



Institute of Organic Chemistry  
Polish Academy of Sciences

THE HUMAN RESOURCES STRATEGY FOR RESEARCHERS  
INCORPORATING

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

*Internal Review and the Corresponding Updated Plan of  
Action for 2025-2027*

March, 2025

## TABLE OF CONTENT

Introduction .....	3
Internal Analysis .....	3
Working group .....	3
Updated Action Plan 2025-2027 .....	5
PILLAR 1 – ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE .....	5
PILLAR 2 – RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION .....	19
PILLAR 3 – WORKING CONDITIONS AND PRACTICES .....	31
PILLAR 4 – RESEARCH CAREERS AND TALENT DEVELOPMENT .....	48
Action plan .....	61
Strengths .....	61
Challenges .....	61
Recommended steps .....	62
Acceptance .....	70

## INTRODUCTION

The implementation of the HR Strategy at the Institute of Organic Chemistry of the Polish Academy of Sciences was initiated in 2016, when the Institute formally endorsed the principles of the *European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers*. The subsequent internal analysis resulted in the first Action Plan for 2017–2019, whose objectives were systematically implemented and reported to the European Commission. Despite temporary disruptions caused by the SARS-CoV-2 pandemic, the Institute continued to advance its HR Strategy through subsequent reviews and updates, including the comprehensive reassessment conducted in 2021, which culminated in the Updated Action Plan for 2021–2023.

In April 2023, the Internal Review report was submitted to the European Commission, after which the Institute entered the waiting phase for the scheduled site visit. Throughout this period, the Institute remained committed to the objectives outlined in the Action Plan and pursued the continuous development of its HR Strategy in practice.

In light of the extended waiting period, a further internal analysis was undertaken between January and March 2025. This review was guided by the *New European Charter for Researchers*, introduced in December 2023, and aimed to verify the alignment of the Institute's policies and practices with the updated framework, identify residual gaps, and propose targeted improvement measures. The process was informed primarily by strategic discussions between the Board of Directors and the Heads of Research Groups in February 2025, during which key priorities for the Institute's future development were established.

In contrast to earlier evaluation cycles, the 2025 review did not include a general employee survey. This decision was based on the outcomes of previous consultations, which had demonstrated that many expectations expressed by staff members, although valuable, could not be realistically addressed due to external legal, structural, or financial constraints. Instead, the 2025 analysis placed emphasis on managerial-level consultations, thereby ensuring that the new Action Plan for 2025–2027 is both strategically relevant and operationally feasible, while remaining fully consistent with the principles of the *New European Charter for Researchers*.

## INTERNAL ANALYSIS

At the outset of 2025, the Institute initiated an internal analytical process aimed at preparing the Action Plan for the period 2025–2027. The methodology was based on a comprehensive review of the outcomes and experiences gained during the implementation of the previous Action Plan for 2023–2025, with particular attention paid to identifying both effective measures and areas requiring further improvement. The analysis also incorporated conclusions drawn from the meeting of the Institute's Management Board with the Heads of Research Groups, held in February 2025, which was dedicated to defining the main strategic directions for the Institute's future development.

Furthermore, due to the prolonged uncertainty regarding the timing of the site visit within the Renewal Phase of the HR Excellence in Research award, and in the absence of a confirmed schedule for this evaluation, the Institute decided to conduct an in-depth analysis of the alignment of the planned activities for 2025–2027 with the *New European Charter for Researchers*. This approach was adopted to ensure that the new Action Plan remains fully compliant with current European standards and responsive to evolving expectations in the area of research careers, irrespective of delays in the external assessment process.

## WORKING GROUP

The internal analysis was conducted by the Working Group responsible for the implementation of the HR strategy. At the time of the analysis, the Working Group comprised:

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 Marek Szymański - Research staff representative (R2)
- Mgr Wojciech Depa - 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

## UPDATED ACTION PLAN 2025-2027

The period 2025–2027 is expected to mark a phase of relative stabilization for the Institute of Organic Chemistry of the Polish Academy of Sciences. Following the exceptionally challenging years shaped by the global energy and economic crisis, the economic environment has gradually improved, and the impact of electricity prices and inflation on the Institute's day-to-day functioning has become significantly less pronounced. This stabilization has allowed the Institute to return, in selected areas, to its standard operational practices, including more flexible working hours and the partial reinstatement of internal funding for additional activities aimed at supporting the professional development of researchers.

Despite this improvement, the Institute remains largely dependent on government funding, and the maintenance of the highest A+ category in the national evaluation of scientific units continues to be an absolute priority. This objective carries important consequences, as conducting research at the highest international level does not always directly translate into achieving optimal results in the national parametrization system applied by the Ministry. One of the key challenges for the coming years will therefore be to reconcile the pursuit of excellence through publishing in top-tier international journals with the need to secure publications that yield high evaluation scores within the national framework.

In parallel, the years 2025–2027 will be dedicated to addressing several strategic areas highlighted in the *New European Charter for Researchers* that have not yet been sufficiently reflected in the Institute's HR strategy. These include embracing diversity, developing and implementing a comprehensive sustainability policy, establishing clear guidelines for mentoring and supervision, and redesigning the principles of researcher assessment and career progression. As the limited adjustments introduced so far in the evaluation of researchers and career development frameworks have not produced the desired outcomes, this period will focus on more coordinated and systematic actions aimed at building transparent, consistent, and effective solutions that support both individual scientific careers and the long-term strategic goals of the IOC PAS.

## PILLAR 1 – ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE

### 1. ETHICS AND RESEARCH INTEGRITY

*Researchers should comply with strict ethics rules and approach their work with honesty; reliability; objectivity; impartiality and independence; open communication; duty of care; fairness and responsibility for future science generations. These are the foundations of responsible and trustworthy research free from undue influence (including foreign interference and conflict of interest). They are a prerequisite for achieving excellence, and they underpin the responsibility of researchers to guard against biases and methodological shortcuts.*

*Researchers should adhere to the recognised 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.*

*The primary responsibility for research integrity is with researchers themselves. Researchers should be supported by an institutional culture of research integrity to create and respect rules, procedures and guidelines as well as training and mentoring based on the exchange of best practices.*

*In order to foster good research practices and a culture of research integrity, a number of dimensions need to be considered by all stakeholders involved, such as research integrity in research environments; training and capacity building on research integrity; research processes and policies embedding research integrity; data, publication, dissemination, review, evaluation and editing policies. Equally, mechanisms to identify, report and deal with research misconducts should be put in place.*

*Researchers should avoid plagiarism of any kind. Particular attention should be paid to the principles of joint ownership when research is carried out in collaboration with supervisors and/or other researchers – as appropriate to the discipline – as well as to intellectual property rules. This should apply at all stages of the research process including conception, preparation of funding applications and the development and delivery of results. The need to validate observations by showing that findings are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly referenced.*

*The values of ethics and integrity are also of great importance when researchers are in a supervisory role. These should be applied promptly to ensure a safe, inclusive and gender equal research environment for all involved and especially when discrimination, sexual or moral harassment, hindrance to learning or research work, or unjustified personal appropriation of data or results occur.*

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>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>Regulations for the protection and usage of the intellectual property at the IOC PAS</p>	<p>The IOC PAS, operating under the auspices of the Polish Academy of Sciences (PAS), conducts all research in full compliance with the highest standards of research ethics and integrity. The Institute adheres to the principles and guidelines set out in the <i>Code of Ethics for Research Workers</i>, adopted by the General Assembly of the Polish Academy of Sciences in 2016. This Code is publicly accessible to all employees through the Institute's internal website, ensuring transparency and clarity of expectations regarding responsible research conduct.</p> <p>At the IOC PAS, ethical responsibility is understood as a fundamental and personal duty of every researcher. The institutional culture strongly supports integrity, impartiality, independence, honesty, reliability and objectivity at all stages of scientific activity – from research planning, through data collection and analysis, to publication and broad dissemination of results. Researchers are expected to prevent any form of undue influence, including conflicts of interest or external interference, and to actively safeguard the credibility, transparency and reproducibility of their research outcomes. The obligation to work conscientiously, present goals and methods accurately, ensure meticulous data handling, and base interpretations on verifiable evidence is consistent with the universal ethical values</p>	<p><b>No actions required.</b></p>	



	<p>and good research practices outlined in the Code of Ethics for Research Workers. To further strengthen awareness and practical understanding of research integrity principles, the Institute organised dedicated training sessions on “Ethics in Science” for researchers in February 2022 and September 2023.</p> <p>This commitment to ethical principles is reflected in the Institute’s publication practices. All scientists at the IOC PAS regularly publish their findings in reputable, peer-reviewed international journals, where the quality, originality and validity of their results are independently assessed by expert reviewers. Moreover, publications are consistently accompanied by comprehensive supporting information, providing a detailed account of the experimental procedures, analytical methods, datasets and parameters used. This ensures that the results are transparent, reproducible and verifiable by the scientific community, in line with the Code’s requirements for accurate reporting, open communication and transparent data handling. The rigorous evaluation and open methodological reporting serve as additional safeguards ensuring adherence to the highest academic and ethical standards, preventing methodological shortcuts, data manipulation or plagiarism. The Code of Ethics for Research Workers also specifies a formal procedure for reporting and investigating any suspected misconduct: any concerns must be submitted to the Director of the Institute, who is responsible for initiating an impartial and confidential assessment in accordance with established disciplinary rules. To date, no cases of suspected breach of ethical standards have been recorded at the Institute, which confirms both the strong ethical awareness of its research community and the effectiveness of internal mechanisms supporting research integrity.</p> <p>In addition, the IOC PAS ensures full fairness and transparency in the attribution of authorship. All individuals who have made a genuine intellectual or experimental contribution to a publication – including early-career researchers and students – are appropriately acknowledged and listed among the authors in accordance with internationally recognised authorship criteria and the Code’s principles on</p>	
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	<p>authorship and publication practices. Contributions are clearly defined, and supervisors are responsible for ensuring that no individual's work is omitted or misrepresented. This approach promotes a culture of respect, accountability and recognition, while also supporting the professional development of young researchers and reinforcing ethical standards across research teams.</p> <p>The IOC PAS is committed to maintaining a safe, inclusive and respectful research environment, ensuring equality of treatment and opportunities for all researchers. Supervisors carry a particular responsibility for shaping ethical and professional standards, for preventing discrimination, harassment or misuse of authority, and for providing guidance to younger scientists in accordance with the Code's principles on training new researchers and safeguarding academic integrity. This culture of mutual respect, responsibility and accountability supports both high-quality research and the wellbeing of the scientific community, contributing to the development of future generations of ethical and reliable researchers.</p>	
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## 2. FREEDOM OF SCIENTIFIC RESEARCH

*The freedom of scientific research is a common core value and principle for research cooperation within the European Research Area and with international partners. Researchers should focus their research on the good of humanity and expanding the frontiers of human knowledge, while enjoying freedom of thought, opinion and expression, the freedom to define research questions, the freedom to identify methods by which problems are solved, the freedom to choose and develop theories, the freedom to question accepted wisdom and bring forward new ideas and the freedom to associate in professional or representative academic bodies. Researchers should have the right to disseminate and publish the results of their research including through training and teaching. Researchers should, however, recognise the limitations to this freedom that could arise because of particular research circumstances – including supervision/guidance/management – or legal or operational constraints, e.g. intellectual property rights, budgetary or infrastructural reasons.*

Relevant legislation	Existing institutional rules and/or practices	Actions required	When/Who
The Act on the Polish Academy of Sciences	The IOC PAS is committed to upholding the freedom of scientific research as a fundamental value guiding all research activities. The Institute's mission focuses	No actions required.	

<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>Funding agencies regulations (NCN, NAWA, FNP, NCBR, EU agencies)</p> <p>Scientific career development paths at the IOC PAS</p> <p>Regulations for the protection and usage of the intellectual property at the IOC PAS</p>	<p>on advancing the field of organic chemistry while fostering creativity, independence, and scientific integrity among researchers.</p> <p>Research at the IOC PAS is carried out within research teams operating under the Institute's scientific policy. Each team has a defined research profile, and most researchers are employed through specific projects or grants that outline the scope of their work. Since recruitment is usually conducted for positions within such projects, candidates can choose opportunities that best correspond to their scientific interests and expertise.</p> <p>Within each research group or grant project, researchers enjoy full academic freedom in shaping the direction of their work. They may propose their own research plans, methods for solving scientific problems, or new developmental directions within the team's thematic area. This open approach is strongly supported by the Institute's collaborative culture, particularly through regular team seminars, which serve as a platform for exchanging ideas, discussing ongoing research, and exploring innovative approaches. Such practices foster creativity, constructive dialogue, and critical thinking, while encouraging younger researchers to develop their scientific independence.</p> <p>Doctoral students admitted to the Doctoral School also have the freedom to select the research project and team they wish to work with. Within each team, researchers retain freedom of thought, the ability to propose new research ideas and methods, and the right to disseminate their findings through publications, teaching, and scientific collaboration, while respecting the intellectual property and operational rules of the Institute. Researchers are free to decide where to publish the results of their work and in which journals or conferences to present them; no publication venues are imposed by the Institute. This approach ensures full academic autonomy and supports the open exchange of scientific knowledge.</p> <p>In line with the <i>Scientific career development paths at the IOC PAS</i> (Order No. 13/2021), researchers may pursue two career routes: by conducting research within the field of their Group Leader or by developing an independent research</p>	
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	<p>direction consistent with the Institute's strategy. Those who obtain external research funding may establish their own Research Subgroup (Young Investigator path) and independently manage the research conducted within it. This framework provides researchers with genuine autonomy and the opportunity to build and lead their own teams while maintaining close cooperation within the Institute's structure.</p> <p>The Institute supports the freedom of researchers to apply for national and international research grants and encourages the pursuit of independent funding as a key step toward developing scientific autonomy. To facilitate this process, researchers are regularly informed about available funding opportunities through a grant newsletter, which was introduced as a new practice under the implementation of the HR Strategy. In November 2024, this initiative was expanded and transformed into a dedicated "Funding Opportunities" section on the Institute's website, regularly updated to provide current information on open calls and funding schemes. While research freedom at the IOC PAS is fully respected, all research must comply with applicable legal, ethical, and financial regulations, as well as the Institute's infrastructural capacities.</p>	
<p><b>3. OPEN SCIENCE</b></p> <p><i>Researchers should target engagement in all aspects of Open Science and be facilitated by their employers and funders in this regard. They should share their results openly, e.g. through open and FAIR-Findable, Accessible, Interoperable and Reusable data, open access publications, and open software, models and algorithms. They should take measures to ensure reproducibility of research results. They should aim at practicing Open Science methodologies and at engaging in open peer review. Employers and funders should support, provide the necessary tools and infrastructure, and reward a true Open Science culture across the Union, including mainstreaming open access to scholarly publications, research data and other research outputs – i.e. following the 'as open as possible, as closed as necessary' principle – and the diffusion and uptake of Open Science principles and practices, while considering differences among disciplines and cultural differences, including multilingualism, supporting the development of Open Science skills, and further developing and integrating the underpinning digital infrastructure and service.</i></p> <p><b>Citizen Science</b></p> <p><i>Researchers should incorporate citizen science into their projects as much as possible and where relevant. This means involving citizens in the concept, design and implementation of research projects in STEM and SSH. This is an ideal means to democratise science, build trust in science, and leverage the vast societal intelligence and capabilities to conduct excellent research and innovation.</i></p>		

