committees, and candidates are well-informed about the process and its outcomes. The Working Group recommends ongoing monitoring of recruitment compliance with the regulations to maintain the efficacy of the implemented solutions.</p>		
<p>16. JUDGING MERIT (CODE)</p> <p><i>The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.</i></p>			
Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p> <p>Labour Code</p>	<p>Prior to the implementation of the HR strategy at IOC PAS, the evaluation of scientists' competencies during recruitment processes was the responsibility of individual Recruitment Committees. Although a wide range of professional skills were generally assessed, these issues were not fully regulated.</p> <p>Since the adoption of the OTM-R procedures at IOC PAS, the Recruitment</p>	<p>Regular control of recruitment processes in terms of compliance with the Regulations for recruitment for scientific positions in the IOC PAS</p>	<p>On regular basis</p> <p>Administrative employee</p>

<p>Funding agencies regulations (NCN, NAWA, FNP, NCBR, EU programmes)</p> <p>OTM-R procedures at the IOC PAS</p> <p>The regulations of recruitment to Warsaw PhD School</p> <p>Regulations for recruitment for scientific positions in the IOC PAS</p>	<p>Committee takes into account a comprehensive range of candidates' experiences during the selection process. This includes evaluating their education, scientific achievements, career path, experience in the relevant field, participation in research projects, publications, patents, and qualifications, such as courses, training, and diplomas. Depending on the position available, the candidate's teaching, supervisory, managerial, or teamwork skills may also be assessed. The quality of the candidate's achievements is prioritized over their quantity. Candidates for positions funded by external funding agencies may also be subject to additional criteria imposed by these organizations.</p> <p>The new rules for the recruitment for scientific positions at IOC PAS include detailed guidelines for the evaluation of candidates in accordance with the provisions of the <i>Code</i>. Additionally, each recruitment announcement specifies the criteria for assessing candidates, which enables them to better prepare for the application process.</p> <p>Recruitment for doctoral studies is governed by the recruitment rules of the Warsaw Doctoral School. While the assessment procedure differs from other recruitment processes at IOC PAS, the same criteria regarding the consideration of candidates' various competencies, particularly their independence in conducting research, creativity, and teamwork skills, are still applied.</p> <p>The Working Group deems the changes implemented thus far to be sufficient and appropriate, with no need for further improvements.</p>		<p>responsible for recruitment processes</p>
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17. VARIATIONS IN THE CHRONOLOGICAL ORDER OF CVS (CODE)

Career breaks or variations in the chronological order of CVs should not be penalised, 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. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p> <p>Labour Code</p> <p>Funding agencies regulations (NCN, NAWA, FNP, NCBR, EU programmes)</p> <p>OTM-R procedures at the IOC PAS</p> <p>The regulations of recruitment to Warsaw PhD School</p> <p>Regulations for recruitment for scientific positions in the IOC PAS</p>	<p>In 2017, the Open, Transparent and Merit-Based Recruitment Procedures at the IOC PAS incorporated the principle of non-penalization of career breaks or changes in the chronological order of candidates' CVs during the assessment process. The Recruitment Committee evaluates the scientific achievements and professional experience of candidates, taking into account any career breaks and adjusting the attained achievements to reflect the candidate's effective working time. This principle is applied to various types of career breaks, including maternity and paternity leaves, as well as extended periods of absence due to long-term illness. A temporary change of professional profile is viewed as an opportunity to acquire diverse professional experience.</p> <p>To reinforce the implementation of this principle, it has been included in the new Regulations for the recruitment for scientific positions in the IOC PAS in 2021. Currently, these provisions are utilized in all recruitment processes conducted at IOC PAS.</p>	<p>Regular control of recruitment processes in terms of compliance with the Regulations for recruitment for scientific positions in the IOC PAS</p>	<p>On regular basis</p> <p>Administrative employee responsible for recruitment processes</p>
<p>18. RECOGNITION OF MOBILITY EXPERIENCE (CODE)</p> <p><i>Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.</i></p>			
Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p>	<p>Prior to initiating the implementation of the HR strategy at our Institute, the assessment of candidates' mobility for scientific positions during recruitment was considered a good practice, however, it was subject to the discretion of the Recruitment Committee. As part of the Action Plan for 2017-2019, it was deemed necessary to formalize the appreciation of mobility in a professional</p>	<p>Regular control of recruitment processes in terms of compliance with the Regulations for recruitment for scientific positions in the IOC PAS</p>	<p>On regular basis</p> <p>Administrative employee</p>

<p>Labour Code</p> <p>Funding agencies regulations (NCN, NAWA, FNP, NCBR, EU programmes)</p> <p>OTM-R procedures at the IOC PAS</p> <p>The regulations of recruitment to Warsaw PhD School</p> <p>Regulations for recruitment for scientific positions in the IOC PAS</p>	<p>career within the OTM-R procedures. To reinforce this initiative, mobility has now been mandated as a requisite element of the assessment criteria for scientific positions, in accordance with the Regulations for recruitment for scientific positions adopted in 2021. Under the new scoring system, mobility is allocated 10% of the total score for candidates applying for post-doc, assistant professor or assistant positions. In instances where the regulations of the institution financing a position do not permit direct evaluation of mobility, the Recruitment Committee considers it indirectly as part of the candidate's professional experience.</p> <p>Based on the absence of any non-compliance with the rules regarding the assessment of candidates' mobility during recruitment since their introduction in June 2021, the Working Group recommends that recruitment processes continue to adhere to the adopted rules. Therefore, it is deemed unnecessary to take any further actions at this time.</p>		responsible for recruitment processes
<p>19. RECOGNITION OF QUALIFICATIONS (CODE)</p> <p><i>Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.</i></p>			
Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p> <p>The Act on Academic Degrees and</p>	<p>In Poland, the recognition of formal qualifications for scientists in various positions is governed by the Act on Academic Degrees and Titles and Degrees and Titles in the Arts, as well as the Regulation of the Minister of Science and Higher Education on the criteria for evaluating the achievements of a person applying for the degree of habilitated doctor. For individuals from foreign countries, the recognition of diplomas from their country of origin is also essential, which can be done through the process of nostrification as</p>	None.	

<p>Titles and Degrees and Titles in the Arts</p> <p>Regulation of the Minister of Science and Higher Education on the criteria for evaluating the achievements of a person applying for the degree of habilitated doctor</p> <p>Regulation of the Minister of Science and Higher Education on the recognition of academic degrees and degrees in the arts awarded abroad</p> <p>Labour Code</p> <p>Funding agencies regulations (NCN, NAWA, FNP, NCBR, EU programmes)</p> <p>OTM-R procedures at the IOC PAS</p> <p>The regulations of recruitment to Warsaw PhD School</p>	<p>stipulated in the Regulation of the Minister of Science and Higher Education on the recognition of academic degrees and degrees in the arts awarded abroad. The scientific diplomas of individuals admitted to doctoral programs or employed in scientific positions at our Institute undergo a thorough review (through "NAWA Kwalifikator" system) to ensure compliance with formal requirements and recognition in our country.</p> <p>Funding agencies have stringent requirements for the qualifications of candidates for positions. Therefore, when evaluating academic and professional qualifications of candidates, IOC PAS adheres to all relevant regulations, both national and those imposed by funding organizations. The informal qualifications of candidates are evaluated according to OTM-R procedures and the rules of recruitment for scientific positions. The Working Group found no inadequacies in this regard.</p>		
<p>20. SENIORITY (CODE)</p> <p><i>The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.</i></p>			
Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
The Act on the Polish Academy of Sciences	Our institution has always upheld the principles of non-discrimination in recruitment and promotion practices, whereby the required level of	Regular control of recruitment processes in terms of	On regular basis

<p>The Law on Higher Education and Science</p> <p>Labour Code</p> <p>Funding agencies regulations (NCN, NAWA, FNP, NCBR, EU programmes)</p> <p>OTM-R procedures at the IOC PAS</p> <p>The regulations of recruitment to Warsaw PhD School</p> <p>Regulations for recruitment for scientific positions in the IOC PAS</p>	<p>qualification is tailored to the specific requirements of the position and is not used as a barrier for researchers. The Institute conducts a thorough analysis to identify clear needs and requirements for each new scientific position, and during recruitment and evaluation processes, personal achievements are taken into account instead of background or institutional reputation.</p> <p>To formalize and further reinforce these principles, our institution incorporated them into the OTM-R procedures and introduced a new set of Regulations for recruitment for scientific positions in the IOC PAS in June 2021. These regulations include provisions that prohibit the assessment of a candidate's previous institutional or superiors' reputations during the evaluation process, and specify the criteria for evaluating candidates in recruitment.</p> <p>In addition, a new job advertisement template was introduced to clearly outline the required and desired qualifications for a particular research position. These changes have clarified recruitment practices at our institution and enabled us to standardize all recruitment processes in accordance with <i>The Code of Conduct for the Recruitment of Researchers</i>.</p> <p>As a result, our Working Group has not observed any irregularities in the recruitment processes since 2021, and we recommend continuing to follow the new recruitment regulations to ensure that our institution maintains a fair and transparent recruitment and promotion process for all scientific staff.</p>	<p>compliance with the Regulations for recruitment for scientific positions in the IOC PAS</p>	<p>Administrative employee responsible for recruitment processes</p>
<p>21. POSTDOCTORAL APPOINTMENTS (CODE)</p> <p><i>Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.</i></p>			
Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who