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Policy on Open Access to scientific publications and research data of employees and doctoral students at the IOC PAS</p> <p>Data Management Plan in the IOC PAS</p> <p>Funding agencies regulations (NCN, NAWA, FNP, NCBR, EU agencies)</p>	<p>In our Institute, the concept of Open Science began to be implemented as part of the HR Strategy for Researchers. One of the milestone steps in this process was the adoption of the Open Access Policy in 2021, which has significantly facilitated public access to scientific publications and research results.</p> <p>The Open Access Policy at the IOC PAS aims to create favourable conditions for broad, free and public access to the scientific output and research data produced by the Institute's employees and PhD students. In accordance with this policy, researchers are required to ensure open access to their scientific publications through one of the following routes:</p> <ul style="list-style-type: none"> <li>&gt; by depositing electronic versions of publications (preprints, postprints or final published versions, in line with publisher agreements) in the <i>Digital Repository of Scientific Institutes (RCIN)</i> – the so-called <i>green open access route</i>, or</li> <li>&gt; by publishing in peer-reviewed open access journals or books – the <i>gold open access route</i> – and subsequently depositing the publication in RCIN.</li> </ul> <p>Publications should be made freely available online without technical barriers as soon as possible after publication, in accordance with the conditions specified by publishers and applicable legal regulations.</p> <p>The Open Access Policy also covers <b>research data</b>, which should be made openly available whenever possible and justified. Research data are deposited in appropriate repositories, in particular in <i>RepoD – the national repository for open research data</i>, or in other recognised open data repositories. Data are accompanied by appropriate metadata to ensure that they are findable, accessible, interoperable and reusable (FAIR principles).</p> <p>To support responsible research data management, IOC PAS has developed a <i>Research Data Management Plan</i>, available to all employees and doctoral</p>	<p><b>Continuation of information and communication activities</b> carried out by the Plenipotentiary for Open Science, including regular updates on available trainings, changes in open access policies, and the distribution of educational materials.</p> <p><b>Organisation of on-site training sessions</b>, if needed, particularly in the case of significant changes in Open Science or Open Access regulations and policies.</p>	<p><b>On regular basis /</b> Plenipotentiary for Open Science</p> <p><b>IVQ 2026 – IQ 2027 /</b> Plenipotentiary for Open Science</p>

	<p>researchers. The plan defines categories of research data, metadata standards, principles of access and reuse, as well as rules for data storage, sharing and long-term archiving, in line with national and European Open Science requirements.</p> <p>Implementation of the policy is supported by the Plenipotentiary for Open Science and the Library of IOC PAS, which provide assistance to researchers, particularly in contacts with publishers and in fulfilling open access requirements. Publications and datasets are shared under non-exclusive licences, respecting copyright and agreements with publishers.</p> <p>As part of the implementation of the Open Access Policy and the broader promotion of Open Science principles, the Institute undertakes a range of activities to support researchers and strengthen their competencies in this area. These include:</p> <ul style="list-style-type: none"> <li>&gt; an on-site training session on Open Access held in October 2024,</li> <li>&gt; the regular distribution of training materials and updates by the Plenipotentiary for Open Science, including information on changes in funders' open access policies and announcements of online training opportunities related to Open Science,</li> <li>&gt; regular communication on the availability of free article slots within institutional open publishing agreements with various publishers.</li> </ul> <p>These initiatives aim to ensure that researchers are well-informed, equipped with up-to-date knowledge, and able to effectively apply Open Science principles in their research and publishing practices.</p> <p><b>Citizen Science</b></p> <p>As a relatively small research institute, IOC PAS does not currently engage directly in citizen science initiatives. Nevertheless, the Institute conducts research on topics of high societal relevance that strongly align with the goals and values of citizen science – particularly in the areas of sustainability, green chemistry and energy efficiency. The Institute conducts projects devoted to the development of environmentally friendly synthetic methodologies, photochemical CO<sub>2</sub></p>
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	transformations, recovery of critical raw materials such as lithium, design of energy-efficient catalytic and membrane systems, and creation of greener materials for optoelectronic applications. These research efforts contribute to the objectives of the <i>European Green Deal</i> and the broader global agenda for sustainable development. While the Institute's size and research profile currently limit direct citizen science involvement, our work supports the advancement of socially responsible and environmentally conscious science.		
<p><b>4. GENDER EQUALITY</b></p> <p><i>All stakeholders should foster gender equality and gender balance in research teams, managerial and decision-making bodies, recruitment and promotion committees, and advisory groups. This includes fostering the integration of the gender dimension in research, teaching and innovation content in order to improve the scientific quality, excellence, and societal relevance of the produced knowledge. Gender equality also aims at combating gender-based violence and sexual harassment. Gender equality should be understood from an intersectional perspective, where different systems of power among gender and other social categories and identities intersect and reinforce each other. Sustainable institutional changes, channelled through Gender Equality plans or similar, that allow for proper reporting of infringements and include monitoring and evaluation systems, are adequate mechanisms to promote gender equality.</i></p> <p><i>A key component of the transformation of an organisation's culture for advancing gender equality is work-life balance. Work-life balance is relevant for both women and men and involves ensuring that all staff are properly supported to advance their career alongside personal responsibilities that they may hold outside of the workplace, including caring responsibilities.</i></p>			
<p><b>Relevant legislation</b></p> <p>The Gender Equality Plan - IOC PAS 2022-2027</p> <p>Work rules and regulations of the IOC PAS – together with Appendix 2: Procedure for counteracting mobbing/bullying in the IOC PAS</p>	<p><b>Existing Institutional rules and/or practices</b></p> <p>At our Institute, we have adopted a <b>Gender Equality Plan (GEP) for 2022–2027</b>, approved by the Director in early 2022. The full text of the plan, as well as progress reports and related documents, are publicly available on the Institute's website.</p> <p>Main principles and actions:</p> <ul style="list-style-type: none"> <li>➤ The GEP is built around five key objectives: promoting gender equality and awareness, improving the work environment and work-life balance, supporting women's scientific careers, ensuring gender equality in recruitment, and increasing women's representation in decision-making bodies and scientific events.</li> </ul>	<p><b>Actions required</b></p> <p>As outlined in the GEP document and relevant reports and plans</p>	<p><b>When/Who</b></p> <p>As outlined in the GEP document and relevant reports and plans</p>



	<ul style="list-style-type: none"><li>&gt; The Institute prepares and publishes regular monitoring reports that summarise progress, provide gender-disaggregated data, and identify areas for improvement.</li><li>&gt; Trainings and lectures are organised to raise awareness of gender equality, unconscious bias, and inclusive research practices (for example, a specialist lecture held in March 2025).</li><li>&gt; The Institute has implemented family-friendly measures, such as recognising career breaks due to parental leave, introducing flexible work arrangements, and providing support for replacement positions during long absences.</li><li>&gt; Recruitment and promotion procedures have been revised to ensure equal opportunities – when candidates of different genders achieve comparable evaluation scores, preference may be given to the underrepresented gender.</li><li>&gt; All documents related to the GEP, including the plan, reports, and educational materials, are openly accessible on the Institute's website, ensuring transparency and accountability.</li></ul> <p>The detailed description of actions, implemented changes, and future activities planned under the GEP can be found in these official documents. They outline both the progress already achieved and the next steps aimed at further strengthening gender equality, inclusiveness, and equal access to professional development opportunities within the Institute. Through these actions, the Institute is committed to fostering a fair, inclusive, and supportive work environment, ensuring that gender equality and work–life balance are integral elements of our institutional culture.</p>	
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## 5. EMBRACING DIVERSITY

*A core principle of the European Research Area is to take account of diversity in the broad sense, including, inter alia, gender, racial or ethnic origin, religion or belief, social diversity, disability, age, sexual orientation and combating discrimination on all grounds. Employers and funders should embrace diversity in their researchers, since different life experiences add valuable perspectives to research projects. Also, diversity in participants can inform research results applying to and enriching the diverse societies we live in. Acknowledging unconscious biases, for instance in hiring, promoting and reviewing tasks, and compensating for them where possible is also needed, particularly in the realm of science.*



Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Procedure for counteracting mobbing binding in the IOC PAS</p>	<p>Since the beginning of the implementation of the HR Strategy for Researchers, the IOC PAS has been undergoing organisational changes that have strengthened its commitment to diversity, equal treatment and the creation of an open, inclusive research environment. Diversity is understood broadly, including differences in nationality, cultural background, gender and career paths, and is recognised as a factor that enhances creativity, collaboration and research quality. In accordance with the <i>Procedure for counteracting mobbing binding in the IOC PAS</i>, any form of discrimination or unequal treatment is strictly prohibited, and all members of the research community are obliged to respect and promote equal opportunities.</p>	<p><b>Include diversity aspects in Bias Awareness Card for Selection Committees</b></p> <p>The task involves adding clear reminders about avoiding diversity-related biases to support fair and objective candidate evaluation.</p>	<p>I-IIQ 2026 / Gender Equality Officer</p>
	<p>The period of implementing the HR Strategy has coincided with a noticeable increase in the diversity of the research community. Until 2018, the Institute employed on average approximately 4% foreign researchers, and all doctoral candidates were Polish. Today, around 20% of researchers and nearly 45% of PhD candidates are international. This change is the result of introducing open, international recruitment procedures, the internationalisation of research activities, and participation in numerous international research projects.</p> <p>This growing internationalisation has led to tangible organisational and communication changes within the Institute. In response to the increased number of international researchers and doctoral candidates, IOC PAS has introduced bilingual internal communication, including the regular use of both Polish and English in institutional email correspondence. The Institute has also ensured that the majority of internal regulations, procedures and key documents are translated into English, facilitating equal access to information for all members of the research community. In addition, the</p>	<p><b>Organise training on diversity / working in international environment</b></p> <p>A workshop/lecture will be delivered for researchers and supervisors focused on inclusive communication, managing culturally diverse teams, and/or recognising unconscious bias.</p>	<p>I-IIQ 2027 / Secretariat</p>

	<p>Institute operates a bilingual institutional website, further supporting transparency, accessibility and inclusion.</p> <p>Furthermore, the Institute has implemented targeted initiatives to support internationalisation. Between 01.06.2021 and 31.05.2023, the Institute coordinated a project dedicated to strengthening internationalisation and was also a partner in another project focused on internationalising doctoral schools. These initiatives led to internal improvements, including the establishment of a dedicated Welcome Centre to support foreign researchers. Administrative staff have been trained in employment procedures for international employees and provide support in administrative and legal formalities.</p> <p>The Institute also invests in strengthening intercultural communication and teamwork skills. For example, in November 2023, training on communication in international research teams was delivered to IOC PAS doctoral candidates, supporting their ability to work effectively in diverse research environments.</p>		
<p><b>6. FREE CIRCULATION OF RESEARCHERS</b></p> <p><i>Employers and funders should promote free circulation of researchers, scientific knowledge and technology, while attracting talent and avoiding potential talent drain. They should recognise the value of geographical, inter-institutional, inter-sectoral, inter-disciplinary and trans-disciplinary mobility as important means of enhancing knowledge and professional development at any stage of a researcher's career and fully value and acknowledge any mobility experience within their career progression/appraisal system. Virtual mobility has been proved as a valid asset and can also be considered. 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.</i></p>			
<p><b>Relevant legislation</b></p> <p>Detailed procedure for recruitment for scientific positions in the IOC PAS</p>	<p><b>Existing Institutional rules and/or practices</b></p> <p>The IOC PAS fully recognises the importance of geographical, inter-institutional, inter-sectoral and interdisciplinary mobility as a key factor in enhancing scientific excellence, broadening professional experience and supporting the development of research careers. Mobility is valued at</p>	<p><b>Actions required</b></p> <p>Introduction of mobility as a criterion in researcher evaluation</p>	<p><b>When/Who</b></p> <p>III-IV Q 2026 /</p>

<p>Scientific career development paths at the IOC PAS</p> <p>Rules and Regulations of Periodic Evaluation of Researchers in the IOC PAS</p> <p>Funding agencies regulations (NCN, NAWA, FNP, NCBR, EU agencies)</p>	<p>several levels within the Institute. In recruitment processes, international or inter-sectoral mobility is considered an asset and is taken into account as one of the criteria in candidate evaluation, reflecting the Institute's commitment to attracting researchers with diverse experience and global research exposure.</p> <p>The Institute actively supports researchers in undertaking mobility at any stage of their career. When researchers obtain grants or fellowships that require temporary relocation to another institution, the Directorate facilitates such mobility by ensuring smooth administrative arrangements and express approval for research stays, secondments, joint projects or training periods abroad. Where needed, researchers may apply for unpaid leave for the purpose of participating in international or cross-sectoral fellowships or research internships, with a guaranteed possibility to return to their research position at the IOC PAS and continue their scientific work upon completion of the stay. In previous years, the Institute also implemented several institutional mobility schemes, including scientific exchange agreements with Nagoya University and the California Institute of Technology, which enabled joint research projects and bilateral PhD student exchanges, as well as a 1-month research visit programme carried out under the doctoral school internationalisation grant. The Institute also supports the portability of research funding where this is permitted by the regulations of the respective funding agencies. If a researcher wishes to continue the implementation of a grant at another host institution, the administration assists in ensuring that the transfer is conducted smoothly and in accordance with the formal requirements of the granting authority. Currently, due to more limited internal funding possibilities, international mobility is primarily realised through externally funded grant schemes.</p> <p>Mobility is also encouraged and embedded in the internal career development pathway. In the <i>Scientific career development paths at the IOC PAS</i>, international research experience is considered an essential milestone:</p>	<p>Mobility, including international and national research stays, secondments and other forms of mobility, will be explicitly recognised as a valued criterion in both the four-year periodic evaluation of research staff and the annual evaluation linked to the Director's Awards.</p>	<p>Board of Directors, Scientific Council</p>
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	<p>young scientists intending to establish and lead their own independent research lines within the Institute are expected to first complete a research stay in a foreign research centre. This ensures that new research groups benefit from knowledge transfer, expanded international collaboration networks and exposure to diverse research cultures.</p> <p>Although mobility is not currently included as a formal evaluation component, the Institute recognises the growing importance of international, national and inter-sectoral experience. Therefore, mobility will be explicitly incorporated as a criterion in both the four-year periodic evaluation of research staff and the annual performance evaluation linked to the Director's Awards, in line with the measures foreseen in the Institute's Action Plan.</p>		
<p><b>7. SUSTAINABILITY OF RESEARCH</b></p> <p><i>Researchers, employers and funders should promote the sustainable implementation of research activities in line with current and future policy initiatives adopted to progress society such as the European Green Deal, the United Nation's 2030 Agenda and the Sustainable Development Goals. Researchers should be supported by an institutional culture of sustainable research management, as well as training and mentoring based on the exchange of best practices. They should take the lead in reducing their carbon emissions in a way that sets a positive example to others within the research community.</i></p>			
Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Order No. 17/2021 of the Director of the Institute of Organic Chemistry, Polish Academy of Sciences dated 18 October 2021 concerning the segregation and collection of waste</p> <p>Health and safety instruction on waste segregation and collection at the Institute of Organic</p>	<p>The IOC PAS takes into account the principles of sustainable research and institutional management, although until now these activities have not been formally linked to the implementation of the HR Strategy. The Institute ensures proper waste management, including the segregation of non-chemical waste and the safe disposal of all chemical waste in accordance with environmental regulations. Waste management at the IOC PAS is carried out in strict compliance with the Health and Safety Instruction on Waste Segregation and Collection at the Institute of Organic Chemistry, Polish Academy of Sciences (Order No. 17/2021 of 18 October 2021). This instruction, aligned with national waste management legislation and environmental protection regulations,</p>	<p><b>Developing and promoting the IOC PAS Sustainability Policy</b></p> <p>Develop a formal Sustainability Policy covering waste management, energy efficiency, and sustainable research management practices, and disseminate it among all employees to strengthen</p>	<p><b>I-IQ 2027 /</b> Health and safety officer, Board of Directors</p>

<p>Chemistry, Polish Academy of Sciences</p> <p>Decision no. 3/2023 of the Director of the IOC PAS concerning actions aimed at reducing electricity consumption at the IOC PAS</p>	<p>defines detailed procedures for the segregation, collection, labeling, and storage of waste, ensuring full compliance with legal and safety requirements. Given the nature of the Institute's scientific activity, the handling and disposal of chemical waste constitute the most significant and strictly controlled part of the Institute's environmental management system.</p> <p>Energy efficiency measures have also been implemented, such as the widespread use of LED lighting to reduce electricity consumption. In February 2023, additional solutions aimed at lowering energy usage were introduced and continue to be applied. The Institute has also transitioned largely to electronic document circulation and conducts a significant proportion of meetings online, thereby further reducing its environmental footprint. These actions reflect the Institute's commitment to sustainability; however, they now require systematic collection, coordination, and documentation, which is planned as a forthcoming activity.</p>	<p>awareness and engagement in environmentally responsible research and institutional operations. The policy will be developed in line with the principles of the European Green Deal and the UN Sustainable Development Goals.</p>
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PILLAR 2 – RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION

### 1. RESEARCHERS' ASSESSMENT

Researchers' assessment should enable evaluating the performance of researchers and research to achieve the highest quality and impact. This requires recognition of increasingly diverse activities, practices and research outputs. Consequently, assessment should be based primarily on qualitative judgement, for which peer review and review by other pertinent experts is central, supported by the responsible use of quantitative indicators. Contributions to innovation should also be recognised, particularly for candidates from an industrial background.

Employers and funders should support a system for the assessment and reward of researchers that considers the overall quality of their impact on society, science and innovation, the diversity of activities performed, Open Science practices, and the value of geographical, inter-disciplinary and inter-sectoral mobility. Such a system should:

- (a) be based on qualitative unbiased judgement provided by peers and pertinent experts, supported by the responsible use of quantitative indicators;
- (b) reward quality and the various potential impacts of research on society, science and innovation;
- (c) recognise a diversity of outputs, inter alia publications, datasets, software, methodologies, protocols, patents, models, theories, algorithms, workflows, exhibitions, strategies, policy contributions; a diversity of activities, inter alia mentoring, research supervision, leadership roles, entrepreneurship, FAIR data management – following the principles Findable, Accessible, Interoperable and Reusable –, peer review, teaching, knowledge valorisation, industry-academia cooperation, support for evidence-informed policy-making, interaction with society, management and leadership, supervision, teamwork, services to society, science communication and methodological rigor; and a diversity of practices, inter alia Open Science, early knowledge and data sharing, and open collaboration, in addition to all mobility experiences including geographical, inter-sectoral, inter-institutional, inter- and trans-disciplinary;
- (d) ensure that researchers' activity meets high standards of ethics and integrity, applies appropriate conduct of research, and values good practices, including open practices for sharing research results and methodologies, whenever possible;
- (e) use assessment criteria and processes that respect the variety of research disciplines and national contexts;
- (f) support a diversity of researcher profiles and career paths, and value individual contributions, but also the role of teams, collaborative work, and inter-disciplinarity;
- (g) ensure gender balance, gender equality, equal opportunities and inclusiveness.

To ensure coherence in the implementation of these principles, employers and funders should foster continuous training for the actors involved in the assessment and reward process.

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>Rules and Regulations of Periodic Evaluation of Researchers in the IOC PAS</p>	<p>At the Institute of Organic Chemistry PAS, a structured system for the assessment of researchers is in place and aims to support high-quality research and professional development. In accordance with the Act on the Polish Academy of Sciences, the Scientific Council of IOC PAS is mandated to conduct periodic evaluations of research staff.</p> <p>The Institute applies a periodic evaluation system carried out at least once every four years. Researchers are evaluated in defined groups (titular professors, associate professors, doctors, master's degree holders and technical staff) using a rating scale of <i>very good</i>, <i>good</i>, <i>satisfactory</i> and <i>unsatisfactory</i>. The assessment is conducted by the Committee for the Evaluation of Researchers elected by the Scientific Council and is based on a points-based system aligned with applicable national regulations and the Institute's internal rules. The evaluation takes into account the cumulative achievements of the employee over the four-year period. The most recent periodic evaluation was conducted at the end of 2024.</p> <p>In addition to the four-year periodic assessment, IOC PAS conducts an annual evaluation of scientific achievements for the purpose of awarding the Director's Awards. These awards are granted in distinct categories (titular professors, habilitated doctors, doctors, doctoral students and technicians) and are based on achievements from a given year, using the same evaluation survey. The Director's Awards are granted publicly to ensure transparency.</p> <p>The parameters currently used in the evaluation process focus primarily on scientific achievements, including publications, scientific monographs, textbooks, research and development projects, patents and implementations of research results. The credit system applied in the evaluation process is periodically updated and adapted to binding regulations. Prior to each evaluation, employees receive detailed information by email regarding the principles, criteria and schedule of the assessment. All applicable regulations</p>	<p><b>Revision of the four-year researcher evaluation system</b></p> <p>Revision of the four-year researcher evaluation framework, including internal regulations and assessment tools, through the development of a transparent points-based system complemented by structured qualitative assessment, balancing scientific achievements with other forms of professional activity, such as teaching and supervision, science communication and outreach, researcher mobility (including research stays and internships), international collaboration, cooperation with industry, and societal impact activities, in line with the New European Charter for Researchers.</p>	<p><b>II-III Q 2027 /</b> Research Director, Scientific Council</p>
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	<p>are available on the Institute's internal website and are included in Welcome Packages provided to new employees.</p> <p>In line with the Action Plan for 2023–2025, the most recent periodic evaluation introduced additional criteria related to effective working time and teaching duties. However, these elements were not explicitly integrated into the points-based evaluation table and were assessed only as supplementary criteria. As a result, their implementation proved insufficiently effective, and only a limited number of employees reported additional duties or activities beyond their core research tasks. This outcome has demonstrated the need for further improvements and a more systematic integration of such criteria into the assessment framework.</p> <p>In response, the Institute considers it necessary to undertake a comprehensive revision of both the points-based evaluation table and the evaluation questionnaire. The planned reform aims to fully align the assessment system with European standards and principles by explicitly recognising:</p> <ul style="list-style-type: none"> <li>&gt; a broad diversity of research outputs (including publications, datasets, software, methodologies, protocols, patents and other research results);</li> <li>&gt; a wide range of academic and non-academic activities, such as teaching, supervision and mentoring, leadership and management roles, teamwork, peer review, knowledge valorisation, industry–academia cooperation, science communication and interaction with society;</li> <li>&gt; research practices consistent with Open Science principles, including early knowledge and data sharing, FAIR data management and open collaboration;</li> <li>&gt; ethical standards, integrity and methodological rigour in research conduct;</li> <li>&gt; the value of geographical, intersectoral, inter-institutional and interdisciplinary mobility;</li> <li>&gt; diverse researcher profiles, career paths and individual contributions, while also valuing collaborative and team-based work;</li> <li>&gt; gender equality, equal opportunities and inclusiveness.</li> </ul>		
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	<p>The revised assessment framework will combine quantitative indicators with structured qualitative judgement provided by the Evaluation Committee. While the committee is composed of internal members, the assessment process will be based on clearly defined criteria, collective discussion and transparent documentation of decisions, in order to minimise subjectivity and ensure fairness and consistency.</p> <p>The comprehensive revision of the researchers' assessment system, including the redesign of the points-based evaluation framework and assessment tools, constitutes a key action within the Action Plan for 2025–2027 and is considered essential for ensuring a fair, transparent, inclusive and high-quality evaluation system aligned with European standards.</p>		
<p><b>2. RECRUITMENT</b></p> <p><i>In accordance with the principles of academic freedom and institutional autonomy, employers and funders are recommended to establish recruitment and selection procedures which are open, transparent and merit-based, without penalisation for career breaks or non-linear, multi-career and hybrid paths. They should seek excellence, gender equality, diversity, and be tailored to the type of position advertised. Advertisements should include a comprehensive description of the knowledge and competencies required, including a description of the working conditions and entitlements, career development prospects and an overview of the timeline. Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and career development prospects. Committee members should also be made aware of and trained about fair recruitment principles.</i></p> <p><b>Variations in the chronological order of CVs</b></p> <p>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 multi-dimensional 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 they are applying.</p> <p><b>Seniority</b></p>			

The level of qualifications required should be in line with the needs of the position and not set as a barrier to entry. Evaluation of qualifications should focus on judging the achievements of the person rather than their circumstances or the reputation of the institution where the qualifications were acquired. As professional qualifications may be acquired at an early stage of a long career, the pattern of lifelong professional development should also be encouraged and recognised.

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>Regulations on the procedure and mode of conducting competitions for scientific positions at the Institute of Organic Chemistry PAS in Warsaw</p> <p>OTM-R procedures at the IOC PAS</p> <p>The regulations of recruitment to Warsaw PhD School</p>	<p>Employment in scientific positions at the Institute of Organic Chemistry PAS is governed by the Act on the Polish Academy of Sciences, which constitutes the main legal framework regulating employment in the Academy's research institutes. The Act specifies, among others, the qualification requirements for particular positions (e.g. a doctoral degree for assistant professors, the title of professor for full professors), the obligation to conduct open recruitment competitions prior to employment (announced in the Public Information Bulletin – BIP – and on the EURAXESS portal), as well as the possibility of employment based on nomination or an employment contract, in accordance with national legislation.</p> <p>At the IOC PAS, recruitment processes are most often conducted within the framework of research projects financed by external funding agencies. In such cases, recruitment must also comply with the regulations and requirements of the granting institution, in addition to national and institutional rules. Prior to the implementation of the HR Excellence in Research Strategy, all competitions were organised in accordance with the internal document <i>“Regulations on the procedure and mode of conducting competitions for scientific positions at the Institute of Organic Chemistry PAS in Warsaw.”</i></p> <p>The reform of recruitment procedures at the Institute of Organic Chemistry PAS has been one of the most substantial organisational improvements resulting from the implementation of the HR Excellence in Research Strategy. Since its adoption, recruitment processes have become fully open, transparent, and merit-based, aligning with the principles of academic freedom, institutional autonomy, and the <i>European Charter for Researchers</i>.</p>	<p><b>Update of the Detailed procedure for recruitment for scientific positions in the IOC PAS</b></p> <p>The document will be updated to include explicit guidelines on promoting diversity and inclusion in job advertisements, ensuring that all recruitment announcements encourage applications from candidates of diverse backgrounds and underrepresented groups.</p>	<p><b>III-IVQ 2025 /</b> Administrative employee responsible for recruitment processes, Board of Directors</p>
		<p><b>Updating OTM-R procedures at the IOC PAS</b></p> <p>It is necessary to review and update the OTM-R Procedures to ensure their continued compliance with current national regulations, institutional practices, and European standards, as the document has been in place for several years.</p>	<p><b>I-IIQ 2026 /</b> Administrative employee responsible for recruitment processes</p>

<p>Detailed procedure for recruitment for scientific positions in the IOC PAS</p>	<p>In 2021, following the mid-term evaluation, the Institute introduced a new <i>Detailed procedure for recruitment to scientific positions in the IOC PAS</i>, fully compliant with national law, EU standards, and the OTM-R (Open, Transparent and Merit-Based Recruitment) principles. This document, updated in 2023, comprehensively defines every stage of the recruitment process.</p> <p>According to the procedures, competitions for scientific positions are publicly announced and conducted by independent, gender-balanced selection committees. Recruitment advertisements include full information on the position, required competencies, working conditions, entitlements, and career development opportunities, and are published on the Institute's website (in Polish and English), the Euraxess portal, and relevant platforms of funding agencies and social media.</p> <p>All candidates are informed in advance about the selection criteria, process, and timeline, and interviews may be conducted in Polish or English. The Institute recognises career breaks and non-linear career paths as valuable elements of researchers' professional development, and chronological variations in CVs are not penalised. The evaluation of candidates focuses on the quality and impact of achievements, not the prestige of institutions or supervisors.</p> <p>The level of seniority and required qualifications is always tailored to the advertised position, ensuring that professional potential and lifelong development are properly recognised. Members of selection committees have access to the <i>OTM-R Procedures</i> document, which provides detailed guidance on fair, transparent, and inclusive recruitment practices, and must avoid any conflict of interest.</p> <p>The adopted procedures ensure compliance with the principles of equal opportunity, gender balance, diversity, and transparency throughout all stages of recruitment.</p> <p>Admission to the Doctoral School follows a separate process governed by the regulations of the School, jointly established by several institutes of the Polish</p>	<p><b>Adaptation of job advertisements to new pay transparency regulations</b></p> <p>Adaptation of job advertisements at IOC PAS to changing Polish legal regulations effective from January 2026, including the disclosure of salary ranges for advertised positions and information on comparable remuneration levels for analogous positions, in order to ensure transparency and compliance with applicable law.</p>	<p><b>IQ 2026 /</b> Administrative employee responsible for recruitment processes</p>
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	Academy of Sciences. These rules are likewise fully aligned with the OTM-R principles, guaranteeing openness, fairness, and merit-based selection.	
<p><b>3. SELECTION</b></p> <p><i>As part of recruitment, 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 – as assessed on the basis of their innovative research methods, approaches and outputs – and level of independence should also be considered. Selection committees should bring together diverse expertise, competences and experience relevant to assess the candidate. Selection committees should also have adequate gender balance and, where appropriate and feasible, include members from different sectors – public and private – and disciplines, and from other countries. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face and online interviews. Members of selection panels should be adequately trained especially for minimising gender bias or any other possible unconscious biases. All candidates should be informed after the selection process about the strengths and weaknesses of their application.</i></p> <p><b>Non-discrimination</b></p> <p><i>Employers and funders of researchers should not discriminate against researchers in any way based on gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.</i></p>		
<b>Relevant legislation</b>	<b>Existing Institutional rules and/or practices</b>	<b>When/Who</b>
<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>Over the past years, the IOC PAS has introduced a series of measures to ensure that all recruitment and selection committees are appropriately composed and operate in line with the principles of openness, transparency, and merit-based recruitment (OTM-R). In 2017, the Institute formally adopted the OTM-R procedures, which emphasized the importance of diversity within recruitment committees – including diversity of knowledge, professional experience, gender balance, and representation of various organizational units. These principles were further reinforced in the 2021 detailed procedure for recruitment, which stipulate that each recruitment committee must consist of at least three members, maintain gender balance, and include individuals with adequate expertise to properly assess candidates. When necessary, the chair of the</p>	<p><b>Bias Awareness Card for Selection Committees</b></p> <p>A short, one-page Bias Awareness Checklist will be developed for members of recruitment committees, highlighting examples of common unconscious biases (e.g. undervaluing CVs with career breaks, gendered stereotypes in assessing leadership potential). The</p>

<p>Regulations on the procedure and mode of conducting competitions for scientific positions at the Institute of Organic Chemistry PAS in Warsaw</p> <p>OTM-R procedures at the IOC PAS</p>	<p>committee may also appoint external experts to ensure an objective and comprehensive evaluation.</p> <p>Most recruitment processes at the IOC PAS are related to national and strictly scientific projects; therefore, selection committees typically do not include members from other sectors or countries. However, such participation is possible and practiced in the case of international research grants, consortium projects, or other collaborations involving external partners</p>	<p>checklist will be distributed to all committee members prior to interviews, serving as a practical reminder to support fair, objective, and gender-sensitive evaluation of candidates.</p>	
<p>The regulations of recruitment to Warsaw PhD School</p> <p>Detailed procedure for recruitment for scientific positions in the IOC PAS</p>	<p>In assessing candidates, the Institute places particular emphasis on their overall research potential, creativity, and level of independence, as demonstrated through innovative research methods, approaches, and results. These elements are consistently included among the formal evaluation criteria listed in each job announcement.</p> <p>Typically, recruitment at the IOC PAS consists of two stages: (1) an assessment of the submitted applications, and (2) interviews with selected candidates. Since 2020, interviews have been conducted online, and candidates are always provided with at least seven days' notice to prepare. In specific cases, the interview stage may be omitted, for example when only one candidate achieves a very high score.</p>	<p><b>Strengthening OTM-R guidelines on fair and unbiased candidate evaluation</b></p> <p>Update the OTM-R framework to include clear guidance for selection committees on fair candidate evaluation, equal treatment, and identification and mitigation of unconscious bias.</p>	<p><b>I-IIQ 2026 /</b> Administrative employee responsible for recruitment processes</p>
<p>In the first stage, candidates are evaluated using a standardized scoring system across four categories: scientific achievements, professional experience, career mobility, and competencies. Each recruitment process follows the same scoring framework, with clearly defined weights assigned to each category. Based on this assessment, all candidates receive a final percentage score. The percentage results are communicated to candidates who are not selected for the next stage of the recruitment process. In the second stage, interviews focus on identifying the strengths and weaknesses of each candidate, and the evaluation is presented in a descriptive form.</p> <p>Recruitment to the Doctoral School follows its specific admission rules, overseen by a five-member permanent recruitment committee (three men and</p>	<p>In the first stage, candidates are evaluated using a standardized scoring system across four categories: scientific achievements, professional experience, career mobility, and competencies. Each recruitment process follows the same scoring framework, with clearly defined weights assigned to each category. Based on this assessment, all candidates receive a final percentage score. The percentage results are communicated to candidates who are not selected for the next stage of the recruitment process. In the second stage, interviews focus on identifying the strengths and weaknesses of each candidate, and the evaluation is presented in a descriptive form.</p> <p>Recruitment to the Doctoral School follows its specific admission rules, overseen by a five-member permanent recruitment committee (three men and</p>	<p><b>Improving candidate feedback after recruitment stages</b></p> <p>Introduce a feedback mechanism ensuring that all candidates, including those advancing to the second stage, receive their percentage score from the first-stage evaluation. After the second stage, all candidates will receive a</p>	<p><b>Since III-IVQ 2025, on regular basis /</b> Administrative employee responsible for recruitment processes</p>