<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p> <p>The Act on Academic Degrees and Title and Degrees and Title in the Arts</p> <p>Regulation of the Minister of Science and Higher Education on the criteria for assessing the achievements of an individual applying for postdoctoral appointment</p> <p>Labour Code</p> <p>Funding agencies regulations (NCN, NAWA, FNP, NCBR, EU programmes)</p>	<p>In accordance with Polish law, postdoctoral appointments are subject to specific criteria as outlined in the Act on the Polish Academy of Sciences, the Act on Academic Degrees and Titles and Degrees and Titles in the Arts, as well as the Regulation of the Minister of Science and Higher Education on the criteria for assessing the achievements of an individual applying for postdoctoral appointment. Moreover, research funding institutions in Poland, such as the National Science Centre, the Polish National Agency for Academic Exchange, the Foundation for Polish Science, and the National Centre for Research and Development, have established additional requirements for postdoctoral positions, including the maximum duration of employment after the attainment of a doctoral degree, as well as exclusion from employment in the same unit where the doctoral degree was earned. These stipulations reinforce the transitional nature of postdoctoral appointments.</p> <p>The Institute of Organic Chemistry PAS adheres fully to all applicable legal regulations and the guidelines established by research grant funding agencies. Moreover, the Institute offers assistance to researchers who are applying for the habilitation degree in our unit, especially to those from abroad whose diplomas need to be nostrified, translated into Polish, or adhere to other formal requirements. We have determined that no further regulations or modifications are necessary in this regard.</p>	None.	
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III. WORKING CONDITIONS AND SOCIAL SECURITY

22. RECOGNITION OF THE PROFESSION

All researchers engaged in a research career should be recognized as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
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<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p> <p>Labour Code</p> <p>Charter of the Polish Academy of Sciences</p> <p>Charter of the IOC PAS</p>	<p>The IOC PAS places significant importance on acknowledging scientists as professionals and recognizing their contributions throughout all stages of their careers. At the Institute, both employees and doctoral students are held to high professional standards and are expected to respect the research achievements and scientific independence of their peers, particularly young scientists, regardless of their position, scientific titles, or legal status. The Institute highly values the contributions of experienced and novice researchers alike.</p> <p>The Updated Action Plan for 2021-2023 included initiatives aimed at ensuring that all employees are treated with the utmost professionalism. As part of these efforts, leaders of research groups were reminded of the importance of treating all employees as professionals. The results of a 2023 survey show a slight improvement in the rating of this category, with a score of 4.0 compared to 3.9 in 2021, indicating that the Institute's practices are on the right track. However, the feedback provided by respondents is occasionally contradictory, with some individuals seeking more professional treatment while others express a desire for greater support from their superiors. In light of these varying perspectives, a Working Group has determined that team management training is necessary to assist team leaders in finding the appropriate approach for each individual employee.</p>	<p>Reminding employees to appreciate and professionally treat all co-workers, especially early-stage researchers, during regular meetings with Team Leaders.</p>	<p>On regular basis, during meetings with Team Leaders</p>
			<p>Director</p>
		<p>Organization of external trainings in team management for Team Leaders</p>	<p>III-IV Q 2024</p>
			<p>External company – coordinated by Secretariat</p>

23. RESEARCH ENVIRONMENT

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and</p>	<p>The IOC PAS boasts top-notch laboratory facilities, featuring around 80 fully-equipped rooms for the safe and efficient execution of all organic chemistry experiments. Furthermore, six specialized laboratories are available for analytical services, catering to both internal research groups and external</p>	<p>Continuation of activities aimed at the construction of a laboratory building at the</p>	<p>Commencement of the project - end of 2024</p>

<p>Science</p> <p>Labour Code</p> <p>Charter of the Polish Academy of Sciences</p> <p>Charter of the IOC PAS</p> <p>Health and safety instructions</p> <p>Data Management Plan at the IOC PAS</p>	<p>clients in scientific and industrial settings. All laboratories meet the highest standards, with highly-qualified scientific and technical staff operating state-of-the-art equipment.</p> <p>Notable among these laboratories are:</p> <ul style="list-style-type: none"> > Nuclear Magnetic Resonance Laboratory offering a comprehensive range of one- and two-dimensional NMR experiments for various nuclei in the liquid phase, as well as in the solid state. > Mass Spectrometry Laboratory with eight spectrometers utilizing all types of ionization techniques, enabling the identification of known compounds through comparison with spectra libraries, and the elucidation of structures of unknown compounds. > Laboratory of Optical Spectroscopy performing measurements of the IR and UV-VIS spectra, as well as of the circular dichroism spectra. > X-Ray Diffraction Laboratory equipped with a modern Bruker AXS diffractometer, allowing for advanced X-ray diffraction characterization of monocrystalline organic and metalorganic materials. > Laboratory of Elemental Analysis conducting measurements of the elemental compositions of organic compounds, including C, H, N, S, Cl, Br, I, and F. > Laboratory of Organic Synthesis under Very High Pressure facilitating experiments conducted under pressures exceeding 10,000 atm. <p>All employees are granted full access to the internal network and the internet connection, including on-line access to virtually all important research journals and chemical databases. They may also access the IOC PAS network remotely, enabling access to all available resources. Additionally, all employees are provided access to the IOC PAS computer cluster, for performing molecular modelling and other types of calculations using licences for computational softwares (Gaussian).</p> <p>The Institute adheres to all relevant health and safety regulations, ensuring that appropriate measures are taken with regard to workspace requirements,</p>	premises of IOC PAS in accordance with the investment implementation schedule created in the summer of 2022.	Director
		Active search for external sources of financing to purchase an autosampler for NMR machine or upgrade existing equipment.	On regular basis
			Grant Department
		Creation of a fully electronic internal documentation circulation system.	IVQ 2023 – IQ 2024
			IT Department
		Introduction of online forms for all analytical analysis requests.	I-IIQ 2025
			IT Department, LASB Unit

	<p>fire safety, first aid provision, and emergency exits. Prior to commencing work, all research personnel are provided with personal protective equipment, including laboratory coats and protective eyewear.</p> <p>In pursuit of enhancing the scientific environment, several changes have been implemented at the Institute during the 2017-2023 period. These include the following actions:</p> <ul style="list-style-type: none"> › A centralized database of available equipment has been established, encompassing both analytical laboratory equipment and individual research team equipment. This database facilitates the verification of equipment availability and usage location by scientists. › A common database of reagents and electronic laboratory notebooks has been made accessible to all researchers, subject to approval by their respective team leaders. › Remote access to the Institute's network has been improved, and detailed instructions have been provided to employees for the installation and use of appropriate software. › An electronic signature system has been implemented, with a particular emphasis on the managerial staff, to improve the efficiency of electronic documentation circulation. › The email service provider has been switched to Google, allowing for online document creation and access to online disks. This facilitates remote collaboration with external units and streamlines the process. <p>The research environment at our Institute is highly esteemed by our scientific staff, with an average rating of 3.9. However, there has been ongoing controversy surrounding certain aspects of our facilities. Specifically, scientists have expressed dissatisfaction with the absence of an autosampler in the NMR apparatus and the lack of complete separation between laboratory and office space. While our management fully acknowledges the inconvenience of these shortcomings, our Institute currently lacks the financial resources to address them. However, we remain committed to our long-term efforts aimed</p>		
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	<p>at constructing a new, modern building for IChO PAN that would offer solutions to these challenges. It is important to note that the success of this endeavor primarily depends on securing external investors.</p> <p>Nevertheless, the Working Group has devised alternative measures to enhance the efficacy of the Institute and facilitate researchers' handling of formal matters, thereby enabling them to concentrate on their scientific research. To this end, the group has proposed the implementation of a fully electronic system for documentation circulation within the administration, as well as the introduction of online forms for ordering services from the analytical laboratory (action previously proposed, extended due to time constraints).</p>		
<p>24. WORKING CONDITIONS</p> <p><i>Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, inter alia, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.</i></p>			
Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p> <p>Labour Code</p> <p>Charter of the Polish Academy of Sciences</p> <p>Charter of the IOC PAS</p>	<p>The IOC PAS complies with national laws and internal work regulations to provide working conditions that enable both male and female scientists to balance their family and professional lives. The Institute offers various formal working arrangements including:</p> <ul style="list-style-type: none"> › part-time work (at the employee's request, approved by the Director of IOC PAS) › flexible working time › ability to work remotely (e.g. studying literature, preparing manuscripts, computational work) 	<p>Updating internal Work rules and regulations of the IOC PAS according to the changes in national law – introduction of regulations on remote work.</p>	<p>II-III Q 2023</p> <p>HR Department, Deputy Director</p>