<p>two women) representing different research teams, all of whom have extensive experience in evaluation and recruitment processes.</p> <p>To date, no irregularities have been identified in the recruitment processes, and all procedures are conducted in accordance with established regulations. Nevertheless, IOC PAS is committed to continuously improving the transparency and fairness of its selection practices.</p> <p>As a new initiative, the Institute will introduce a Bias Awareness Card for Selection Committees – a concise, one-page checklist highlighting examples of common unconscious biases (e.g. undervaluing CVs with career breaks, or applying gendered stereotypes in assessing leadership potential). This practical tool will be distributed to all committee members prior to interviews, serving as a reminder to ensure fair, objective, and gender-sensitive evaluation of candidates.</p> <p>Furthermore, the Institute plans to enhance the OTM-R framework by including additional guidance for selection committee members, focusing on best practices in candidate evaluation, methods to ensure equal treatment, and techniques for identifying and mitigating unconscious bias during assessment.</p> <p>Through these actions, IOC PAS aims to further strengthen its commitment to equality, diversity, and fairness in all recruitment processes.</p>	<p>short written summary based on the recruitment protocol, outlining the main strengths and weaknesses of their application.</p>
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#### 4. CAREER PROGRESSION

*Employers and funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing the performance of their duties on a regular basis and in a transparent manner by an independent – and, in the case of senior researchers, preferably international – committee. Non-linear and multi-career paths, characterised by geographical, sectoral, and inter-organisational mobility, or hybrid paths, characterised by the simultaneous combination of sectors, deserve full recognition and consideration on a par with linear career paths – to be understood as careers following a straight line of progression from one position to another, usually within the same field or discipline.*

*Such evaluation and appraisal procedures should take due account of researchers' overall potential, their research creativity, their research output – e.g. publications, data, software, models, algorithms, methods, protocols, patents, policy contributions –, their activities – e.g. management and leadership, teaching/lecturing, peer review, supervision, mentoring, entrepreneurship, knowledge valorisation, national or international collaboration, administrative duties, service to society, science communication*

and interaction with society –, their research behaviour – e.g. ethics and integrity practice, methodological rigour, early knowledge and data sharing, open collaboration – and their mobility, and should be taken into consideration in the context of career progression.

A transparent, structured, inclusive and gender-equal career accession and progression system is needed to reinforce careers in academia, up to the top positions. The development of tenure-track-like systems – to be understood as defined frameworks where a fixed-term contract has the prospect of a progression to a permanent position subject to positive evaluation – could be considered for this purpose at the level of the Member States and research performing organisations.

#### Co-authorship

Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and 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, listed and/or quoted, in the context of their actual contributions, as co-authors of papers, co-inventors of patents, etc., or to publish their own research results independently from their supervisors. They should also offer training and workshops to researchers, especially early-career researchers, on ethical authorship practices, including the understanding of individual contributions and their rights and responsibilities.

#### Recognition of mobility experience

Any relevant 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.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>The Law on Higher Education and Science</p> <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>Rules and Regulations of Periodic Evaluation of Researchers in the IOC PAS</p>	<p>At the IOC PAS, a periodic evaluation system for research staff is implemented on a four-year cycle. The evaluation is conducted by an evaluation committee appointed by the Scientific Council of the Institute. The committee is composed of researchers employed at IOC PAS and operates in accordance with an adopted, transparent points-based evaluation system, on the basis of which the Scientific Council of the Institute of Organic Chemistry PAS performs the periodic assessment of research staff. The system is fully compliant with applicable national regulations and internal Institute rules. At the same time, it is planned to further revise and adapt this evaluation framework in line with evolving European standards; these planned changes are described in more detail in the <i>Researchers' assessment</i> section.</p>	<p><b>Establish clear and transparent criteria for academic promotions</b></p> <p>Prepare and announce a document outlining the requirements and procedures for promotion to each scientific position at IOC PAS. The criteria should be specific, measurable, and communicated to all staff in order to increase transparency and predictability of career progression. This measure will</p>	<p><b>III-IVQ 2026 /</b></p> <p>Board of Directors, Scientific Council</p>

<p>Scientific career development paths at the IOC PAS</p>	<p>Scientific degrees, academic titles and core academic positions in Poland are regulated by national legislation, in particular by the Act of 20 July 2018 – Law on Higher Education and Science. In accordance with this Act, the doctoral degree and the postdoctoral degree (doktor habilitowany) are awarded through procedures defined by law, while the title of professor is conferred by the President of the Republic of Poland. Likewise, academic positions such as assistant, assistant professor (adiunkt), institute professor and professor operate within statutory legal frameworks. The Institute of Organic Chemistry PAS conducts all qualification, promotion and appointment procedures in full compliance with the binding national legislation.</p> <p>As part of the implementation of activities related to the <i>HR Excellence in Research Award</i>, the Institute developed and adopted in 2021 an additional internal document specifying career development paths at IOC PAS for researchers holding a doctoral degree. This document clarifies possible career trajectories after the PhD, including paths leading to scientific independence, and defines the general conditions for their implementation.</p> <p>In accordance with this framework, research mobility – including international, intersectoral and interdisciplinary mobility – is actively promoted and recognised as an important element of researchers’ professional development. Mobility experience is taken into account when assessing scientific achievements and research potential, and is regarded as a key factor supporting the development of scientific independence and international competitiveness.</p> <p>Co-authorship is viewed positively at IOC PAS as evidence of collaborative and responsible research conduct and is already recognised in the evaluation of research staff. Early-career researchers are acknowledged as co-authors of scientific publications resulting from research projects to which they have made a substantial contribution. In order to further systematise and formalise this approach, the Institute will explicitly address co-authorship in the planned revisions of the points-based evaluation system and promotion criteria</p>	<p>also help reduce the risk of unconscious bias in promotion decisions.</p>	
	<p><b>Revision of the format of annual research reporting sessions</b></p> <p>Revision of the format of the annual research reporting sessions, starting from 2026, with increased emphasis on presentations delivered by early-career and newly appointed group leaders, in order to support visibility, leadership development and career progression of emerging research teams.</p>	<p>IQ 2026 / Board of Directors</p>	

	<p>included in the Action Plan for 2025–2027, ensuring that it is consistently and transparently reflected both in periodic assessments and in internal career advancement procedures.</p> <p>At the same time, the Institute recognises that despite the existing regulations, certain gaps remain, particularly with regard to the need for a more transparent and equitable internal promotion system between academic positions, such as transitions from assistant to assistant professor, or from assistant professor to professorial positions at IOCPAS. Therefore, the Institute plans to develop more precise promotion rules based on clearly defined, objective and measurable criteria, taking into account the diversity of career paths, scientific output, non-research activities and mobility experience. These actions have been included in the current Action Plan for 2025-2027 as an important step towards strengthening a transparent and fair career progression system for researchers.</p>
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### PILLAR 3 – WORKING CONDITIONS AND PRACTICES

#### 1. WORKING CONDITIONS, FUNDING AND SALARIES

*Employers and funders should ensure that the working conditions for researchers, including those with disabilities, provide, where appropriate, the flexibility and accessibility deemed essential for successful research performance, in accordance with existing national legislation and circumstances, and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions for combining personal life, family, caring, health, safety, and overall wellbeing, without prejudice to research careers. Particular attention should be paid, inter alia, to flexible working hours, part-time working, remote working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements. Employers should provide working conditions and environment that promote the mental health and physical wellbeing of researchers, including appropriate procedures for preventing and tackling gender-based violence, including sexual harassment.*

#### **Research environment**

*Employers and 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 the highest level of health and safety in line with Union, national and sectoral regulations. Funders should ensure that adequate resources are provided in support of the agreed work programme. In particular, it is important to have qualified support staff – e.g. research managers and administrators.*

### Complaints/appeals

*Employers and funders of researchers should establish, in compliance with relevant national, Union or international law, rules and regulations, appropriate procedures, possibly in the form of an impartial ombudsperson, to deal with complaints/appeals of researchers, including those concerning conflicts among supervisors and First Stage (R1)/Recognised (R2) 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 working conditions and environment.*

### Participation in organisation governance

*Employers and funders of researchers should recognise 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, to protect and promote their individual and collective interests and to actively contribute to the workings of the institution.*

### Funding and salaries

*Employers and funders of researchers should ensure that researchers, irrespective of their status, enjoy fair and attractive remuneration conditions – funding and salaries – with adequate and equitable social security provisions – including sickness, healthcare and parental benefits, pension rights and unemployment benefits, old-age and survivor's benefits, invalidity benefits and benefits in respect of accidents at work and occupational disease – in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This should include researchers at all career stages, including First Stage Researchers (R1), commensurate with their legal status, performance and level of qualifications and responsibilities. Researchers should be made aware of their rights and obligations when it comes to understanding how their salaries are being taxed, and should be provided with transparent information on social protection rights such as national pension rights.*

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 Charter of the Polish Academy of Sciences Charter of the IOC PAS	<b>Working conditions</b> The IOC PAS provides working conditions in line with national legislation and internal regulations, ensuring flexibility and supporting researchers in balancing their professional and personal lives. Flexible working hours are in place, allowing employees to choose their starting and finishing times while maintaining an eight-hour working day. Although this flexibility was partially limited during a period of exceptionally high electricity prices, it has now been fully restored. Researchers are offered the possibility of remote work, particularly for tasks that do not require laboratory presence, such as literature studies, manuscript preparation, and computational work. The rules governing remote work have	<b>Renovation of social facilities</b> Carry out the planned renovation of social facilities in the laboratory building to improve working conditions for staff.  <b>Maintenance of the heating system</b> Perform maintenance of the	<b>IVQ 2025 /</b> Deputy Director  <b>IVQ 2025 /</b> Deputy Director

<p>Regulations for the election of members of the Scientific Council</p> <p>Procedure for counteracting mobbing binding in the IOC PAS</p> <p>Work rules and regulations of the IOC PAS</p> <p>Regulations on business travel at the IOC PAS</p> <p>Remote Work Regulations at the Institute of Organic Chemistry 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>Regulations of the IOC PAS social benefits fund</p> <p>Rules and Regulations governing bonuses for employees of the IOC PAS</p> <p>The Remuneration Regulations at the IOC PAS</p> <p>Regulations on the Awarding of Scholarships at the IOC PAS</p> <p>Director's Ordinance No. 20/2023 on the detailed rules and procedures for awarding task-</p>	<p>been formally regulated by a Remote Work Regulations introduced in April 2023, implemented as part of the Institute's Action Plan for 2023–2025, which clarifies organisational and administrative aspects of working remotely</p> <p>The Institute supports the combination of professional and family responsibilities by allowing employees, when necessary, to leave the workplace during working hours to attend to personal or family matters, subject to prior agreement with their supervisor. These principles are described in detail in the document "A Family-Friendly Workplace", adopted in March 2025 as part of the implementation of the Gender Equality Plan (GEP) for 2022–2027, which also outlines additional rights for employees with children, such as entitlement to additional leave days for childcare.</p> <p>In addition, researchers are entitled to 36 days of annual leave and may apply for unpaid, training or health leave depending on their individual circumstances. The IOC PAS also ensures accessibility of its buildings for persons with disabilities and offers suitable non-laboratory positions, such as in theoretical chemistry teams, where appropriate.</p> <p>Furthermore, the Institute has a formal anti-mobbing and anti-harassment procedure in place, which clearly defines the rights and obligations of employees and employers, as well as reporting and response mechanisms. This procedure ensures a safe, respectful and inclusive working environment and provides institutional support for preventing and addressing any forms of workplace misconduct, including gender-based violence and sexual harassment.</p> <p><b>Research environment</b></p> <p>The IOC PAS provides a highly stimulating research environment supported by advanced laboratory infrastructure and comprehensive research facilities. The Institute operates modern, fully equipped laboratories for organic synthesis and analytical services, supported by highly qualified scientific and technical staff and state-of-the-art equipment. Researchers have access to the internal IT network, high-speed internet, major scientific journals and chemical databases, as well as</p>	<p>heating system to ensure safe and comfortable working conditions.</p> <p><b>Improving business reporting and settlement forms</b></p> <p>Improve the business travel application and settlement forms to make the procedures clearer and more intuitive for researchers, thereby increasing organisational efficiency.</p> <p><b>Update of Welcome Packages for new employees</b></p> <p>Revision and update of the Welcome Packages for new employees to ensure that they provide clear, up-to-date and comprehensive information on institutional regulations, procedures and support structures.</p> <p><b>Revision of the Charter of the IOC PAS to reflect organisational and research structure</b></p>	<p><b>III-IVQ 2025 /</b> Business travel office</p> <p><b>III-IV Q 2026 /</b> Secretariat with contribution from all administrative departments</p> <p><b>IQ 2026 /</b> Scientific Council</p>
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<p>based bonuses and supplementary remuneration in projects financed from external sources</p> <p>Health and safety instructions</p> <p>Funding agencies regulations (NCN, NAWA, FNP, NCBR, EU programmes)</p>	<p>remote access to institutional resources and a computer cluster for molecular modelling and computational chemistry.</p> <p>All laboratories comply with applicable health and safety regulations, including fire safety and emergency procedures. Researchers are provided with appropriate personal protective equipment before commencing laboratory work. In addition, all employees undergo mandatory initial and periodic occupational health and safety training, and additional meetings dedicated to workplace safety are organised with the Institute's management, most recently in November 2023 and September 2024.</p> <p>As part of the continuous improvement of the research environment, several digital solutions have been introduced to streamline administrative and research-related processes. In October 2023, the procedures for submitting and settling business travel requests were fully transferred to an electronic format, with all communication conducted via email. In November 2023, a fully electronic USOS system was implemented for doctoral students, enabling online registration for courses and access to examination results.</p> <p>Furthermore, within the implementation of the Action Plan for 2023–2025, additional measures have been introduced to further support researchers. These include the implementation of a fully electronic document management and ordering system (DMS), enabling researchers to submit orders online, with integrated processing by the purchasing and accounting departments. System testing began in IVQ 2024, and full functionality for all users was launched at the beginning of 2025. In addition, electronic analytical service request forms are available online in both Polish and English, facilitating internal and external collaboration.</p> <p>From the researchers' perspective, limited access to NMR infrastructure remains a key challenge. The Institute continues to seek external funding to enable the purchase of additional NMR equipment. As an interim measure, a revised NMR time reservation system was introduced in January 2024, improving</p>	<p>Revision of the Charter of the IOC PAS aimed at adapting the organisational structure to current operational and research realities, including clarifying the possibilities for establishing research subunits and other internal organisational solutions, in order to better support scientific development, management efficiency and institutional flexibility.</p>
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	<p>transparency and efficiency and allowing for more effective use of the existing infrastructure.</p> <p>Beyond NMR-related issues, the Institute has implemented several additional measures responding to researchers' needs. These include an upgraded liquid waste collection system implemented in June 2023, as well as the introduction of an updated business travel policy in December 2023. The new policy was implemented as part of the Action Plan for 2023–2025 and aimed at clarifying procedures and making them more intuitive for researchers. The current analysis has also identified the need to introduce more user-friendly and intuitive application and settlement forms in order to further facilitate the implementation of these regulations.</p> <p>While structural limitations related to the existing building cannot be fully resolved in the short term, the Institute addresses urgent infrastructural needs on an ongoing basis. Planned measures include the renovation of social facilities in the laboratory building and maintenance of the heating system, both scheduled for IVQ 2025.</p> <p><b>Complaints/appeals</b></p> <p>The IOC PAS has established a comprehensive and multi-level system for handling complaints, appeals, and conflict situations, in line with applicable national regulations and the Act on the Polish Academy of Sciences. Researchers may report concerns through several formal channels, including their immediate supervisors, the Head of Doctoral Studies, or directly to the Institute's Board of Directors. In addition, the Scientific Council appoints a Disciplinary Officer for four-year terms, as well as disciplinary committees responsible for examining and adjudicating cases concerning researchers.</p> <p>Doctoral students are provided with dedicated and accessible reporting mechanisms, including the Doctoral Student Council, supervisors, and the Head of Doctoral Studies. In addition, doctoral students are supported by a designated Disciplinary Spokesman and a dedicated Disciplinary Committee for doctoral</p>	
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	<p>students, responsible for examining and adjudicating disciplinary and conflict-related cases. Separate disciplinary and appeals committees for employees and doctoral students are regularly renewed every four years, ensuring transparency, continuity, and impartiality of the procedures.</p> <p>As part of the implementation of the HR strategy, internal reporting regulations were introduced in December 2021, and a designated reporting representative was appointed at that time to provide confidential support in handling complaints and grievances. In December 2024, the internal reporting regulations were updated, and the reporting system was expanded through the establishment of a dedicated internal reporting team, replacing the previous model based on a single reporting representative. To ensure accessibility and employee comfort, multiple reporting options are available, and detailed information on reporting procedures is included in Welcome Packages provided to new employees.</p> <p><b>Participation in organisation governance</b></p> <p>The Institute fully recognises the importance of researchers' participation in institutional governance and ensures their representation in key information, consultation and decision-making bodies. The two main decision-making bodies of the Institute are 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 provides ongoing supervision over the scientific activities of the Institute, including approval of research programmes and the conferral of doctoral degrees.</p> <p>The Scientific Council is composed of employees of the Institute representing all levels of the scientific community, including senior scientists, junior researchers and a representative of doctoral students, as well as recognised external senior scientists whose expertise is relevant to the Institute's research profile. The proportions of representatives from different groups are regulated by the Act on</p>	
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	<p>the Polish Academy of Sciences, ensuring balanced representation across career stages.</p> <p>In addition, researchers actively contribute to the functioning of the Institute through regular meetings between the Board of Directors and Team Leaders, as well as through ad hoc committees appointed to address specific tasks and institutional needs. Doctoral students are represented through the Doctoral Students' Council, which enables them to submit opinions and suggestions directly to the Director, supervisors and the Head of Doctoral Studies.</p> <p>Employee representation is further ensured through the Committee of Employee Representatives, established in 2019 and elected by all employees. The Committee includes both academic and administrative staff and consults new internal regulations with the Board of Directors, supported by the HR Working Group. Information on employee representation in decision-making bodies is provided to all new employees as part of the Welcome Package.</p> <p><b>Funding and salaries</b></p> <p>The IOC PAS ensures that researchers at all career stages are employed and remunerated in full compliance with applicable national legislation, grant agreements, and internal regulations. Employment conditions are governed by the Act on the Polish Academy of Sciences, the Polish Labour Code, regulations of the social security system, and internal acts, including the Remuneration Regulations and the Rules Governing Bonuses at the IOC PAS. Salaries are based on legally defined pay scales, with limited flexibility resulting from statutory provisions, while additional remuneration may arise from participation in research projects or additional assigned activities.</p> <p>All mandatory social security contributions are paid in full and on time, ensuring comprehensive coverage, including health insurance, sickness and maternity benefits, pension rights, accident insurance, and other statutory benefits. These provisions apply to all researchers, including early-stage researchers, while doctoral students are covered by health and accident insurance. Due to legal</p>	
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	<p>constraints, the Institute is not permitted to independently cover health insurance contributions for non-European doctoral students; however, to ensure adequate social protection, a Welcome Center established in 2021 provides comprehensive assistance in addressing formal and administrative matters related to social security and employment.</p> <p>The Institute complements statutory benefits with additional support measures, including semi-annual performance-based bonuses, access to private health insurance packages, subsidised sports activities, financial assistance in difficult life situations, and interest-free housing or renovation loans. These benefits are distributed through dedicated funds and independent committees, ensuring transparency and fairness. Furthermore, doctoral students and foreign researchers are offered temporary accommodation at the Institute's hotel under preferential conditions to facilitate their integration and reduce living costs.</p> <p>In the event of significant legal or tax changes affecting remuneration, employees are informed through direct e-mail communication and, where necessary, during dedicated information meetings. Particular attention is given to supporting international employees, who receive additional guidance on matters such as personal income tax settlement, which may pose practical difficulties.</p> <p>As part of the implementation of the Action Plan for 2023–2025, a comprehensive review of internal regulations related to remuneration and bonuses was conducted, followed by updates and amendments to ensure compliance with current legal requirements and evolving institutional needs. The updated documents included the Rules and Regulations governing bonuses for employees of the IOC PAS (January 2023), the Regulations of the IOC PAS social benefits fund (updated in January 2023 and subsequently revised in May 2024), The Remuneration Regulations at the IOC PAS (July 2023), and the Regulations on the Awarding of Scholarships at the IOC PAS (November 2023). In addition, a new regulation governing supplementary remuneration and task-based bonuses in projects financed from external sources was introduced in July 2023 in</p>	
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	response to newly awarded research grants and the evolving structure of externally funded projects at the Institute.		
<p><b>2. STABILITY OF EMPLOYMENT</b></p> <p><i>Employers and funders should take resolute actions to counter the phenomenon of precarity and to support job security and stability. This could, on a voluntary basis, include the establishment of a maximum threshold for the number of fixed-term contracts per organisation in the overall researchers' human resources. Whenever permanent, long-term or highly recurrent research tasks are being fulfilled, permanent or open-ended contracts are recommended as the appropriate instrument. Researchers under fixed-term contracts should benefit from specific career development and advisory services to ensure career continuity.</i></p> <p><b>Early-career researchers (R1-R2)</b></p> <p><i>Precarity of employment is a particular issue in academia. To counter this situation is recommended the implementation – subject to national legislation and circumstances – of specific measures in support of early-career researchers with regard to providing First Stage researchers (R1) with social protection and working conditions applicable to researchers in other career stages and with adequate income, promoting involvement of early-career researchers into research teams avoiding the demand of tasks unrelated to their scientific training and recognising inter-institutional, inter-sectoral, inter-disciplinary and geographical mobility, including virtual mobility. Additionally, appointing institutions should establish clear rules and explicit guidelines for the recruitment and appointment of recognised researchers (R2), including the maximum duration and the objectives of these appointments. Such guidelines should consider 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 with fixed-term contract or tenure.</i></p> <p><i>Employers and funders should make their best effort as regards informing early-career researchers about career opportunities, within and beyond academia, offering broad professional development, especially during the R2 stage, more transparent and predictable career prospects, and work-based learning opportunities in a diversity of sectors.</i></p>			
<p><b>Relevant legislation</b></p> <p>The Act on the Polish Academy of Sciences</p> <p>The Law on Higher Education and Science</p> <p>Labour Code</p>	<p><b>Existing Institutional rules and/or practices</b></p> <p>All employment contracts at the Institute comply with national regulations, including those governing the maximum number and total duration of fixed-term contracts per employee. There are no statutory limits under Polish law specifically defining the duration of postdoctoral or adjunct positions; however, at the Institute employment in such roles is predominantly project-based. Positions funded through external grants are therefore subject to project-specific regulations and funding conditions, which necessitate the use of fixed-term contracts.</p>	<p><b>Actions required</b></p> <p><b>Structuring of the research unit framework</b></p> <p>Systematisation of the Institute's research structure through the definition of an indicative range for the number of research groups and the number of research</p>	<p><b>When/Who</b></p> <p>I-IIQ 2027 / Board of Directors, Scientific Council</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>Funding agencies regulations (NCN, NAWA, FNP, NCBR, EU programmes)</p> <p>Scientific career development paths at the IOC PAS</p> <p>Regulations on the Awarding of Scholarships at the IOC PAS</p>	<p>Whenever permanent, long-term or highly recurrent tasks are performed, the Institute applies open-ended contracts as the appropriate employment instrument. This applies in particular to positions involving continuous institutional responsibilities, such as technical staff, laboratory chemists, research group leaders, and administrative personnel, whose roles are essential for the stable functioning of the Institute.</p> <p>In practice, over the past several years, the Institute has recruited researchers to permanent scientific positions outside externally funded projects only in exceptional, individual cases. The Institute currently does not have unfilled permanent vacancies nor the structural capacity to create open-ended positions independently of grant funding. Due to the high number of externally funded research projects, the staffing needs of the Institute are largely met through project-based recruitment, and consequently, the majority of research positions are directly linked to the duration and conditions of individual grants.</p> <p>In accordance with the regulations of the Doctoral School, doctoral candidates receive scholarships for a standard period of four years and may not be employed under employment contracts during this period. In cases where doctoral candidates do not complete their doctoral degree within this timeframe, they may apply for an extension of their education at the Doctoral School for a maximum of two additional years. In addition, they may submit an application to the Institute's management for a scientific scholarship for a period of up to six months. This solution was formally established in the Regulations on the Awarding of Scholarships at the IOC PAS (November 2023) and introduced as part of the measures aimed at clarifying and regularising the status of doctoral candidates, as foreseen in the Action Plan for 2023–2025. After this period, doctoral candidates are required to secure funding from external sources independently.</p> <p>All doctoral candidates are fully integrated into research teams and carry out their work within clearly defined research projects. Their duties are aligned</p>	<p>positions within each group, with the aim of ensuring organisational clarity, sustainability, and a minimum share of permanent (open-ended) research positions within the Institute.</p>
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	<p>with their scientific training and doctoral research objectives, and they are not burdened with excessive or non-research-related tasks.</p> <p>Despite the predominantly project-based employment model, the Institute recognises that individual situations may arise in connection with the opening or closing of research groups, which may result in the appointment of selected researchers to permanent contracts. To date, such decisions have been taken on an individual basis. In order to increase transparency and predictability, the Institute identifies the need to further systematise this process by defining the target number of research groups and the expected group size, which will support more strategic and foreseeable employment planning.</p> <p>All researchers are fully informed about the fixed-term nature of their contracts already at the recruitment stage, and the terms of employment are clearly communicated in vacancy announcements and employment agreements. Researchers employed under fixed-term contracts are provided with career development support, including mentoring by group leaders and regular information on funding, mobility and career opportunities, to support career continuity within and beyond academia, enabling them to actively plan and manage their career paths.</p> <p>For researchers interested in continuing their careers at the Institute, the IOC PAS has established a clearly defined scientific career development paths, including postdoctoral career paths, which outlines expectations, evaluation criteria and potential progression within the Institute. In parallel, early-career researchers are encouraged to pursue inter-institutional, inter-sectoral and international mobility, which is recognised as an important element of professional development and long-term career stability.</p>		
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### 3. CONTRACTUAL AND LEGAL OBLIGATIONS

*Researchers at all levels should be familiar with the national, sectoral or institutional regulations governing training and 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. Employers and funders should provide copies*

*of these documents in English. Researchers should adhere to such regulations by delivering the required results – e.g. thesis, publications, patents, reports, new products, etc. – as set out in the terms and conditions of the contract or equivalent document.*

*Given the increasing focus on knowledge security, researchers should always adopt safe working practices, in line with relevant national and Union legislation, including taking the necessary precautions for health and safety and for recovery from cybersecurity attacks, and information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national and Union legal requirements regarding data protection and confidentiality protection requirements and undertake the necessary steps to always fulfil them.*

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>Act on the National Science Centre</p> <p>Act on the Principles of Financing Science</p> <p>Funding agencies regulations (NCN, NAWA, FNP, NCBR, EU programmes)</p> <p>Regulations for the protection and usage of the intellectual property at the IOC PAS</p> <p>Work rules and regulations of the IOC PAS</p>	<p>The IOC PAS places strong emphasis on ensuring that researchers at all career stages are well informed about national, sectoral and institutional regulations governing training, working conditions and research activities. The scope of duties and responsibilities of each doctoral candidate and employee is clearly defined in a dedicated document and communicated to them prior to concluding a contract or equivalent agreement with the Institute. Researchers are also informed about the expected research outputs resulting from their employment or fellowship, such as doctoral dissertations, scientific publications, patents, reports or other deliverables, in accordance with the applicable contractual or funding conditions.</p> <p>The Institute has established internal regulations governing intellectual property rights, approved by the Scientific Council of IOC PAS in 2013. Researchers involved in externally funded projects are additionally required to sign project-specific agreements that detail the relevant obligations, reporting requirements and funding conditions. Compliance with these requirements is monitored through regular scientific and financial reporting, verified by the respective funding organisations.</p> <p>All applicable internal regulations, policies and procedures for employees and doctoral candidates are available in both Polish and English on the Institute's internal website. In addition, Welcome Packages provided to new employees and doctoral candidates include information on key contractual, legal and</p>	<p><b>Update of the organisational regulations of the IOC PAS</b></p> <p>Revision of the Organisational Regulations to introduce clearly defined scopes of responsibilities for each organisational unit, with the aim of increasing transparency and improving internal coordination.</p> <p><b>Review and update of English versions of key internal regulations</b></p> <p>Verification of the availability and validity of English versions of all key internal regulations, including the identification of gaps and the preparation or update of missing or outdated English-language documents.</p>	<p>II-III Q 2026 / Secretariat</p> <p>I-II Q 2027 / HRS4R Coordinator</p>

<p>Recommendations with respect to personal data protection</p> <p>List of responsibilities of each employee</p> <p>Organisational regulations of the IOC PAS</p>	<p>organisational obligations. Ongoing guidance from supervisors, group leaders and senior colleagues ensures that researchers are familiar with and comply with applicable regulations and maintain high standards of research conduct.</p> <p>In line with the increasing focus on knowledge security, the Institute has implemented comprehensive measures to ensure safe working practices and information security. The IOC PAS provides centrally managed IT infrastructure, including licensed antivirus software, secure remote access to the Institute's network, regular data back-up systems and controlled access to institutional resources. A dedicated and efficiently operating IT department oversees cybersecurity measures, system maintenance and data integrity, regularly informs employees about system updates and changes, and actively alerts staff to potential cybersecurity threats and risks.</p> <p>The Institute has also adopted clear guidelines and procedures concerning personal data protection and confidentiality, fully aligned with national regulations and the EU General Data Protection Regulation (GDPR). Researchers are required to familiarise themselves with these rules and to apply appropriate data protection, confidentiality and security measures in their daily work.</p>	
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#### 4. DISSEMINATION AND EXPLOITATION OF RESULTS

*Open Science should be practiced by all researchers to ensure, in compliance with their contractual arrangements, that the results of their research are disseminated, made openly available and exploited, e.g. communicated, transferred into other research settings and, if appropriate, commercialised. Senior researchers are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially and/or made accessible to the public whenever the opportunity arises.*

*Researchers should be facilitated in this regard by their employers and funders through the relevant skills training and access to the appropriate funding, infrastructure and support. The engagement of researchers in Open Science practices should be recognised, incentivised and rewarded by employers and funders in recruitment, career progression and funding programme assessment.*

**Intellectual Assets including Intellectual Property Rights**

*Employers and funders should ensure that researchers at all career stages are adequately compensated for the benefits resulting from the exploitation – if any – of their research and innovation activities results, where appropriate by guaranteeing co-ownership of the intellectual property rights such as copyright. Employers and funders should address this explicitly in their intellectual assets management strategy and should make the strategy publicly available. The intellectual assets management strategy should cover the creation, management, ownership and utilisation of all types of intellectual assets – including peer-reviewed publications, data, know-how, standards –, and support Open Science practices.*