<p>Work rules and regulations of the IOC PAS</p>	<ul style="list-style-type: none"> › 36 days of annual leave for researchers › the possibility of using unpaid leave at the employee's request, training leave or health leave depending on personal circumstances <p>Due to the nature of organic chemistry, individuals with significant physical disabilities cannot work in laboratories. Nevertheless, the IOC PAS has made its buildings accessible for individuals with disabilities and is prepared to provide suitable positions for individuals with disabilities, such as in the theoretical chemistry team.</p> <p>As part of the implementation of its HR strategy and in response to the increasing number of foreign employees, the IOC PAS has undertaken several actions, including:</p> <ul style="list-style-type: none"> › Increasing the opportunities for remote work and introducing related facilities in response to the SARS-CoV-2 pandemic. › Creation of Welcome Packages for new employees, in line with the Updated Action Plan for 2021-2023. These packages provide an overview of the IOC PAS operation rules and checklists for doctoral students and researchers to ensure that all mandatory steps are taken at the beginning of their employment. › Establishing a Welcome Center point in 2021, which primarily serves foreigners. This resource facilitates their adaptation to living and working in Poland by assisting with formal issues. <p>A recent survey indicates that scientists at the IOC PAS value flexible working conditions (score 4.3) and appreciate the supportive approach of their superiors, which enables them to balance work and family responsibilities (4.0). However, the Institute is aware of the need to update its internal work regulations to comply with changing national regulations regarding remote work. Furthermore, the IOC PAS recognizes that the possibility of working flexible hours may be limited in the future due to the need to reduce energy consumption.</p>		
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	Despite these challenges, the IOC PAS strives to ensure that its scientists can work efficiently while maintaining a healthy work-life balance.		
25. STABILITY AND PERMANENCE OF EMPLOYMENT <i>Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the EU Directive on Fixed-Term Work.</i>			
Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
The Act on the Polish Academy of Sciences The Law on Higher Education and Science Labour Code Law on Academic Degrees and Title and Degrees and Title in the Arts Regulations of the Warsaw PhD School Scientific career development paths at the IOC PAS	All employment contracts at the Institute comply with national regulations, including those governing the maximum number of fixed-term contracts per employee. The employment period for post-docs or adjuncts is restricted by national law, and positions funded through external grants are subject to project-specific regulations, necessitating temporary contracts. Researchers are encouraged to seek new funding opportunities after completing their projects. The Warsaw Doctoral School's 2019 Regulations state that doctoral students may only be employed in research positions following a positive mid-term evaluation. However, they may be employed for specific research projects, a practice the IOC PAS follows. PhD students are typically employed part-time (usually 1/2 full-time) after a positive mid-term evaluation. In 2021, the Institute introduced additional internal regulations specifying potential career paths after obtaining a doctorate as part of its HR strategy. The Institute's basic employment rules, along with relevant regulations, are now included in Welcome Packages for new employees, which are distributed as part of the Updated Action Plan for 2021-2023. The survey results, with a rating of 3.6, indicate that the topic of employment stability requires special attention when implementing the HR strategy. Scientists understand that their contracts are temporary due to legal constraints on post-doctoral employment and research grant conditions. Nonetheless, the working group identified two areas of concern:	Creation of regulations specifying the employment opportunities for people who graduate from doctoral school, but have not yet completed research enabling them to submit a doctoral thesis.	IIQ 2023 Director
		Creation of the "FAQ" section on the new internal website, which will contain information on employment at the Institute, in particular employment of doctoral students	III-IV Q 2025 Secretariat, IT Department
		Raising awareness of the PhD students regarding employment opportunities during seminars organized at the beginning of each	On regular basis, once a year, at the

	<p>› Firstly, there is uncertainty regarding employment prospects for doctoral students who seek to extend their studies beyond the four-year doctoral scholarship limit. The Institute intends to address this issue by clarifying the regulations governing the employment of doctoral school graduates.</p> <p>› Secondly, new doctoral students lack sufficient knowledge of their employment opportunities after the mid-term evaluation. To rectify this, relevant information will be provided during seminars held at the beginning of each academic year.</p> <p>The creation of a "Frequently Asked Questions" section, proposed in the Updated Action Plan for 2021-2023, has been delayed until a more functional internal website is established. Completion of this task is scheduled for 2025.</p>	academic year.	beginning of each academic year
			Head of the PhD Studies

26. FUNDING AND SALARIES

Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p> <p>Labour Code</p> <p>The Remuneration Regulations at the IOC PAS</p> <p>Rules and Regulations governing bonuses for employees of the IOC</p>	<p>The working conditions at the IOC PAS comply fully with the established Polish employment standards. This matter is governed by the national law provisions, such as the Act on the Polish Academy of Sciences, the Labor Code, and the security system, as well as the relevant internal regulations, namely the Remuneration regulations at the IOC PAS or Rules and Regulations governing bonuses for employees of the IOC PAS. Our researchers are entitled to the full benefits of the Polish social security system, including health insurance, family allowance, paid maternity leave, among others. This applies to researchers at all stages of their careers, including early-stage researchers, while our doctoral students benefit from health and accident insurance coverage.</p> <p>It is worth noting that, from a legal standpoint, the Institute cannot pay health</p>	<p>Updating applicable regulations – The Remuneration Regulations at the IOC PAS, Rules and Regulations governing bonuses for employees of the IOC PAS and Regulations of the IOC PAS social benefits fund</p>	<p>II-III Q 2023</p> <p>HR Department, Director</p>

<p>PAS</p> <p>Regulations of the IOC PAS social benefits fund</p> <p>Regulations of the Warsaw PhD School</p>	<p>insurance premiums for non-European PhD students on its own. However, to ensure adequate social security, we have launched a Welcome Center in 2021 that provides necessary assistance in dealing with formal issues. This Center is available to all employees who require its services.</p> <p>The salaries of our scientists at IOC PAS are based on fixed pay scales and are determined in compliance with legal regulations, which allow for little flexibility in setting wages. Additional remuneration usually results from the implementation of additional activities or research projects. Moreover, we provide semi-annual bonuses that are dependent on basic salary and performance of our employees. All of our employees are eligible for additional private health packages, subsidized sports packages, and financial support in a difficult life situation or in the event of an accident. We also offer an interest-free loan for housing/renovation purposes, while our Benefits and Loan Fund, together with the social fund, provide additional support measures that are distributed by appropriate independent committees.</p> <p>The IOC PAS offers doctoral students who reside outside of Warsaw the opportunity to stay at its hotel for the duration of their studies for a relatively small fee. Similarly, foreign scientists can also avail themselves of this option until such time that they secure suitable accommodations in Warsaw.</p> <p>To additionally relieve our employees financially, we introduced new regulations in January 2021 regarding co-financing for language learning, as well as a free opportunity to learn Polish for foreigners. In addition, we introduced Employee Capital Plans in 2021 (Polish retirement savings system), in accordance with the new government regulations, and we have thoroughly informed all of our employees about this initiative via e-mail and dedicated meetings.</p> <p>The years 2022-2023 have been marked by a period of significant changes in tax and legal regulations in Poland, which have introduced a sense of uncertainty regarding the amount of salaries received. To address this concern,</p>		
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	<p>the Institute has held meetings with employees to explain the changes and provided relevant documents to enhance their understanding of the new tax system. Moreover, the statutory changes in the salary of a professor in Poland effective from the beginning of 2023 have resulted in further changes in the remuneration of scientists.</p> <p>The results of the survey (rating 3.5) have highlighted the ongoing uncertainty related to remuneration issues. This uncertainty is a result of both the numerous legal changes and the growing frustration of our scientists due to the real and evident decrease in their salaries caused by high inflation. Although legal regulations and the difficult economic situation of the Institute do not allow for any increases in salaries, we continuously seek to apply for external research grants to increase the salaries of our scientists. Additionally, our Working Group has analyzed the applicable documents and identified the need to update the rules of remuneration, bonuses, and the Institute's social benefit fund. Consequently, we have included this matter in the plan for 2023-2025.</p>		
<p>27. GENDER BALANCE</p> <p><i>Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.</i></p>			
Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p> <p>Labour Code</p>	<p>The IOC PAS has always upheld the principles of equal treatment for all scientists, regardless of gender. In line with established guidelines and regulations, the recruitment process for scientific positions, selection of candidates, and promotions prioritize candidates' competence, rather than their gender. The Institute endeavors to ensure gender balance in all decision-making bodies, including the Scientific Council, Recruitment Committees, and management positions, despite the underrepresentation of women among</p>	<p>Control of the implementation of the Gender Equality Plan adopted in early 2022 for the period 2022-2027.</p>	<p>2022-2025 – according to the GEP schedule</p> <p>Gender</p>

<p>Charter of the Polish Academy of Sciences</p> <p>Charter of the IOC PAS</p> <p>The Gender Equality Plan at IOC PAS</p> <p>OTM-R procedures at the IOC PAS</p> <p>The regulations of recruitment to Warsaw PhD School</p> <p>Regulations for recruitment for scientific positions in the IOC PAS</p>	<p>senior scientists.</p> <p>Feedback from our scientists indicates a positive perception of working conditions for both genders, with no significant differences reported (4.3 rating). They also perceive similar development opportunities for women and men (4.2 rating). However, a detailed analysis of the employment structure reveals that women are underrepresented in our unit, with fewer than 40% in scientific positions, and a further decline in senior roles. This gender imbalance is a recurring issue across scientific institutions, confirmed by the European Commission's recognition of the requirement for more extensive systemic changes through Gender Equality Plans.</p> <p>In response to introduction of GEPs by EC, the IOC PAS conducted an in-depth internal analysis and developed a Gender Equality Plan for IOC PAS, which was adopted in January 2022. The plan outlines measures aimed at increasing awareness among employees of the importance of gender balance for scientific progress and implementing strategies to retain more women in science. This element of the HR strategy is included in the Gender Equality Plan for 2022-2027, which is overseen by the Gender Equality Officer appointed in 2022. The Working Group refrains from a more detailed analysis, as this issue is being addressed by the GEP.</p>		Equality Officer
<p>28. CAREER DEVELOPMENT</p> <p><i>Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.</i></p>			
Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
The Act on the Polish Academy of	The formal career development of scientists in Poland is governed by national legislation, including the Law on Academic Degrees and Titles and Degrees and	None.	