*The strategy should explicitly refer to ownership provisions and access rights to researchers and/or, where applicable, to their employers or other parties, including industry partners, as possibly provided for under specific collaboration agreements or other types of agreement.*

#### **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 civil society and citizens will help researchers to better understand public interest in priorities for research and the public's concerns, and to harness the potential of co-design and co-creation with society where relevant.*

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Copyright and Related Rights Act 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 Code of Ethics for Research Workers Regulations for the protection and usage of the intellectual property at the IOC PAS Policy on Open Access to scientific publications and research data of</p>	<p><b>Dissemination of research results</b> At the Institute of Organic Chemistry PAS, dissemination of research results is understood as the active and targeted communication of scientific outcomes to the scientific community, potential users of research results, industry partners and society at large. While Open Science policies ensure open access to research outputs, dissemination activities at the Institute focus on increasing the visibility, understanding and potential uptake of research results. The primary form of dissemination of research results at IOC PAS is publication in high-quality, international peer-reviewed journals. Researchers at the Institute publish approximately 100–120 scientific articles annually in high-impact journals indexed in recognised international databases. These publications constitute the core channel for communicating research results to the global scientific community and for ensuring their scientific visibility and impact. Dissemination of research results is further supported through active participation in national and international scientific conferences, workshops and</p>	<p><b>Creation of a dedicated subpage on science communication and public engagement</b> Creation of a dedicated subpage on the IOC PAS website presenting science communication and public engagement activities, including information on invited speakers hosted by the Institute, lectures delivered by IOC PAS researchers at external institutions, research stays and internships, and researchers' involvement in</p>	<p>I-II Q 2026 / Secretariat, PR Specialist</p>

<p>employees and doctoral students at the IOC PAS</p> <p>Regulations of the Warsaw PhD School</p> <p>Funding agencies (NCN, NAWA, FNP, NCBR, EU programmes)</p> <p>Consortium agreements with external entities</p>	<p>symposia, where researchers present their work in the form of oral presentations, posters and invited lectures. Participation in such events is strongly encouraged and supported through the use of project and grant funds.</p> <p>In recent years, dissemination activities at IOC PAS have been significantly strengthened through the development of institutional communication channels. The Institute has launched a bilingual website and expanded its presence in social media, including official profiles on Facebook, X/Twitter, YouTube and Instagram, which contribute to improved visibility of research achievements, international collaborations and major scientific results. These channels are used to communicate selected research outcomes, awards, events and other activities of relevance to both the scientific community and broader audiences.</p> <p>The Institute plans to further enhance the dissemination of research results by developing additional online tools to improve their visibility and accessibility. In particular, a dedicated subpage focused on science communication and public engagement is planned, which will also serve as a platform to showcase dissemination activities, invited lectures, research visits and outreach initiatives involving IOC PAS researchers.</p> <p>Dissemination activities at the Institute also include communication of research results to non-academic stakeholders. Research outcomes with potential application value are presented to industry partners and other external organisations through meetings, presentations and collaborative projects, supporting knowledge transfer and the potential exploitation of research results.</p> <p>Through these complementary dissemination activities, IOC PAS aims to maximise the visibility and impact of its research outputs, strengthen links between science and its users, and ensure that high-quality research results reach appropriate scientific, industrial and societal audiences.</p> <p><b>Intellectual Property Rights (IPR)</b></p>	<p>outreach and societal activities</p> <p><b>Update of the IOC PAS promotional and research profile materials</b></p> <p>Update of the IOC PAS promotional folder presenting the Institute's research profile, including up-to-date descriptions of research groups, their scientific focus and ongoing research activities, in order to strengthen the dissemination of research information, increase international visibility of the Institute's scientific activities and provide a clear overview of the research environment to external stakeholders.</p>	<p><b>II-III Q 2026 /</b> Secretariat, PR Specialist, Grant Office</p>
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	<p>At the IOC PAS, intellectual assets and intellectual property rights are managed in a structured and transparent manner. The Institute operates under the <i>Regulations for the protection and usage of the intellectual property at the IOC PAS</i>, established in September 2013, which define the rules for the creation, protection, ownership and exploitation of intellectual assets generated at the Institute.</p> <p>These regulations specify procedures for obtaining intellectual property protection, including patent applications, as well as the principles for the distribution of benefits arising from the commercial exploitation of research results. They also clearly define the rights and responsibilities of employees and doctoral researchers as authors of scientific publications and inventors, ensuring appropriate recognition, co-ownership where applicable and fair compensation in accordance with binding legal provisions and internal rules.</p> <p>The intellectual property framework at IOC PAS is designed to support both the protection and responsible exploitation of research results, while remaining fully compatible with Open Science practices. The regulations cover a broad range of intellectual assets, including scientific publications, research data, know-how and inventions, and take into account access rights of researchers, the Institute and, where applicable, external partners, as defined in collaboration or consortium agreements.</p> <p>As part of previous Action Plans, the Institute organised dedicated workshops to raise researchers' awareness of intellectual property protection and patent practice, including training on intellectual property rights and patent procedures. This includes, in particular, an internal training session on patent protection organised at IOC PAS in May 2023. These activities contributed to building institutional competence in the area of intellectual assets management and fostering responsible research and innovation practices. In addition, the Institute covers part of the costs related to patent applications and regularly informs researchers about the applicable rules and financing mechanisms for intellectual property protection.</p>	
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	<p><b>Public Engagement</b></p> <p>At the IOC PAS, public engagement is regarded as an important responsibility of researchers and an integral part of the Institute's mission to promote science and foster dialogue with society. Researchers at IOC PAS are actively involved in a wide range of activities aimed at making scientific knowledge accessible and understandable to non-specialist audiences and at stimulating interest in science among young people.</p> <p>The Institute participates on a regular basis in science festivals, scientific picnics and public science events organised in Warsaw and other regions, with the aim of bringing chemistry and scientific research closer to the general public. Through interactive presentations, demonstrations and hands-on activities, researchers communicate scientific concepts in an accessible and engaging way and promote a better understanding of the role of science in society.</p> <p>IOC PAS places particular emphasis on engaging young people in science. The Institute organises workshops, laboratory classes and internships for high school students and talented youth, offering them direct exposure to research environments and encouraging them to pursue scientific careers. These initiatives are complemented by cooperation with secondary schools and student organisations, as well as by lectures delivered by researchers within scientific clubs and student societies.</p> <p>The Institute is also a co-organiser of the "360° Organic Chemistry Challenge", an outreach initiative in which students and doctoral researchers present their research results in a concise and accessible format within 360 seconds, contributing to the popularisation of organic chemistry. The initiative has proven highly successful, with the third edition scheduled for 2025, and supports the development of communication skills while fostering public interest in science.</p> <p>In addition, researchers at IOC PAS engage with broader society through participation in career fairs, public debates and science-related discussions, as well as through interviews in scientific podcasts and other media. These activities provide platforms for dialogue on scientific topics, societal challenges and career</p>	
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	<p>paths in science, and help strengthen the visibility of research and researchers beyond academia.</p> <p>Through these diverse forms of public engagement, IOC PAS aims to promote openness, inclusiveness and mutual understanding between science and society, while supporting researchers in developing communication skills and societal awareness alongside their scientific excellence.</p>	
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#### PILLAR 4 – RESEARCH CAREERS AND TALENT DEVELOPMENT

##### 1. VALUING DIVERSE RESEARCH CAREERS

*Employers and funders should recognise that researchers may have highly diverse careers both in research and in other functions. Diversification typically includes mobility in all its forms: inter/intra-national, inter-sectoral, inter- institutional, inter- and trans-disciplinary and virtual mobility. This requires more talent-based and diversity-sensitive quality assessment, fostering responsible use of metrics, considering diverse contributions and their potential impacts, diverse activities and practices like teaching and skills, peer review, management and leadership, supervision, mentoring, knowledge valorisation, and technology transfer activities, entrepreneurship and collaboration with industry, developing evidence-informed policymaking activities, science communication and interaction with society, and Open Science practices, team science, among others as well as mobility.*

*Employers and funders should put measures in place to make researchers, in particular early-career ones, aware of opportunities available in all relevant sectors and to promote a culture of diversification of careers for better personal and professional development. This will require career advisory, mentoring and support services to stimulate inter- sectoral, inter-disciplinary and geographical mobility, as well as the creation and development of entrepreneurial activities.*

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Regulations for the periodic evaluation of researchers at the IOC PAS</p> <p>Questionnaire for the evaluation of employees at IOC PAS</p> <p>Regulations for awarding bonuses to employees of the IOC PAS</p>	<p>At the Institute of Organic Chemistry PAS, the diversification of research careers is actively supported through a range of practical measures. The Institute encourages researchers to apply for national and international research grants that include mobility components and provides organisational support in this process. Researchers are also granted unpaid leave and flexible employment arrangements to enable the implementation of mobility periods, including international, intersectoral and interdisciplinary mobility, without negative consequences for their career progression at the Institute.</p>	<p><b>Integration of diverse academic contributions into the four-year evaluation system</b></p> <p>The Institute will integrate the recognition of diverse forms of academic activity into the four-year evaluation system for research staff. In addition to scientific achievements, the evaluation framework will</p>	<p><b>II-III Q 2027</b></p> <p>/ Board of Directors, Scientific Council</p>



	<p>In addition, the Institute recognises engagement in activities beyond core research as an integral part of academic work. Time devoted to science communication, public outreach, educational activities with young audiences, and other forms of the popularisation of science is acknowledged as working time and taken into account in internal performance-related considerations. Researchers who undertake such additional responsibilities may receive dedicated remuneration for these duties. Furthermore, the Institute provides additional bonuses for the organisation and implementation of specific outreach and science communication activities, such as workshops, educational events, public lectures, or initiatives addressed to schools and the wider public. These practices reflect the Institute's commitment to valuing diverse forms of academic contribution and supporting responsible and diversified research careers.</p> <p>The Institute acknowledges that high-quality research and innovation are supported by a wide spectrum of contributions, including teaching and skills development, peer review, management and leadership, supervision and mentoring, knowledge valorisation and technology transfer, entrepreneurship, collaboration with industry, evidence-informed policymaking, science communication and interaction with society, Open Science practices, team science and mobility. These diverse contributions and practices will be explicitly and systematically reflected in the revised four-year evaluation system for research staff, in accordance with the actions outlined in the present Action Plan.</p> <p>Through the revised evaluation framework, the Institute will ensure that researchers' diverse academic activities and contributions beyond traditional research outputs are appropriately recognised and taken into account when assessing scientific performance and career development.</p> <p>In parallel, the Institute will continue to promote awareness among researchers, in particular early-career researchers, of career opportunities available across different sectors and career paths. Through mentoring, advisory support and the encouragement of intersectoral, interdisciplinary and geographical mobility, the</p>	<p>explicitly take into account other forms of academic contribution, such as science communication and public outreach, teaching and educational engagement, mentoring and supervision, the establishment of significant scientific or industry collaborations, and involvement in workshops and activities addressed to young audiences.</p> <p>This action will involve revising the evaluation criteria and reporting tools used in the four-year assessment process in order to ensure a transparent, coherent and systematic recognition of these diverse contributions to the Institute's research, educational and societal missions.</p>
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	Institute aims to foster a culture of career diversification that supports both personal development and long-term professional sustainability.		
<p><b>2. CAREER DEVELOPMENT AND ADVICE</b></p> <p><i>Employers and 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. In this context, researchers should be supported to develop an individual career plan to identify the necessary training and research required to attain their career goals. 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 and be proactive and responsible for their career development. Employers and funders should ensure, either in the institutions concerned or through collaboration with other structures, accessible and up-to-date career guidance and job placement assistance providing information, guidance and support for career development both within and beyond the institution concerned. This should be 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
Regulations of the Warsaw PhD School	<p>At the Institute of Organic Chemistry PAS, the importance of structured career development and career guidance for researchers at all career stages is fully recognised. However, due to limited human resources and financial constraints, the Institute does not currently have the capacity to establish and operate a dedicated, professional career development office or to provide comprehensive, formalised career counselling services.</p> <p>Support for researchers' career development is therefore provided primarily through informal and decentralised mechanisms. In practice, career advice and guidance are most often offered by Team Leaders and senior researchers within research groups, drawing on their professional experience, academic networks and external contacts. This form of mentoring and guidance plays an important role in supporting researchers, particularly early-career researchers, in making informed decisions regarding their professional development and career paths.</p>	<p><b>Continuation of industry engagement activities</b></p> <p>Continuation, where feasible, of activities aimed at strengthening contacts with non-academic sectors, including the organisation of meetings and lectures with industry representatives and the invitation of guest speakers from industry.</p>	<p><b>2025-2027</b> – one meeting per year / Secretariat, Grant Office</p>
			<b>2025-2027</b> – on regular

	<p>Doctoral researchers at IOC PAS are supported in their career development through the mandatory preparation of an Individual Research Plan (IRP). Within 12 months of the commencement of doctoral training, each PhD student, in consultation with their supervisor(s), develops an IRP that defines the research objectives, training activities, mobility plans and a detailed timeline for the preparation of the doctoral thesis. The IRP includes planned coursework, specialised and transferable skills training, participation in seminars, research milestones and expected outcomes, and is regularly updated when necessary. This structured planning tool supports both scientific development and broader career planning, helping doctoral researchers to identify competencies to be developed and to actively manage their career progression during doctoral training.</p> <p>Despite the intention to establish an internal career support unit, this objective could not be achieved as planned in 2023 due to a shortage of personnel and the lack of dedicated financial resources to expand administrative activities in this area. The Institute continues to acknowledge this gap and remains open to developing more structured solutions should adequate resources become available in the future.</p> <p>In parallel, the Institute supports researchers' career development through alternative and complementary measures. These include the regular dissemination of information on funding opportunities, fellowships, grants and internships. Since November 2024, the previously distributed grant newsletter has been replaced by a dedicated section on the Institute's website, which is regularly updated and provides up-to-date information on relevant calls and career opportunities.</p> <p>In addition, the Institute actively facilitates contact with non-academic sectors through the organisation of targeted events involving representatives of industry and external organisations. In September 2023, the Institute hosted an informal networking event combined with presentations by pharmaceutical companies,</p>	<p><b>Continuation of information activities on grants and external opportunities</b></p> <p>Continuation of regular information activities on funding opportunities, training programmes, external lectures, workshops and other events potentially relevant for researchers' career development.</p>	<p>basis / Secretariat, Grant Office</p>
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	<p>as well as a lecture focused on entrepreneurship, aimed at fostering dialogue between researchers and industry representatives. In April 2024, meetings with representatives of the company CHEMAT as well as a lecture delivered by a representative of a major U.S.-based pharmaceutical company were organised. In October 2024, a presentation of reactor technologies by an industrial partner was held at the Institute. Furthermore, in September 2024, IOC PAS organised the <i>Summer School on Organic Synthesis under Non-Classical Conditions</i>, which brought together academic researchers and external experts, creating additional opportunities for networking and career exploration beyond academia.</p> <p>Alongside internally organised initiatives, the Institute regularly disseminates information on external events, workshops, training courses and networking opportunities that may be of interest to its researchers, thereby supporting continuous exposure to diverse career paths and professional environments.</p> <p>Through these measures, IOC PAS seeks to promote career awareness, mobility and diversification of career paths, while recognising that further development of structured career advisory services will depend on future organisational and financial capacities.</p>	
<p><b>3. CONTINUING PROFESSIONAL DEVELOPMENT</b></p> <p><i>Researchers at all career stages should seek proactively and be given opportunities by their employer/funder 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 or collaboration within a team and the respective networks. Particular attention should be paid to the training of First Stage Researchers (R1), the majority of whom are PhD candidates at the beginning of their research career.</i></p> <p><b>Access to research training and continuous development</b></p> <p><i>Employers and 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. Employers and funders should take action to support the development and provision of targeted training, to encourage up-skilling and re-skilling opportunities for researchers with a lifelong learning</i></p>		

*perspective and to foster inter-sectoral and inter-disciplinary mobility. Such measures should be regularly assessed for their accessibility, take-up and effectiveness in improving competencies, skills and employability.*

*Employers and funders should attribute adequate relevance to the need to foster entrepreneurial competences in researchers, with the objective of allowing those who undertake an entrepreneurial career path to couple their knowledge production capabilities with knowledge valorisation proficiency, turning innovative ideas into business and fostering innovation and progress.*

Employers and funders should take steps to ensure that doctoral training is compatible with interoperable careers in all relevant sectors and for the practice of Open Science, including by making use of the European Competence Framework for Researchers (ResearchComp), the Principles for Innovative Doctoral Training, the European Code of Conduct for Research Integrity, and of any other future initiatives taken for the purpose of strengthening transversal skills of researchers.