<p>Sciences</p> <p>The Law on Higher Education and Science</p> <p>Law on Academic Degrees and Titles and Degrees and Titles in the Arts</p> <p>Labour Code</p> <p>Charter of the Polish Academy of Sciences</p> <p>Charter of the IOC PAS</p> <p>Regulations of the Warsaw PhD School</p> <p>Scientific career development paths at the IOC PAS</p>	<p>Titles in the Arts. These regulations specify what requirements must be met in order to obtain a doctoral degree, a postdoctoral degree or the title of professor. The IOC PAS is an authorized unit for granting doctoral and postdoctoral degrees, and as such, adheres to all relevant regulations.</p> <p>The Institute supports researchers in their research careers through various means, including access to professional training, scientific conferences, and internships, as well as informing them of external funding opportunities. Mentoring younger researchers by senior scientists and Team Leaders is also a common practice at the Institute.</p> <p>In the course of the HR strategy, with the establishment of the Warsaw Doctoral School, the Institute has made the creation of Individual Career Plans (ICPs) mandatory for all doctoral students. Each doctoral student has a supervisor and an assistant supervisor who advise on scientific development and helps in creating ICPs. In subsequent years, the possibility of creating Individual Career Plans was offered to other young scientists, although this solution is not used by a large number of scientists. Additionally, a document outlining possible career paths for postdoctoral fellows was created in 2021 to provide clarity on professional development at the institute. The implementation of these measures has led to improved employee satisfaction, with ratings increasing from 2.8 in 2016 to 4.1 in 2021 and 2023.</p> <p>The introduction of Individual Career Plans has helped young scientists to define clear career paths, while the document on postdoctoral career paths has clarified issues for more experienced researchers. The high level of employee satisfaction suggests that no further action is currently necessary.</p>		
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29. VALUE OF MOBILITY

Employers and/or funders must recognize the value of geographical, intersectoral, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal

system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p> <p>Charter of the Polish Academy of Sciences</p> <p>Charter of the IOC PAS</p>	<p>IOC PAS recognizes the significance of geographical, intersectoral, inter- and transdisciplinary, and virtual mobility for expanding scientific knowledge and enhancing the professional growth of researchers at all stages of their careers. The Institute encourages its employees to apply for short- and long-term internships and considers mobility experiences as a valuable contribution to their professional development. The Institute offers solutions that facilitate the mobility of scientists, including unpaid leave for an indefinite period, which enables them to return from foreign postdoctoral fellowships.</p> <p>Additionally, the IOC PAS engages in scientific exchange programs, including bilateral cooperation with the Czech Republic, South Korea, Germany, and Ukraine. The Institute's employees also benefit from programs that allow them to undertake internships abroad, such as "Mobility Plus," "Bekker Program," "START," or "Etiuda." The Institute also supports mobility between the public and private sectors, with several PhD students having completed internships in pharmaceutical companies in recent years. It is important to note, however, that the success of such activities is heavily reliant on the employees' personal engagement and initiative.</p> <p>The Grants Department provides ongoing information on various types of internships and mobility stays through the Grant Newsletter. As part of its efforts to strengthen existing practices, IOC PAS is actively seeking opportunities to support the mobility of scientists, particularly young researchers. In 2019, the Institute signed preliminary agreements with the University of Nagoya and the California Institute of Technology for joint research projects, allowing 2-3 PhD students to undertake three-month research stays in these renowned research centers. However, this program has been suspended due to the pandemic, and</p>	<p>Disseminate information among employees about external funding opportunities via a Grant Newsletter. The information should include funding opportunities, which include opportunities for foreign internships and research trips.</p>	<p>2023-2025 (on regular basis)</p> <p>Grant Department</p>

	<p>it is not possible to resume it for now. As an alternative, a 1-month scientific internship program for doctoral students of the Warsaw Doctoral School has been launched in 2022, fully financed by the funding institution.</p> <p>While the results of the survey suggest that mobility support at the Institute is gradually improving (score 3.9 in 2023 vs 3.7 in 2021), the Working Group acknowledges that the Institute's financial situation limits its capacity to create additional internal programs for mobility support. Therefore, the Institute encourages its scientists to apply for research grants that include a mobility element.</p>		
<p>30. ACCESS TO CAREER ADVICE</p> <p><i>Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.</i></p>			
Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Labour Code</p> <p>Charter of the Polish Academy of Sciences</p> <p>Charter of the IOC PAS</p>	<p>The IOC PAS offers career development advice and job search assistance to its researchers, irrespective of their contractual situation, as a good practice rather than a formal rule. The senior scientists, Team Leaders, Heads of Department, and Directors provide valuable advice and guidance to junior colleagues and researchers, drawing upon their international networks of colleagues and professional contacts.</p> <p>The HR strategy implemented since 2017 aimed to intensify the process of informing employees about funding opportunities for research, post-doctoral internships, research vacancies, and scholarships. The Grants tab on the Institute's old website provided up-to-date information on all open calls, while the Secretariat or the Grant Department notified employees about new funding opportunities via email. Since 2020, these forms of communication have been replaced by the Grant Newsletter, which offers current funding opportunities for all scientists. Information activities also concern European grants, which was</p>	<p>Appointment of employees in the administrative department responsible for establishing contacts with chemical companies, organizing meetings with HR departments, assistance in finding a job – internal Career's Office</p>	<p>II Q 2023</p> <hr/> <p>Director</p>
		<p>Organization of annual meetings with representatives of chemical companies that may be interested in employing scientists from the</p>	<p>2023-2025 – one meeting per year</p>

	<p>not commonly practiced before. In addition, the scope of assistance available when applying for prestigious European grants has been significantly increased - applications are now checked and corrected by external companies, and one of the employees of the Grant Department helps in preparing applications in MSCA-type programs. From the point of view of the Institute, this kind of help and advice in the field of continuing a scientific career is the most useful in the scientific community. Despite these efforts, the Institute's scientists have not received them positively, and the rating in this category remains low (3.2 vs. 3.1 in 2021).</p> <p>To address this issue, the Institute has decided to implement a different approach to assist scientists in finding a job. It will organize annual meetings with chemical companies interested in employing scientists from the IOC PAS. During the meetings, companies will present their expectations towards candidates and opportunities for professional development within their companies, and IOC PAS employees will have the chance to establish professional contacts, seek advice on job-related issues, and meet potential employers. To organize these meetings efficiently, the Institute will appoint a department responsible for cooperation with companies and advice on job search within the administration. The Institute aims to establish cooperation with HR departments of chemical companies to provide our employees with up-to-date information on new job offers in the future.</p>	IOC PAS	Career's Office
<p>31. INTELLECTUAL PROPERTY RIGHTS</p> <p><i>Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.</i></p>			
Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who

<p>Copyright and Related Rights Act</p> <p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p> <p>Charter of the Polish Academy of Sciences</p> <p>Charter of the IOC PAS</p> <p>Regulations for the protection and usage of the intellectual property at the IOC PAS</p> <p>Regulations of the Warsaw PhD School</p>	<p>In September 2013, the IOC PAS established Regulations for the protection and usage of the intellectual property rights. These regulations outline procedures for obtaining intellectual property protection and distributing benefits resulting from the use of inventions, etc. They also outline the rights and responsibilities of individuals working at IOC PAS who are authors of scientific publications or inventors. In the opinion of the Working Group, all provisions of the regulations are still valid.</p> <p>As part of the implementation of the Action Plan for 2017-2019, workshops were organized at the Institute to raise the awareness of scientists in the field of intellectual property protection:</p> <p>› December 2017 - workshops on intellectual property rights - "Intellectual property protection and patent practice"</p> <p>In both the 2021 and 2023 surveys, scientists did not indicate a need for additional intellectual property training. The average rating for the question regarding the possibility of organizing workshops was approximately 3.0. Furthermore, the Working Group has not identified any irregularities in the adherence to intellectual property rights and there have been no conflicts regarding intellectual property rights in recent years. Based on this information, it is unnecessary to take any further action at this time.</p>	None.	
<p>32. CO-AUTHORSHIP</p> <p><i>Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc, or to publish their own research results independently from their supervisor(s).</i></p>			
Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Copyright and Related Rights Act</p> <p>The Act on the Polish Academy of</p>	<p>The inclusion of co-authorship in scientific publications or patent applications is governed by the Code of Ethics for Researcher Workers and the Regulations for</p>	None.	

Sciences	the protection and usage of the intellectual property at the IOC PAS. Researchers are required to adhere to the regulations governing the authorship of scientific publications and to respect the principles of intellectual property rights and co-ownership in research conducted in collaboration with doctoral students, other scientists, or supervisors.		
The Law on Higher Education and Science			
Charter of the Polish Academy of Sciences			
Charter of the IOC PAS	At the IOC PAS, co-authorship is valued and positively perceived when evaluating scientific staff. During the periodic evaluation of scientific employees carried out every four years and the annual evaluation of scientific achievements before awarding the Director's awards, scientists receive equal credit regardless of the number of authors or their order of authorship. Furthermore, researchers are encouraged to apply for funding for joint research projects with other research groups within or outside the IOC PAS.		
Regulations for the protection and usage of the intellectual property at the IOC PAS			
Code of Ethics for Research Workers			
Rules and regulations of periodic evaluation of researchers in the IOC PAS	The survey results indicate that IOC PAS researchers strongly agree with the principles of co-authorship and intellectual property rights. The implementation of these principles at the IOC PAS is rated as satisfactory (4.2) and is appropriately included in the evaluation system (4.2).		

33. TEACHING

Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
The Act on the Polish Academy of Sciences	At IOC PAS, the primary focus of our scientists is research, and didactic obligations are not compulsory. Moreover, the establishment of the Warsaw Doctoral School in 2019 has relieved doctoral students of any teaching responsibilities. The didactic duties of senior scientists entail delivering lectures	Inclusion of teaching activities in the periodic evaluation of researchers – this point should be included in the evaluation	III-IV Q 2024
The Law on Higher Education and			Research Director,

<p>Science</p> <p>Charter of the Polish Academy of Sciences</p> <p>Charter of the IOC PAS</p> <p>Regulations of the Warsaw PhD School</p>	<p>at the Doctoral School and providing guidance to doctoral, master's, or engineering students as their thesis supervisors. Such teaching activities are remunerated through appropriate salary supplements, while thesis supervision attracts allowances in accordance with the Law on Higher Education and Science.</p> <p>Junior scientists, including doctoral students, are actively involved in supervising students pursuing their master's or bachelor's theses, a practice that is highly appreciated by the Institute's authorities. Nonetheless, feedback from surveys suggests that the scientists would like this aspect of their involvement to be evaluated more formally.</p> <p>Teaching responsibilities have not been considered in the assessment of scientists in the past, leading to a low rating of 3.0 in the relevant question. The Updated Action Plan for 2021-2023 included a proposal to address this matter, but due to the next employee appraisal being scheduled for 2024, the implementation of this task has been postponed. The Working Group recommends incorporating this aspect in the employee assessment by the end of 2023, which would provide an opportunity to disseminate information about the new policy before the next appraisal. Furthermore, to increase the sense of appreciation among scientists teaching at the doctoral school, surveys will be introduced in which doctoral students evaluate their lectures. This feedback, including positive words and constructive criticism, will help scientists recognize the significance of their teaching duties as an integral part of their work.</p>	conducted every 4 years.	Scientific Council
		Introduce evaluation questionnaires for lecturers in the Warsaw PhD School to allow evaluation of their lectures and classes - a joint activity within the Doctoral School	<p>III-IV Q 2023</p> <p>Research Director, Head of the PhD Studies</p>

34. COMPLAINTS/ APPEALS

Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p> <p>Charter of the Polish Academy of Sciences</p> <p>Charter of the IOC PAS</p> <p>Labour Code</p> <p>Director's Ordinances regarding the Disciplinary Committee for PhD students and employees of the IOC PAS</p> <p>Director's Ordinances regarding Disciplinary Spokesmen for PhD students and employees of the IOC PAS</p> <p>Rules and Regulations for internal reports at IOC PAS</p> <p>Work rules and regulations of the IOC PAS – together with Appendix 2: Procedure for counteracting mobbing binding in the IOC PAS</p>	<p>The IChO PAS has established various channels for reporting complaints or appeals, as well as any conflicts or irregularities that may arise within the employee-employee or employee-supervisor line. Scientists have the option of reporting any issue to their immediate supervisor, Head of the PhD Studies, or directly to the Board of Directors of the Institute, as per the Act on the Polish Academy of Sciences.</p> <p>The Scientific Council of the IOC PAS elects a Disciplinary Officer for four-year terms, who is responsible for examining and assessing complaints from scientists, including conflicts between scientific supervisors, and beginning scientists. Additionally, a disciplinary committee for researchers is appointed by the Scientific Council to adjudicate on disciplinary cases concerning researchers.</p> <p>Doctoral students have various options to submit their opinions and suggestions through the Doctoral Student Council, their supervisors or the Head of Doctoral Studies.</p> <p>Consultations related to the implementation of the HR strategy have highlighted the importance of the principle regarding complaints and appeals for doctoral students. As a result, an impartial person, such as an Ombudsman, was selected to represent their interests in 2018, and a Disciplinary Spokesman for doctoral students was appointed in February 2019.</p> <p>The Disciplinary Committee for Employees and the Disciplinary Committee for Doctoral Students, as well as both Disciplinary Appeals Committees, have new members elected every 4 years (February 2019, January 2023) and the composition of all disciplinary committees is supplemented in the event of personnel changes at the Institute (through voting among all employees).</p> <p>As a part of the implementation of the HR strategy, the IOC PAS has introduced</p>	<p>Regularly reminding employees of the procedures to report complaints, grievances, conflict situations or incidents of harassment – in the form of an email information addressed to all employees.</p>	<p>On regular basis, at least once a year</p> <p>Reporting Officer</p>

	<p>internal reporting regulations in December 2021. Additionally, a reporting representative has been appointed to whom employees can report their complaints and grievances. The Institute recognizes that ensuring employee comfort while reporting conflict situations is crucial and therefore designating several reporting options for employees has been prioritized. The Welcome Packages for employees provide detailed information on these reporting procedures, which is a part of the Updated Action Plan for 2021-2023.</p> <p>These measures have significantly enhanced the complaints and grievance reporting system, which is evident by the greater number of cases that are being submitted to the Directorate. In connection with the cases of mobbing that were identified based on such reports, all Team Leaders underwent training on counteracting mobbing in March 2022, and employees were informed about all possibilities of reporting conflict situations. Each such case is handled individually, based on mobbing prevention procedures, and solutions that best support the injured party are sought.</p> <p>The survey results demonstrate that the Institute's efforts have had a considerable impact, and the applicable rules are better understood by the employees, as reflected in the increase in rating from 2.6 to 3.9. The Working Group recognizes that reporting conflict situations is a sensitive issue, requiring a personalized approach to employees. Hence, it is crucial to constantly remind all scientists of the reporting options available at IOC PAS. This effort must continue during the period of 2023-2025.</p>		
<p>35. PARTICIPATION IN DECISION-MAKING BODIES</p> <p><i>Employers and/or funders of researchers should recognize it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.</i></p>			
Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who

<p>The Act on the Polish Academy of Sciences</p> <p>Charter of the Polish Academy of Sciences</p> <p>Charter of the IOC PAS</p> <p>Labour Code</p> <p>Regulations for the election of members of the Scientific Council</p>	<p>The IOC PAS has two main decision-making bodies, namely the Director and the Scientific Council. The Director, supported by the Deputy Directors and the Scientific Council, is responsible for managing the Institute, while the Scientific Council ensures constant supervision over the scientific activities of the Institute. The SC is responsible for approving research programs and conferring doctoral degrees and also ensures the high level implementation of scientific activities. The Scientific Council is composed of employees of the IOC PAS, representing the entire scientific community of the Institute (senior scientists, a representative of doctoral students, a representative of junior scientists), and recognized external senior scientists whose specializations are important for research conducted at the IOC PAS. The proportions between members of the SC from various groups of scientists are regulated by the Act on the Polish Academy of Sciences, and the Institute itself has a limited influence on this.</p> <p>An active contribution to the functioning of the Institute and the protection and representation of individual and collective interests are also made by regular meetings between the Board of Directors and Team Leaders and appointing committees for specific tasks. The Doctoral Students' Council provides doctoral students with a means to submit their opinions and suggestions directly to the Director or supervisors and the Head of Doctoral Studies. All decision-making bodies have representatives from various groups of scientists, including representatives of doctoral students, to ensure that the Institute takes into account the opinions of each group.</p> <p>In accordance with the actions proposed in the Action Plan for 2017-2019, in April-June 2019, the Committee of Employee Representatives was established to consult new regulations concerning employees. The committee, elected by all employees, comprises both academic and administrative staff and is supported by the HR Working Group. Its suggestions are consulted with the Board of Directors of the IOC PAS. The Welcome Packages for new employees include information on the representation of employee representatives in all decision-</p>	<p>None.</p>	
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	<p>making bodies of the IOC PAS, which is an action undertaken as part of the Updated Action Plan for 2021-2023.</p> <p>The implementation of the HR strategy has improved the IOC PAS policy, as evidenced by the significantly higher rating (4.0) assigned to this principle in the 2023 survey, compared to the rating (3.3) in 2016. The Working Group considers that no further action is necessary in this respect.</p>		
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IV. TRAINING

36. RELATION WITH SUPERVISORS

Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p> <p>Charter of the Polish Academy of Sciences</p> <p>Charter of the IOC PAS</p> <p>Law on Academic Degrees and Title and Degrees and Title in the Arts</p> <p>Regulations of the Warsaw PhD School</p>	<p>The IOC PAS places great emphasis on the importance of proper supervision and relationships with supervisors for the development of early-stage-researchers. As per the regulations of the doctoral school implemented in 2019, each doctoral student is assigned a designated doctoral dissertation supervisor no later than three months after beginning their studies and may also have a designated assistant supervisor. Team Leaders are responsible for providing care and supervision to young scientists, and typically appoint senior scientists to work with junior colleagues on a daily basis, thereby facilitating the onboarding of young scientists and their daily training. Those responsible for supervising doctoral students should regularly consult with each other to evaluate their progress in doctoral research, and also provide any necessary assistance to young people.</p> <p>The Head of Doctoral Studies at the IOC PAS is the formal appointee responsible</p>	None.	