#### Validation of skills

As part of broadening researchers' skills sets, employers and funders should provide for the appropriate assessment and evaluation of formal and informal training, including on-the-job skills and training, particularly within the context of international, intersectoral and inter-disciplinary mobility. The assessment should be done in a fair and transparent manner within a reasonable timeframe.

#### Teaching

Teaching is an essential means for the structuring and dissemination of knowledge and is a valuable option within a researcher's career path. Teaching should benefit from and make use of scientific knowledge and promote research interest among students. Involvement of researchers in teaching should be fully supported and recognised, and might vary at different moments within a career. Special attention should be paid to researchers at the beginning of their careers, ensuring that they are rightly supported and that teaching responsibilities – including lecturing, tutoring, supervising and mentoring – are compatible with their research activities or research training.

Employers and funders should ensure that teaching duties are adequately remunerated and considered in the evaluation/appraisal systems from an early stage of researchers' careers. It should also be ensured that time devoted by senior members of staff to the training and mentoring of early-career researchers – R1, R2 – is counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the initial training and professional development of researchers.

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
Regulations of the Warsaw PhD School	At the Institute of Organic Chemistry PAS, continuing professional development is considered an integral element of researchers' careers at all stages. The Institute actively supports the continuous improvement of skills and competencies through a variety of formal and informal mechanisms, while at the	Preparation of a COFUND Postdoctoral Programme application	II-III Q 2025 / Grant Office

<p>Rules for inviting domestic and international guest speakers to IOC PAS</p> <p>Funding agencies regulations and programmes (NCN, NAWA, FNP, NCBR, EU programmes)</p>	<p>same time emphasising the importance of individual responsibility and proactive engagement in professional development.</p> <p>Researchers at IOC PAS are regularly informed about opportunities for training, professional development and up-skilling, including external courses, webinars, workshops and conferences covering a wide range of topics, from advanced research methods to transferable skills. Information on national and international funding opportunities is systematically disseminated, encouraging researchers to apply for grants, including those offering mobility components that support intersectoral, interdisciplinary and international experience.</p> <p>In addition to external opportunities, the Institute organises a broad range of internal training activities and events aimed at strengthening both scientific and transversal competencies of researchers at different career stages. These activities include, in particular:</p> <ul style="list-style-type: none"> <li>&gt; <b>Internal training sessions and workshops</b>, such as: <ul style="list-style-type: none"> <li>- training on intellectual property protection and patenting (May 2023),</li> <li>- international communication training (November 2023),</li> <li>- training on working with challenging doctoral candidates (“Difficult student”) for staff involved in doctoral education (May 2024),</li> <li>- training on Open Access publishing and Open Science practices (October 2024),</li> <li>- a course on the application of artificial intelligence in research (planned for November 2025).</li> </ul> </li> <li>&gt; <b>An active and regular programme of invited lectures</b>, hosting speakers from across the world. Invited guests include leading academic researchers, including Nobel Prize laureates, as well as representatives of industry. The programme is organised on a regular basis, with an average of approximately two invited lectures per month. These visits typically combine open lectures with opportunities for individual meetings with researchers, fostering knowledge exchange, networking and career development.</li> </ul>	<p>Preparation and submission of a grant application to a COFUND-type programme aimed at developing and expanding a structured postdoctoral programme at IOC PAS, including enhanced training, mobility opportunities and career development support for postdoctoral researchers.</p>	<p><b>2025-2027, at least one event per year /</b> Secretariat, Grant Office</p>
<p><b>Continuation of internal training and scientific events</b></p> <p>Continuation of activities aimed at strengthening researchers’ scientific knowledge and transversal competencies through the organisation of internal trainings, lectures, seminars, conferences or similar initiatives, with at least one such activity organised annually.</p>			

	<p>&gt; <b>Scientific conferences and summer schools</b>, organised or co-organised by IOC PAS, including:</p> <ul style="list-style-type: none"> <li>- <i>Summer School on Organic Synthesis under Non-Classical Conditions</i> (September 2024),</li> <li>- Polish–German scientific conference held in Sopot (planned for September 2026).</li> </ul> <p>&gt; <b>Scientific symposia</b>, both onsite and online, such as:</p> <ul style="list-style-type: none"> <li>- online symposium on C–H activation (May 2023),</li> <li>- microsymposium on entrepreneurship and ethics in science (September 2023),</li> <li>- <i>1st Polish Symposium on Functional <math>\pi</math>-Systems</i> (planned for May 2025).</li> </ul> <p>&gt; <b>Regular seminar series and advanced lecture programmes</b>, including:</p> <ul style="list-style-type: none"> <li>- <i>Advanced Lecture Series</i> delivered by outstanding international scientists, comprising several days of intensive training (April 2023, May 2023, October 2023, November 2023, October 2024, November 2024),</li> <li>- open lecture series in photophysics (planned for October 2025).</li> </ul> <p>These activities primarily contribute to the deepening of researchers' scientific knowledge and expertise, while also supporting the development of a broad range of competencies, including analytical, communication and collaborative skills. Depending on the format of the event, they may also provide opportunities to present research results, receive feedback from peers and external experts, and build international professional networks. Participation in external scientific conferences is strongly supported, and researchers may use project and grant funds to attend conferences, workshops and training events relevant to their research and professional development.</p> <p>In addition, the Institute previously implemented a short-term international mobility programme for PhD students, enabling monthly research stays in foreign laboratories within the framework of the PhD School. The most recent</p>	
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	<p>calls for applications were organised in February and September 2023. The programme was concluded following the end of the external funding period that supported this initiative.</p> <p>Particular attention is paid to the development of early-stage researchers, especially PhD candidates. Doctoral training is delivered within a structured PhD School framework, which offers a broad range of mandatory and elective courses, including specialised scientific lectures, transferable skills training and soft skills development. PhD students are encouraged to shape their individual training paths in line with their research interests and career aspirations. They receive training in scientific presentation, academic writing and grant proposal preparation, and may engage in teaching and outreach activities, including working with high school students and undergraduate students. The doctoral programme is aligned with the Principles for Innovative Doctoral Training and supports interoperable career paths across academic and non-academic sectors, as well as Open Science practices.</p> <p>The Institute recognises teaching as an important component of academic development. Researchers at different career stages are involved in teaching, supervision and mentoring activities, which are supported and valued as part of their professional development. Senior researchers' engagement in mentoring and training early-career researchers is recognised as an essential contribution to the research and educational mission of the Institute. To date, these activities have not been fully formalised within the researchers' assessment framework. Therefore, the Institute plans to explicitly integrate teaching, supervision and mentoring activities into the revised research staff evaluation system foreseen in the Action Plan for 2025–2027, ensuring their transparent and consistent recognition.</p> <p>Looking ahead, the Institute plans to further strengthen continuing professional development opportunities, particularly for postdoctoral researchers. As part of the forthcoming Action Plan, IOC PAS intends to seek external funding to establish a more structured training programme for postdoctoral researchers,</p>	
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	aimed at expanding the range of available training activities and supporting their long-term career development and employability.	
<p><b>4. SUPERVISION AND MENTORING</b></p> <p><i>Proper people and team management are crucial in research working environments as science is by definition a joint endeavour. The necessary training, tools and evaluation mechanisms should be put in place so as to ensure that senior and leading researchers manage their staff and teams in a fair and non-discriminatory manner, free of gender bias and other types of biases – such as biases based on religion, sexual orientation, race, ethnicity, socioeconomic background, etc. – and establish fruitful and cooperative working relationships with their peers. This should contribute to healthy, fair, creative environments where every individual is respected, duly motivated, recognised and their well-being fostered.</i></p> <p><i>Employers and funders should ensure that a person or a group of persons is clearly identified to whom First Stage (R1) and Recognised (R2) researchers can refer for the performance of their duties and should inform researchers accordingly.</i></p> <p><i>Such arrangements should clearly stipulate that the proposed supervisor have an adequate level of expertise in supervising research and have the time and commitment to offer the research trainee appropriate support; moreover, they should provide for the necessary progress and review procedures, as well as for the necessary feedback mechanisms.</i></p> <p><i>Specific provisions for the integration, research support and career development of researchers, for their mentoring and wellbeing, for communication and conflict resolution as well as for the training and professional development of supervisors are provided in the MSCA Guidelines on Supervision. The MSCA Guidelines on Supervision are a set of recommendations for individuals and institutions who receive MSCA funding. The Guidelines promote effective supervision, mentoring and appropriate career guidance.</i></p> <p><b>Relations with supervisors</b></p> <p><i>Researchers in their training phase should have a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) and take full advantage of their relationship with them. Supervisors should also actively support especially early-stage researchers by organising feedback meetings with them and promoting training activities relevant to their work.</i></p> <p><i>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.</i></p> <p><b>Senior researchers</b></p> <p><i>Senior researchers – R3 and R4 – 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 and have access to the appropriate training. Regarding their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with First Stage (R1) and Recognised (R2) researchers,</i></p>		

*in order to set the conditions for efficient transfer of knowledge and for the further successful development of their careers. Supporting the career development of R1 and R2 researchers in communicating experience and values in a trusted and confidential environment is a high-responsibility role.*

Relevant legislation	Existing Institutional rules and/or practices	Actions required	When/Who
<p>Regulations of the Warsaw PhD School</p> <p>Charter of the IOC PAS</p> <p>Organisational Regulations of the IOC PAS</p> <p>Regulations for the whistleblowing at the IOC PAS</p> <p>A defined scope of duties for each employee attached to the employment contract</p>	<p>At IOC PAS, the organisational structure is defined in the Charter of the IOC PAS and sets out the framework for the functioning of both the scientific and administrative parts of the Institute. Within the scientific pillar, research activities are organised into scientific teams and sub-teams. This structure is not static and is regularly updated to reflect the evolving research profile of the Institute, including the establishment, transformation or closure of teams and sub-teams.</p> <p>Within this framework, the organisation of research teams places strong emphasis on <del>responsible leadership and constructive collaboration, reflecting</del> the inherently cooperative nature of scientific work. Team Leaders and senior researchers play a central role in shaping the working culture within their groups, promoting respectful interactions, equal treatment and an environment in which researchers can work effectively, develop professionally and feel supported in their daily activities.</p> <p>The structure of the Institute ensures that researchers at different career stages are aware of their place within the organisation and know who is responsible for supervising and coordinating their work. Information on team affiliation, direct supervision and reporting lines is communicated clearly at the beginning of employment, and since 2022 these arrangements have been further formalised through the inclusion of defined scopes of duties in employment contracts, specifying responsibilities and supervisory roles.</p> <p>Supervision and mentoring are embedded primarily at the team level and adapted to the specific needs of individual research groups. Team Leaders are experienced researchers whose responsibilities include guiding doctoral</p>	<p><b>Training for Team Leaders and Senior Researchers</b></p> <p>Provision of at least one targeted training activity for Team Leaders and senior researchers covering team management, mentoring, intercultural communication or related skills.</p> <p><b>Internal Guidelines on Supervision and Mentoring</b></p> <p>Development of concise internal guidelines defining supervisory roles, mentoring expectations and minimum standards for communication, feedback and progress monitoring, aligned with the MSCA Guidelines on Supervision.</p>	<p><b>II-IVQ 2027 /</b> Secretariat, HR Department</p> <p><b>III-IVQ 2026 /</b> European Projects Office, HR Department</p>



	<p>candidates, junior researchers and assistants, while more senior team members may also support less experienced colleagues through informal mentoring. The organisation of supervision allows for flexibility in terms of working methods and disciplinary contexts, while maintaining regular contact between supervisors and researchers. Further steps are therefore envisaged to strengthen and gradually formalise mentoring practices at the institutional level.</p> <p>Research progress is followed through practices agreed within teams, such as periodic written updates and regular team meetings or seminars. These activities provide opportunities to discuss ongoing work, exchange feedback and support professional development. In addition, doctoral candidates participate in a structured reporting system within the Doctoral School, which includes the submission of semester-based progress reports approved by the supervisor, as well as a formal mid-term evaluation during the course of doctoral studies.</p> <p>Researchers in the early stages of their careers are encouraged to maintain regular contact with their supervisors and to actively engage in discussions on research progress and development. Supervisors support this process by providing guidance, feedback and advice on training opportunities relevant to both research and career development, and by helping researchers plan their work in line with agreed objectives and timelines.</p> <p>In cases where difficulties or conflicts arise in the supervisor–researcher relationship, the Institute provides several formal and transparent channels for reporting and support. Researchers may submit concerns in accordance with the internal reporting regulations, contact the Disciplinary Ombudsperson, raise the matter with the Head of the Doctoral School, or address it directly to the Institute’s management. These mechanisms aim to ensure that issues are handled in a fair, confidential and structured manner.</p> <p>Senior researchers (R3 and R4) combine research activities with broader responsibilities related to team coordination, supervision and career support. Through ongoing interaction with early-career researchers, they contribute to the transfer of knowledge and experience and support the gradual development</p>	
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	<p>of research independence, taking into account the diverse career paths and needs of individual researchers.</p> <p>The Institute also supports the continuous development of Team Leaders and staff involved in supervision and mentoring through targeted training activities. These initiatives aim to strengthen competences related to people management, communication and the supervision of early-stage researchers and doctoral candidates. In recent years, such activities have included training on working with challenging doctoral candidates (“Difficult student”) for staff involved in doctoral education (May 2024), international communication training (November 2023), and training on preventing mobbing addressed to Team Leaders (March 2022). Further training activities are planned and implemented on an ongoing basis, depending on identified needs and emerging challenges related to supervision, mentoring and team management.</p>		
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## ACTION PLAN

### STRENGTHS

The Institute of Organic Chemistry PAS has developed a solid and mature framework for human resources management that is well aligned with the core principles of the European Charter for Researchers. A key strength of the Institute lies in its transparent, open and merit-based recruitment procedures, which fully comply with OTM-R principles and national legislation. Recruitment processes are clearly structured, internationally advertised, and conducted by gender-balanced selection committees, ensuring fairness, equal opportunities and international openness.

Another major strength of IOC PAS is the high scientific quality, creativity and international visibility of the research conducted at the Institute. The Institute maintains a strong publication record, with approximately 100–120 peer-reviewed publications annually in high-impact international journals, reflecting research excellence as well as strict adherence to ethical standards and research integrity. Researchers operate in a stimulating research environment supported by advanced research infrastructure, efficient administrative support and access to competitive external funding.

A distinctive feature of the research environment at IOC PAS is the high degree of scientific freedom and independence enjoyed by researchers. Scientists are encouraged to pursue original research ideas, develop new research directions and build independent research profiles in line with their expertise and interests. Research activities are conducted in full respect of academic freedom, ethical principles and professional responsibility, fostering creativity, innovation and long-term scientific development.

IOC PAS has also made significant progress in Open Science, supported by a formal Open Access Policy, a dedicated Plenipotentiary for Open Science, regular training activities and systematic communication with researchers. Dissemination of research results has been substantially strengthened through the development of a modern bilingual website and an active institutional presence on social media, increasing the visibility and societal impact of scientific achievements beyond the academic community.

Furthermore, the Institute demonstrates a strong commitment to ethical standards, gender equality, inclusiveness and internationalisation. The Gender Equality Plan (2022–2027), anti-mobbing procedures and inclusive recruitment practices have contributed to a diverse and respectful research community, with a growing proportion of international researchers and doctoral candidates. Researchers at different career stages are actively involved in governance structures, ensuring representation, dialogue and shared responsibility for institutional development.