<p>Education program at the Warsaw PhD School</p> <p>List of responsibilities of each research Team Leader</p>	<p>for consulting and supporting doctoral students, as well as assessing their progress based on supervisor reports. Doctoral students are required to inform their supervisor and the Head of Doctoral Studies about their progress in work and research results through semi-annual reports. Other novice researchers (assistants) are regularly supported and assessed by their direct scientific supervisor and the Team Leader. This includes progress evaluation and feedback, which are also conducted during team seminars. These seminars provide an opportunity for scientists to present their research results and consult with their colleagues. The frequency of team seminars varies depending on the team, with some holding seminars once a week and others once every two weeks. The Research Director exercises formal supervision over the functioning of the doctoral studies and regularly consults with the Head of the Doctoral Studies.</p> <p>The supervisor's opinion on the strengths and areas of further development of the doctoral student is presented to the student twice a year and attached to the semester report on their progress in scientific work. Additionally, all doctoral students at the Warsaw Doctoral School undergo mid-term evaluation during their studies, whereby they prepare a report on their conducted research and receive a positive or negative opinion from the Committee, taking into account the opinions of the supervisor and assistant supervisor.</p> <p>Our scientists consistently rate their relationships with their supervisors highly, receiving a rating of 4.4 in both 2021 and 2023. The Working Group is satisfied with the level of implementation of this principle and does not see a need to take any further action.</p>		
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37. SUPERVISION AND MANAGERIAL DUTIES

Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and

for the further successful development of the researchers' careers.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p> <p>Charter of the Polish Academy of Sciences</p> <p>Charter of the IOC PAS</p> <p>Law on Academic Degrees and Title and Degrees and Title in the Arts</p> <p>Regulations of the Warsaw PhD School</p> <p>List of responsibilities of each research Team Leader</p>	<p>The Heads of Research Groups and sub-groups at IOC PAS are distinguished scientists of international repute who play crucial roles as research grant managers, scientific authors, science communicators, and educators of upcoming scientists. Team Leaders recognize their responsibility to act as role models for their junior colleagues and provide leadership in their scientific growth. The scope of duties for managerial roles includes the provision of scientific and research guidance to subordinates.</p> <p>The effectiveness of managerial functions performed by individual Team Leaders varies based on their individual predispositions, with some performing these roles better than others. While high ratings of relationships with supervisors suggest satisfactory implementation of this principle at the Institute, feedback from scientists indicates the need for the development of managerial skills among the Team Leaders. In the updated action plan for 2021-2023, the Working Group proposed organizing team management training for project managers. However, this initiative was deferred due to competing priorities. Nonetheless, the need for such training remains, and it is scheduled for implementation in the plan for the years 2023-2025.</p>	<p>Organization of external trainings in team management for Team Leaders</p>	<p>III-IV Q 2024</p> <p>External company – coordinated by Secretariat</p>

38. CONTINUING PROFESSIONAL DEVELOPMENT

Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
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<p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p> <p>Charter of the Polish Academy of Sciences</p> <p>Charter of the IOC PAS</p> <p>Law on Academic Degrees and Title and Degrees and Title in the Arts</p> <p>Regulations of the Warsaw PhD School</p> <p>Education program at the Warsaw PhD School</p>	<p>At the IOC PAS, the development of a highly skilled and dynamic scientific community is of utmost importance. The institution is committed to ensuring that all its employees, across all levels, have access to professional development opportunities to prepare them for the demands of an evolving world.</p> <p>The scientists affiliated with the IOC PAS actively engage in both national and international conferences and workshops, thereby honing their professional expertise. While project funds often facilitate participation in these events, the IOC PAS extends support to scientists who may not possess their own project funds, particularly young scientists. The IOC PAS further collaborates in organizing scientific events and conferences within its premises. Distinguished foreign researchers, who are experts in their respective domains, are also invited to deliver lectures, thereby enriching the intellectual discourse within the IOC PAS community.</p> <p>Aligned with the HR Strategy, the IOC PAS management focused on raising awareness among scientists about their joint responsibility for professional development during 2017-2023. We strongly encourage all scientists at IOC PAS to continually enhance their professional skills and elevate their qualifications. Information on training and workshops is regularly disseminated to all employees, while the library updates data on online courses, training for new research equipment, and computer programs. Moreover, the doctoral students have the opportunity to benefit from the extensive educational resources offered by the partner institutes involved in co-creating the Doctoral School, thereby considerably broadening the spectrum of available training opportunities.</p> <p>In addition, the following activities were carried out:</p> <p>› The IOC PAS initiated the "Competition for financing research projects" in 2018, a program for doctoral students. The internal competition enables each doctoral student to propose a research project with the best projects awarded funds for research, training, and conferences at their discretion.</p>	Appointment of the education committee at IOC PAS. Among the tasks of the committee will be i.a. monitoring and evaluation of doctoral education at the Institute.	IQ 2023
			Scientific Council
		Organizing a series of Advanced Scientific Lectures and Science Workshops featuring multi-day lectures and workshop sessions led by esteemed researchers from various parts of the world – action undertaken together with other institutes from Warsaw PhD School.	I-II Q 2023
			Coordination - Secretariat, Head of the PhD Studies

	<ul style="list-style-type: none"> > In May 2018, a seminar titled "Doctorate... and what's next" was organized. The event featured individuals who had chosen diverse career paths after obtaining a doctoral degree, emphasizing the necessary skills and competencies for each trajectory. > The IOC PAS significantly expanded its program of inviting renowned scientists from around the world to give lectures open to the IOC PAS community in 2019. During each visit, several researchers have the opportunity to converse with the distinguished guest. > In April 2021, a document outlining the professional development paths at the IOC PAS was created and made available to all scientists in both Polish and English. > Individual Career Plans, where young scientists determine their desired professional development direction in collaboration with their immediate superiors, were introduced in 2019 in line with the Doctoral School's rules. <p>The IOC PAS is committed to maintaining its current initiatives and actively encouraging the professional growth of its scientists. The institution plans to conduct workshops focusing on contemporary research topics in chemistry, as well as invite foreign professors to deliver extensive lectures in the near future. Moreover, a committee dedicated to education at IOC PAS will be established to facilitate the creation of the Doctoral School's scientific program for doctoral students and ensure the Institution's didactic offerings align with scientists' evolving needs.</p>		
39. ACCESS TO RESEARCH TRAINING AND CONTINUOUS DEVELOPMENT <i>Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.</i>			
Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
The Act on the Polish Academy of	The IOC PAS has always recognized the crucial role of research training and	Organization of training in soft	I-II Q 2024

<p>Sciences</p> <p>The Law on Higher Education and Science</p> <p>Charter of the Polish Academy of Sciences</p> <p>Charter of the IOC PAS</p> <p>Regulations of the Warsaw PhD School</p> <p>Education program at the Warsaw PhD School</p>	<p>access to various forms of professional development opportunities in enhancing the competencies and professional development of its scientists, irrespective of their position or seniority. The Institute has consistently provided access to diverse training courses, lectures, scientific conferences, research trips, and training materials.</p> <p>As part of its HR strategy, the Institute has significantly increased the number of training courses organized for its scientists. The following workshops and training courses were organised between 2017 and 2022:</p> <ul style="list-style-type: none"> › Summer 2017 - scientific publication writing course › March 2018 - soft skills workshop - presentations, assertiveness, communication › March 2019 - workshop on database management - chemical databases SCOPUS and REAXYS › June 2019 - training on public speaking › January 2021 - workshop on stress management › November 2021 - Cemis flow reactor seminar › March/April 2022 – first aid course › Summer 2022 - second edition of course on writing scientific publications › November 2022 - workshop on photocatalysis <p>In addition to one-off events, the Institute provides researchers with access to training in the form of lectures or conferences, as well as regular information on external training opportunities:</p> <ul style="list-style-type: none"> › lectures by invited guests, mainly distinguished professors from abroad and representatives of chemical companies - lectures are held on average once a month and are accompanied by the possibility of individual discussions with the guest › scientific conferences - each scientist has the opportunity to participate in scientific conferences within the framework of grants in which he or she participates or can apply for funding from the Institute's resources; additionally, the Institute co-organises scientific conferences, e.g. 5th 	skills as part of the doctoral school - training will also be open to scientists employed at the IOC PAS.	Secretariat, Head of the PhD Studies
		Training on the commercialization of research results and/or meeting with the patenting company	III-IV Q 2023 Secretariat, Research Director
		Providing scientists with online training in soft skills - contingent upon securing external funding.	I-II Q 2024 Grant Department
		Regular communication of information to employees regarding external training opportunities, scientific conferences, online lectures, and other related events	2023-2025 (on regular basis) Secretariat, Grant Department

	<p>Symposium on Asymmetric Synthesis (September 2019), Modern Organic Synthesis Symposium (October 2021)</p> <ul style="list-style-type: none"> › language courses - from mid-2020, the Institute provides foreigners employed with free Polish language courses as part of organized courses, while all doctoral students can also benefit from co-financing for learning a foreign language › information about available courses, trainings, conferences or scientific meetings - sent out regularly by e-mail from the Secretariat staff or the Grants Department. <p>It is pertinent to mention that doctoral students enrolled in the doctoral school are mandated to obtain 3 European Credit Transfer and Accumulation System (ECTS) points by attending lectures on soft skills. These students have unrestricted access to all courses conducted by the institutes that constitute the school and can enhance their soft skills in the units with which the school cooperates, such as the Institute of Physical Chemistry of the Polish Academy of Sciences located in the same area as IOC PAS.</p> <p>The measures implemented in line with the HR strategy have been well-received by our researchers, as evident from the increased rating score in this category from 3.3 in 2016 to 3.8 in 2023. The Working Group aims to sustain the organization of training courses for scientists and regular events, despite the possibility of a decrease in activity due to financial constraints in the coming two years. The proposed activities entail training in soft skills, such as stress management or work organization, as well as workshops on research result commercialization.</p>		
<p>40. SUPERVISION</p> <p><i>Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.</i></p>			
Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who

<p>Regulations of the Warsaw PhD School</p> <p>List of responsibilities of each research Team Leader</p> <p>Organisational Regulations of the IOC PAS</p>	<p>The organizational structure of the IOC PAS entails the division of the scientific department into scientific teams and sub-teams. The leaders of each team or sub-team are responsible for ensuring proper work organization within their team and supervising doctoral students, junior scientists, and assistants. These responsibilities are within the scope of duties of each Team Leader. Furthermore, Team Leaders may assign more experienced members of their team to mentor less experienced colleagues. Young scientists are aware of the team they work in, who their immediate supervisor is, and who is responsible for overseeing their work.</p> <p>As per the regulations of the doctoral school, scientific supervision of doctoral students is the responsibility of the supervisor and, if required, the assistant supervisor. The selection of the supervisor is completed no later than three months after the commencement of education at the doctoral school. The supervisor is accountable for providing scientific supervision and support during research work.</p> <p>Regular surveys conducted among the scientists indicate that this aspect of the organizational structure is consistently rated highly, with an average rating of 4.2 over the last five years. PhD students and young scientists highly value the knowledge, dedication, and time invested by Team Leaders in supervising their work.</p> <p>However, during an internal analysis, the working group identified the need to update the organizational regulations of IOC PAS. The regulations contain some outdated provisions and require clarification on specific organizational issues.</p>	<p>Updating the Organisational Regulations of the IOC PAS in accordance with the changes taking place at the Institute</p>	<p>IQ 2024</p> <hr/> <p>HR Department, Director</p>
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ACTION PLAN

STRENGTHS

- › Full implementation of effective and transparent procedures for the recruitment of researchers, which promote openness and fairness in the selection process and are in line with OTM-R procedures.
- › Significantly increasing the visibility of IOC PAS on the international stage through the creation of a bilingual website, enhanced engagement on social media, and the adoption of an Open Access Policy for scientific publications.
- › Ensuring that ethical and professional standards related to the scientific profession are consistently upheld by all employees, which demonstrates a comprehensive understanding of the principles set out in the *Charter&Code*.
- › Improving research conditions for scientists by implementing various solutions, including remote work options, electronic lab notebooks, an equipment database, and a data archiving system, among others.
- › Ensuring equal and fair working conditions for all scientists, regardless of their country of origin, with a particular emphasis on enhancing working conditions for foreign researchers.

CHALLENGES

- › Clarifying any ambiguities associated with the periodic evaluation of researchers and the annual evaluation of scientific accomplishments that determine the conferral of Director's Awards.
- › Modifying the 4-year employee appraisal system to include supplementary criteria in the appraisal process, such as e.g. teaching responsibilities, effective working hours, and participation in promoting the Institute.
- › Offering researchers the opportunity to receive career development counseling and assistance in securing employment following the completion of their doctoral studies.
- › Ensuring continued high levels of employee satisfaction across all positively evaluated areas, despite the need to discontinue certain activities and previously established best practices at IOC PAS.

RECOMMENDED STEPS

Based on an internal analysis, the Working Group members have identified principles that require institutional support and improvement. For each identified principle, the Working Group has provided a detailed account of the current situation at IOC PAS, proposed corrective actions that are relevant, designated personnel responsible for implementation, and established a timeframe for the implementation of these improvements. The Updated Action Plan, which outlines these measures, is presented in the following table.

RECOMMENDED ACTIONS	C&C PRINCIPLE(S)	WHO	WHEN
ACTION 1 Disseminate information among employees about external funding opportunities via a Grant Newsletter. The Newsletter should include: › funding opportunities for early-stage researchers	Research freedom Contractual and legal obligations Value of mobility	Grant Department	On regular basis/whenever necessary

<ul style="list-style-type: none"> > opportunities for foreign internships and research trips > open calls for postdoctoral researchers > requirements for each call, information on possible informative seminars regarding the call 			
ACTION 2 Continuation of the activity implemented since 2017 – the seminars organized once a year to raise the awareness of professional responsibility and ethical principles in researchers work. The seminars will be combined with an informational meeting for new PhD students and employees and will take place at the beginning of each academic year.	Ethical principles Professional responsibility	Head of the PhD Studies	On regular basis, once a year, at the beginning of each academic year
ACTION 3 Training for researchers, especially Team Leaders on patent procedures.	Contractual and legal obligations	Coordinated by Secretariat	II-III Q 2023
ACTION 4 Training for Team Leaders and research grant managers on the principles of publishing in an open data system.	Contractual and legal obligations	External training – coordinated by Secretariat	II-III Q 2023
ACTION 5 Regular, information campaigns on safe data storage and Internet security, especially in case of any data phishing attempts.	Good practice in research	IT Department	On regular basis/whenever necessary
ACTION 6 Regular control of the process of dissemination and exploitation of research results in terms of compliance with the Open Access Policy.	Dissemination, exploitation of results	The Plenipotentiary for Open Science	On regular basis
ACTION 7 Strengthening the Institute's activity in social media – creation of an Instagram channel.	Dissemination, exploitation of results	Person responsible for Instagram	I Q 2023
ACTION 8 Continuation of the programmes of cooperation with Warsaw high schools and National Children's Fund – lectures + internships at the IOC PAS for talented young people.	Public engagement	Director, Secretariat, Head of the PhD Studies	Lectures during the school year, internships during summer or winter breaks
ACTION 9	Public engagement	Senior scientist responsible for	Every year during spring/

Continuation of IOC PAS engagement in scientific picnics and festivals.		organizing picnics	summer
ACTION 10 Continuation of the control of internal documentation in terms of availability in Polish and English, translation of new documents into English.	<i>Non discrimination</i>	Translation Agency – coordinated by Secretariat	On regular basis
ACTION 11 Creating a bilingual internal website and updating its content.	<i>Non discrimination</i>	IT Department, HR Department	I-II Q 2024
ACTION 12 Introducing changes to the periodic evaluation of researchers and the research staff evaluation survey. The 4-year evaluation should take into account such aspects as the researcher's didactic duties, effective working time, activities for the promotion of the Institute and the dissemination of research results, etc.	<i>Evaluation/appraisal systems</i>	Research Director, Scientific Council	III-IV Q 2024
ACTION 13 Introduction of the obligation to inform the employee about the result of the 4-year evaluation - via e-mail.	<i>Evaluation/appraisal systems</i>	Secretariat	IV Q 2024 (and repeated every 4-years)
ACTION 14 Modification of the presentation of the winners of the Director's Awards - they should be presented along with a list of their achievements to reduce doubts about their selection.	<i>Evaluation/appraisal systems</i>	Secretariat	IV Q 2023 (and repeated every year)
ACTION 15 Raising employees' awareness of the differences between the periodic performance appraisal and the appraisal related to the annual Director's Award - the rules should be explained during annual meetings during the awarding of awards.	<i>Evaluation/appraisal systems</i>	Director	IV Q 2023 (and repeated every year)
ACTION 16 Regular control of recruitment processes in terms of compliance with the Regulations for recruitment for scientific positions in the IOC PAS.	<i>Recruitment Recruitment (Code) Selection (Code) Transparency (Code) Judging merit (Code)</i>	Administrative employee responsible for recruitment processes	On regular basis

	<i>Variations in the chronological order of CVs (Code)</i> <i>Recognition of mobility experience (Code)</i> <i>Seniority (Code)</i>		
ACTION 17 Enhance collaboration with universities and colleges both in Poland and abroad to improve the dissemination of job offers. This involves sending job advertisements to these institutions and listing them on local advertisement platforms.	<i>Recruitment</i>	Administrative employee responsible for recruitment processes	On regular basis
ACTION 18 Advertising job offers via social media - Instagram, Facebook, Twitter.	<i>Recruitment</i>	Employees responsible for Instagram/ Twitter/ Facebook	On regular basis
ACTION 19 Reminding employees to appreciate and professionally treat all co-workers, especially early-stage researchers, during regular meetings with Team Leaders.	<i>Recognition of the profession</i>	Director	On regular basis, during meetings with Team Leaders
ACTION 20 Organization of external trainings in team management for Team Leaders.	<i>Recognition of the profession</i> <i>Supervision and managerial duties</i>	External company – coordinated by Secretariat	III-IV Q 2024
ACTION 21 Continuation of activities aimed at the construction of a laboratory building at the premises of IOC PAS in accordance with the investment implementation schedule created in the summer of 2022.	<i>Research environment</i>	Director	Commencement of the project - end of 2024
ACTION 22 Active search for external sources of financing to purchase an autosampler for NMR machine or upgrade existing equipment.	<i>Research environment</i>	Grant Department	On regular basis
ACTION 23 Creation of a fully electronic internal documentation circulation system.	<i>Research environment</i>	IT Department	IVQ 2023 – IQ 2024

ACTION 24 Introduction of online forms for all analytical analysis requests.	Research environment	IT Department, LASB Unit	I-IIQ 2025
ACTION 25 Updating internal Work rules and regulations of the IOC PAS according to the changes in national law – introduction of regulations on remote work.	Working conditions	HR Department, Deputy Director	II-III Q 2023
ACTION 26 Creation of regulations specifying the employment opportunities for people who graduate from doctoral school but have not yet completed research enabling them to submit a doctoral thesis.	Stability and permanence of employment	Director	IIQ 2023
ACTION 27 Creation of the "FAQ" section on the new internal website, which will contain information on employment at the Institute, in particular employment of doctoral students.	Stability and permanence of employment	Secretariat, IT Department	III-IV Q 2025
ACTION 28 Raising awareness of the PhD students regarding employment opportunities during seminars organized at the beginning of each academic year.	Stability and permanence of employment	Head of the PhD Studies	On regular basis, once a year, at the beginning of each academic year
ACTION 29 Updating applicable regulations – The Remuneration Regulations at the IOC PAS, Rules and Regulations governing bonuses for employees of the IOC PAS and Regulations of the IOC PAS social benefits fund.	Funding and salaries	HR Department, Director	II-III Q 2023
ACTION 30 Control of the implementation of the Gender Equality Plan adopted in early 2022 for the period 2022-2027.	Gender balance	Gender Equality Officer	2022-2025 – according to the GEP schedule
ACTION 31 Appointment of employees in the administrative department responsible for establishing contacts with chemical companies, organizing meetings with HR departments, assistance in finding a job –	Access to career advice	Director	II Q 2023