In addition, IOC PAS supports work–life balance and flexible working arrangements, taking into account the diverse personal and professional situations of researchers. Wherever the nature of research allows, flexible working time arrangements and understanding of individual needs contribute to a supportive and sustainable working environment, reinforcing long-term researcher wellbeing and productivity.

### CHALLENGES

Despite these strengths, the internal analysis identified several key challenges that require systematic action in the period 2025–2027. The most significant challenge is the need to comprehensively revise and modernise the researcher assessment and career progression system in order to fully align it with the expectations of the *New European Charter for Researchers*.

While a structured four-year evaluation system is in place, it remains largely focused on traditional research outputs and does not yet sufficiently reflect the broad range of competencies and contributions increasingly expected at the European level. These include teaching, mentoring and supervision, leadership and management, science communication, cooperation with industry, societal engagement, Open Science practices, mobility, teamwork, and diverse career paths. Previous attempts to introduce additional criteria proved insufficiently effective, highlighting the need for a more coherent, transparent and integrated assessment framework.

Another challenge concerns the lack of clearly formalised internal promotion pathways between academic positions at IOC PAS. Although national regulations define academic degrees and titles, internal promotion mechanisms would benefit from clearer, measurable and publicly communicated criteria, ensuring predictability, fairness and reduced risk of unconscious bias.

In addition, areas such as embracing diversity in a broader sense and sustainability in research management have not yet been systematically embedded in the HR strategy. While individual actions exist, these dimensions require more structured policies, clearer documentation and stronger integration into evaluation, training and institutional practices.

Overall, the period 2025–2027 has been identified as a strategic window to address these challenges, with a clear institutional priority placed on reforming researcher evaluation, systematising career progression and promotions, and aligning assessment practices with European standards, while maintaining the Institute’s strong foundations in recruitment, research excellence and ethical conduct.

## 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
<p><b>ACTION 1</b></p> <p><b>Continuation of information and communication activities</b> carried out by the Plenipotentiary for Open Science, including regular updates on available trainings, changes in open access policies, and the distribution of educational materials.</p>	<i>Open Science</i>	Plenipotentiary for Open Science	On regular basis
<p><b>ACTION 2</b></p> <p><b>Organisation of on-site training sessions</b>, if needed, particularly in the case of significant changes in Open Science or Open Access regulations and policies.</p>	<i>Open Science</i>	Plenipotentiary for Open Science	IV Q 2026 – I Q 2027

<p><b>ACTION 3</b></p> <p><b>Include diversity aspects in Bias Awareness Card for Selection Committees</b></p> <p>The task involves adding clear reminders about avoiding diversity-related biases to support fair and objective candidate evaluation.</p>	<p><i>Embracing Diversity</i></p>	<p>Gender Equality Officer</p>	<p>I-IIQ 2026</p>
<p><b>ACTION 4</b></p> <p><b>Organise training on diversity / working in international environment</b></p> <p>A workshop/lecture will be delivered for researchers and supervisors focused on inclusive communication, managing culturally diverse teams, and/or recognising unconscious bias.</p>	<p><i>Embracing Diversity</i></p>	<p>Secretariat</p>	<p>I-IIQ 2027</p>
<p><b>ACTION 5</b></p> <p><b>Introduction of mobility as a criterion in researcher evaluation</b></p> <p>Mobility, including international and national research stays, secondments and other forms of mobility, will be explicitly recognised as a valued criterion in both the four-year periodic evaluation of research staff and the annual evaluation linked to the Director's Awards.</p>	<p><i>Free circulation of researchers</i></p>	<p>Board of Directors, Scientific Council</p>	<p>III-IV Q 2026</p>
<p><b>ACTION 6</b></p> <p><b>Developing and promoting the IOC PAS Sustainability Policy</b></p> <p>Develop a formal Sustainability Policy covering waste management, energy efficiency, and sustainable research management practices, and disseminate it among all employees to strengthen awareness and engagement in environmentally responsible research and institutional operations. The policy will be developed in line with the principles of the European Green Deal and the UN Sustainable Development Goals.</p>	<p><i>Sustainability of research</i></p>	<p>Health and safety officer, Board of Directors</p>	<p>I-IIQ 2027</p>
<p><b>ACTION 7</b></p> <p><b>Revision of the four-year researcher evaluation system</b></p>	<p><i>Researchers' assessment</i></p>	<p>Research Director, Scientific Council</p>	<p>II-III Q 2027</p>

<p>Revision of the four-year researcher evaluation framework, including internal regulations and assessment tools, through the development of a transparent points-based system complemented by structured qualitative assessment, balancing scientific achievements with other forms of professional activity, such as teaching and supervision, science communication and outreach, researcher mobility (including research stays and internships), international collaboration, cooperation with industry, and societal impact activities, in line with the New European Charter for Researchers.</p>			
<p><b>ACTION 8</b> <b>Update of the Detailed procedure for recruitment for scientific positions in the IOC PAS</b> The document will be updated to include explicit guidelines on promoting diversity and inclusion in job advertisements, ensuring that all recruitment announcements encourage applications from candidates of diverse backgrounds and underrepresented groups.</p>	<p><i>Recruitment</i></p>	<p>Administrative employee responsible for recruitment processes, Board of Directors</p>	<p><b>III-IVQ 2025</b></p>
<p><b>ACTION 9</b> <b>Updating OTM-R procedures at the IOC PAS</b> It is necessary to review and update the OTM-R Procedures to ensure their continued compliance with current national regulations, institutional practices, and European standards, as the document has been in place for several years.</p>	<p><i>Recruitment</i></p>	<p>Administrative employee responsible for recruitment processes</p>	<p><b>I-IIQ 2026</b></p>
<p><b>ACTION 10</b> <b>Adaptation of job advertisements to new pay transparency regulations</b> Adaptation of job advertisements at IOC PAS to changing Polish legal regulations effective from January 2026, including the disclosure of salary ranges for advertised positions and information on comparable remuneration levels for analogous positions, in order to ensure transparency and compliance with applicable law.</p>	<p><i>Recruitment</i></p>	<p>Administrative employee responsible for recruitment processes</p>	<p><b>IQ 2026</b></p>

<p><b>ACTION 11</b></p> <p><b>Bias Awareness Card for Selection Committees</b></p> <p>A short, one-page Bias Awareness Checklist will be developed for members of recruitment committees, highlighting examples of common unconscious biases (e.g. undervaluing CVs with career breaks, gendered stereotypes in assessing leadership potential). The checklist will be distributed to all committee members prior to interviews, serving as a practical reminder to support fair, objective, and gender-sensitive evaluation of candidates.</p>	<p><i>Selection</i></p>	<p>Gender Equality Officer</p>	<p><b>I-IIQ 2026</b></p>
<p><b>ACTION 12</b></p> <p><b>Strengthening OTM-R guidelines on fair and unbiased candidate evaluation</b></p> <p>Update the OTM-R framework to include clear guidance for selection committees on fair candidate evaluation, equal treatment, and identification and mitigation of unconscious bias.</p>	<p><i>Selection</i></p>	<p>Administrative employee responsible for recruitment processes</p>	<p><b>I-IIQ 2026</b></p>
<p><b>ACTION 13</b></p> <p><b>Improving candidate feedback after recruitment stages</b></p> <p>Introduce a feedback enhancement mechanism ensuring that all candidates, including those advancing to the second stage, receive their percentage score from the first-stage evaluation. After the second stage, all candidates will receive a short written summary based on the recruitment protocol, outlining the main strengths and weaknesses of their application.</p>	<p><i>Selection</i></p>	<p>Administrative employee responsible for recruitment processes</p>	<p><b>Since III-IVQ 2025, on regular basis</b></p>
<p><b>ACTION 14</b></p> <p><b>Establish clear and transparent criteria for academic promotions</b></p> <p>Prepare and announce a document outlining the requirements and procedures for promotion to each scientific position at IOC PAS. The criteria should be specific, measurable, and communicated to all staff in order to increase transparency and predictability of career progression. This measure will also help reduce the risk of unconscious bias in promotion decisions.</p>	<p><i>Career progression</i></p>	<p>Board of Directors, Scientific Council</p>	<p><b>III-IVQ 2026</b></p>

<p><b>ACTION 15</b></p> <p><b>Revision of the format of annual research reporting sessions</b></p> <p>Revision of the format of the annual research reporting sessions, starting from 2026, with increased emphasis on presentations delivered by early-career and newly appointed group leaders, in order to support visibility, leadership development and career progression of emerging research teams.</p>	<p><i>Career progression</i></p>	<p>Board of Directors</p>	<p><b>IQ 2026</b></p>
<p><b>ACTION 16</b></p> <p><b>Renovation of social facilities</b></p> <p>Carry out the planned renovation of social facilities in the laboratory building to improve working conditions for staff.</p>	<p><i>Working conditions, funding and salaries</i></p>	<p>Deputy Director</p>	<p><b>IVQ 2025</b></p>
<p><b>ACTION 17</b></p> <p><b>Maintenance of the heating system</b></p> <p>Perform maintenance of the heating system to ensure safe and comfortable working conditions.</p>	<p><i>Working conditions, funding and salaries</i></p>	<p>Deputy Director</p>	<p><b>IVQ 2025</b></p>
<p><b>ACTION 18</b></p> <p><b>Improving business travel reporting and settlement forms</b></p> <p>Improve the business travel application and settlement forms to make the procedures clearer and more intuitive for researchers, thereby increasing organisational efficiency.</p>	<p><i>Working conditions, funding and salaries</i></p>	<p>Business travel office</p>	<p><b>III-IVQ 2025</b></p>
<p><b>ACTION 19</b></p> <p><b>Update of Welcome Packages for new employees</b></p> <p>Revision and update of the Welcome Packages for new employees to ensure that they provide clear, up-to-date and comprehensive information on institutional regulations, procedures and support structures.</p>	<p><i>Working conditions, funding and salaries</i></p>	<p>Secretariat with contribution from all administrative departments</p>	<p><b>III-IV Q 2026</b></p>
<p><b>ACTION 20</b></p> <p><b>Revision of the Charter of the IOC PAS to reflect organisational and research structure</b></p>	<p><i>Working conditions, funding and salaries</i></p>	<p>Scientific Council</p>	<p><b>IQ 2026</b></p>

Revision of the Charter of the IOC PAS aimed at adapting the organisational structure to current operational and research realities, including clarifying the possibilities for establishing research subunits and other internal organisational solutions, in order to better support scientific development, management efficiency and institutional flexibility.			
<p><b>ACTION 21</b></p> <p><b>Structuring of the research unit framework</b></p> <p>Systematisation of the Institute's research structure through the definition of an indicative range for the number of research groups and the number of research positions within each group, with the aim of ensuring organisational clarity, sustainability, and a minimum share of permanent (open-ended) research positions within the Institute.</p>	<i>Stability of employment</i>	Board of Directors, Scientific Council	<b>I-II Q 2027</b>
<p><b>ACTION 22</b></p> <p><b>Update of the organisational regulations of the IOC PAS</b></p> <p>Revision of the Organisational Regulations to introduce clearly defined scopes of responsibilities for each organisational unit, with the aim of increasing transparency and improving internal coordination.</p>	<i>Contractual and legal obligations</i>	Secretariat	<b>II-III Q 2026</b>
<p><b>ACTION 23</b></p> <p><b>Review and update of English versions of key internal regulations</b></p> <p>Verification of the availability and validity of English versions of all key internal regulations, including the identification of gaps and the preparation or update of missing or outdated English-language documents.</p>	<i>Contractual and legal obligations</i>	HRS4R Coordinator	<b>I-II Q 2027</b>
<p><b>ACTION 24</b></p> <p><b>Creation of a dedicated subpage on science communication and public engagement</b></p> <p>Creation of a dedicated subpage on the IOC PAS website presenting science communication and public engagement</p>	<i>Dissemination and exploitation of results</i>	Secretariat, PR Specialist	<b>I-II Q 2026</b>

<p>activities, including information on invited speakers hosted by the Institute, lectures delivered by IOC PAS researchers at external institutions, research stays and internships, and researchers' involvement in outreach and societal activities.</p>			
<p><b>ACTION 25</b></p> <p><b>Update of the IOC PAS promotional and research profile materials</b></p> <p>Update of the IOC PAS promotional folder presenting the Institute's research profile, including up-to-date descriptions of research groups, their scientific focus and ongoing research activities, in order to strengthen the dissemination of research information, increase international visibility of the Institute's scientific activities and provide a clear overview of the research environment to external stakeholders.</p>	<p><i>Dissemination and exploitation of results</i></p>	<p>Secretariat, PR Specialist, Grant Office</p>	<p><b>II-III Q 2026</b></p>
<p><b>ACTION 26</b></p> <p><b>Integration of diverse academic contributions into the four-year evaluation system</b></p> <p>The Institute will integrate the recognition of diverse forms of academic activity into the four-year evaluation system for research staff. In addition to scientific achievements, the evaluation framework will explicitly take into account other forms of academic contribution, such as science communication and public outreach, teaching and educational engagement, mentoring and supervision, the establishment of significant scientific or industry collaborations, and involvement in workshops and activities addressed to young audiences.</p> <p>This action will involve revising the evaluation criteria and reporting tools used in the four-year assessment process in order to ensure a transparent, coherent and systematic recognition of these diverse contributions to the Institute's research, educational and societal missions.</p>	<p><i>Valuing diverse research careers</i></p>	<p>Research Director, Scientific Council</p>	<p><b>II-III Q 2027</b></p>

<p><b>ACTION 27</b></p> <p><b>Continuation of industry engagement activities</b></p> <p>Continuation, where feasible, of activities aimed at strengthening contacts with non-academic sectors, including the organisation of meetings and lectures with industry representatives and the invitation of guest speakers from industry.</p>	<p><i>Career development and advise</i></p>	<p>Secretariat, Grant Office</p>	<p><b>2025-2027</b> – one meeting per year</p>
<p><b>ACTION 28</b></p> <p><b>Continuation of information activities on grants and external opportunities</b></p> <p>Continuation of regular information activities on funding opportunities, training programmes, external lectures, workshops and other events potentially relevant for researchers' career development.</p>	<p><i>Career development and advise</i></p>	<p>Secretariat, Grant Office</p>	<p><b>2025-2027</b> – on regular basis</p>
<p><b>ACTION 29</b></p> <p><b>Preparation of a COFUND Postdoctoral Programme application</b></p> <p>Preparation and submission of a grant application to a COFUND-type programme aimed at developing and expanding a structured postdoctoral programme at IOC PAS, including enhanced training, mobility opportunities and career development support for postdoctoral researchers.</p>	<p><i>Continuing professional development</i></p>	<p>Grant Office</p>	<p><b>II-III Q 2025</b></p>
<p><b>ACTION 30</b></p> <p><b>Continuation of internal training and scientific events</b></p> <p>Continuation of activities aimed at strengthening researchers' scientific knowledge and transversal competencies through the organisation of internal trainings, lectures, seminars, conferences or similar initiatives, with at least one such activity organised annually.</p>	<p><i>Continuing professional development</i></p>	<p>Secretariat, Grant Office</p>	<p><b>2025-2027, at least one event per year</b></p>
<p><b>ACTION 31</b></p> <p><b>Training for Team Leaders and Senior Researchers</b></p> <p>Provision of at least one targeted training activity for Team Leaders and senior researchers covering team management, mentoring, intercultural communication or related skills.</p>	<p><i>Supervision and mentoring</i></p>	<p>Secretariat, HR Department</p>	<p><b>II-IVQ 2027</b></p>



<b>ACTION 32</b> <b>Internal Guidelines on Supervision and Mentoring</b>  Development of concise internal guidelines defining supervisory roles, mentoring expectations and minimum standards for communication, feedback and progress monitoring, aligned with the MSCA Guidelines on Supervision.	<i><b>Supervision and mentoring</b></i>	European Projects Office, HR Department	<b>III-IVQ 2026</b>
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The implementation of the presented actions is planned for the years 2025-2027. 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 2025-2027 regarding the Human Resources Strategy for Researchers.

Place, date

Warsaw, 10 March 2025

Signature

**RESEARCH DIRECTOR**  
**Institute of Organic Chemistry PAS**

*Jacek Młynarski*  
**Professor Jacek Młynarski**