internal Career's Office.			
ACTION 32 Organization of annual meetings with representatives of chemical companies that may be interested in employing scientists from the IOC PAS.	<i>Access to career advice</i>	Career's Office	2023-2025 – one meeting per year
ACTION 33 Inclusion of teaching activities in the periodic evaluation of researchers – this point should be included in the evaluation conducted every 4 years.	<i>Teaching</i>	Research Director, Scientific Council	III-IV Q 2024
ACTION 34 Introduce evaluation questionnaires for lecturers in the Warsaw PhD School to allow evaluation of their lectures and classes - a joint activity within the Doctoral School.	<i>Teaching</i>	Research Director, Head of the PhD Studies	III-IV Q 2023
ACTION 35 Regularly reminding employees of the procedures to report complaints, grievances, conflict situations or incidents of harassment – in the form of an email information addressed to all employees.	<i>Complaints/appeals</i>	Reporting Officer	On regular basis, at least once a year
ACTION 36 Appointment of the education committee at IOC PAS. Among the tasks of the committee will be i.a. monitoring and evaluation of doctoral education at the Institute.	<i>Continuing professional development</i>	Scientific Council	IQ 2023
ACTION 37 Organizing a series of Advanced Scientific Lectures and Science Workshops featuring multi-day lectures and workshop sessions led by esteemed researchers from various parts of the world – action undertaken together with other institutes from Warsaw PhD School.	<i>Continuing professional development</i>	Coordination - Secretariat, Head of the PhD Studies	I-II Q 2023
ACTION 38 Organization of training in soft skills as part of the doctoral school - training will also be open to scientists employed at the IOC PAS.	<i>Access to research training and continuous development</i>	Secretariat, Head of the PhD Studies	I-II Q 2024
ACTION 39 Training on the commercialization of research results and/or meeting with the	<i>Access to research training and continuous</i>	Secretariat, Research Director	III-IV Q 2023



patenting company.	<i>development</i>		
ACTION 40 Providing scientists with online training in soft skills - contingent upon securing external funding.	<i>Access to research training and continuous development</i>	Grant Department	I-II Q 2024
ACTION 41 Regular communication of information to employees regarding external training opportunities, scientific conferences, online lectures, and other related events.	<i>Access to research training and continuous development</i>	Secretariat, Grant Department	2023-2025 (on regular basis)
ACTION 42 Updating the Organisational Regulations of the IOC PAS in accordance with the changes taking place at the Institute.	<i>Supervision</i>	HR Department, Director	IQ 2024

The implementation of the presented actions is planned for the years 2023-2025. The Working Group is responsible for monitoring the progress and overseeing timelines.

ACCEPTANCE

The Director of the Institute of Organic Chemistry Polish Academy of Science accepts the Updated Action Plan for years 2023-2025 regarding the Human Resources Strategy for Researchers.

Place, date

Warsaw, 30 March 2023

INSTITUTE OF ORGANIC CHEMISTRY
POLISH ACADEMY OF SCIENCES
ul. Kasprzaka 44/52, 01-224 Warszawa 42
Poland

Signature

DIRECTOR
Institute of Organic Chemistry PAS
Professor Daniel Gryko

ANNEX: OTM-R SELF-QUESTIONNAIR

Open, Transparent and Merit-based Recruitment Check-list					
	Open	Transparent	Merit-based	Answer: ++ Yes, <i>completely</i> +/- Yes, <i>substantially</i> -/+ Yes, <i>partially</i> -- No	Suggested indicators (or form of measurement)
OTM-R system					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	++ Yes, completely	The OTM-R procedures are available on the IOC PAS website in two language versions - Polish and English.
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	++ Yes, completely	The Institute provides two documents: a guide to OTM-R procedures, which provides a detailed description of the practices that should be followed in all recruitment processes, and the Regulations of recruitment for scientific positions, which ensure the proper application of OTM-R procedures.
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	++ Yes, completely	All individuals involved in the recruitment processes are well-versed with the internal OTM-R procedures and the relevant recruitment regulations, and have received adequate training to ensure compliance with them.
4. Do we make (sufficient) use of e-recruitment tools?	x	x		+/- Yes, substantially	The online recruitment system is utilized for recruiting candidates to the Doctoral School, while recruitment for scientific positions involves submitting applications to a designated email address. All interviews are conducted through video interview tools.
5. Do we have a quality control system for OTM-R in place?	x	x	x	++ Yes, completely	An administrative staff member, who is responsible for overseeing the recruitment processes, ensures proper adherence to OTM-R procedures and monitors the progress of all recruitment activities.
6. Does our current OTM-R policy encourage external	x	x	x	++ Yes, completely	IOC PAS has established procedures to ensure that all

candidates to apply?					Candidates are treated fairly and equally during the recruitment process. These procedures have been successful in attracting a significant number of applications from outside the organization, indicating that the recruitment process effectively supports and encourages the application of external candidates.
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	++ Yes, completely	The applicable procedures promote a culture of inclusivity, leading to a significant number of applications from foreign candidates, indicating encouragement for all candidates to apply.
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	++ Yes, completely	According to the adopted policy, all job postings are written in a language that is accessible to everyone, gender-neutral, and every effort is made to ensure that they do not exclude any candidates based on gender, origin, or any other aspects. At every stage of the recruitment process, all candidates are treated equally, and internal regulations state that in case of a tie, individuals from underrepresented groups should be prioritized for selection.
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	++ Yes, completely	The Institute provides researchers with attractive working conditions, which are also presented in job postings. The postings include information about employment terms, possible benefits, and opportunities for professional development.
10. Do we have means to monitor whether the most suitable researchers apply?	x	x	x	+/- Yes, substantially	The issue of whether the most suitable candidates are applying for particular positions is verified based on the number of applications that meet the formal requirements. A very low overall number of applications that do not meet the requirements suggests that the job postings are clear and

					understandable for candidates. Additionally, the quality of candidates and the ease of finding a person who meets all the recruitment requirements are evaluated, and these aspects vary greatly depending on the recruitment process.
Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x	x	++ Yes, completely	IOC PAS provides two standardized job advertisement templates, one in Polish and the other in English, which can be accessed through the organization's internal website. It is mandatory for all Team Leaders who intend to initiate the recruitment process to utilize these templates.
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x	x	++ Yes, completely	IOC PAS ensures that all relevant elements are included in the job advertisement, such as the number of open positions, working conditions, candidate requirements, professional growth opportunities, start date, and a description of the recruitment process. These details are clearly outlined in the organization's Regulations and the job advertisement template, which provide a comprehensive list of items to be included.
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x	x	++ Yes, completely	All job advertisements, both for doctoral students and post-docs, are published on the Euraxess portal.
14. Do we make use of other job advertising tools?	x	x	x	+/- Yes, substantially	To reach a wider audience, IOC PAS job advertisements are published on its website in both Polish and English. They are also shared on research funding institutes' websites, governmental sites, as well as promoted on various social media platforms. Additionally, the organization utilizes industry-specific portals, such as Nature Careers and Science Careers, to ensure maximum visibility and attract the most suitable candidates for the job

					openings.
15. Do we keep the administrative burden to a minimum for the candidate?	x	x	x	++ Yes, completely	The job advertisement posted by IOC PAS specifies the required documents for the recruitment process. Only necessary documents, such as a scientific CV, relevant diplomas, and letters of recommendation, are required. Candidates are allowed to submit these documents via email, which streamlines and expedites the recruitment process.
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees?	x	x	x	++ Yes, completely	The rules for appointing selection committees are described in the 'Regulations for recruitment for scientific positions in the IOC PAS'. More detailed descriptions are also included in the OTM-R procedures.
17. Do we have clear rules concerning the composition of selection committees?	x	x	x	++ Yes, completely	The Regulations dictate the precise composition of the commission, which must adhere to specific requirements, including the attainment of gender balance, the inclusion of at least three members who represent diverse organizational units within the IOC PAS and possess suitable knowledge and experience.
18. Are the committees sufficiently gender-balanced?	x	x	x	++ Yes, completely	Recruitment committees must maintain a balance between genders, with no gender accounting for less than one-third of the committee's composition.
19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?	x	x	x	++ Yes, completely	The Committee must consist of members possessing the requisite expertise, proficiency, and familiarity with the subject matter under consideration. Therefore, the composition of the Committee is subject to modification, as it may vary depending on the specific project being assessed, in order to ensure that the Committee members possess the necessary competencies required for the

					evaluation of candidate to the said project.
Appointment phase					
20. Do we inform all applicants at the end of the selection process?	x	x	x	++ Yes, completely	Each job advertisement includes the date of the recruitment process's completion. Following the conclusion of either the entire recruitment process or its initial stage, candidates receive notification of their results by email.
21. Do we provide adequate feedback to interviewees?	x	x	x	++ Yes, completely	The IOC PAS provides feedback to all candidates via email after the recruitment process concludes, including their score, as a means of enhancing their experience and offering valuable insights into their performance.
22. Do we have an appropriate complaints mechanism in place?	x	x	x	++ Yes, completely	Each candidate is informed about the right to appeal the decision of the recruitment committee, in addition to receiving feedback. The appeal process must be initiated within seven days of receiving the decision, and it is evaluated by the Institute Director. The regulations governing appeals are outlined in the 'Regulations for recruitment for scientific positions in the IOC PAS'.
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				+/- Yes, substantially	The staff member in charge of recruitment conducts regular evaluations to ensure that the recruitment policies are in compliance with the OTM-R rules. The effectiveness of the recruitment process is assessed based on factors such as the number, diversity, and competences of candidates, as well as the feasibility of finding suitable candidates for a given position. However, there is still room for improvement in terms of promoting job advertisements.