

**THE HUMAN RESOURCES STRATEGY FOR RESEARCHERS (HRS4R)  
AT THE HENRYK NIEWODNICZAŃSKI INSTITUTE OF NUCLEAR PHYSICS  
POLISH ACADEMY OF SCIENCES (IFJ PAN)  
WITH RESPECT OF THE PRINCIPLES OF THE EUROPEAN CHARTER FOR RESEARCHERS AND  
THE CODE OF CONDUCT FOR THE RECRUITMENT OF RESEARCHERS**

**ACTION PLAN FOR 2019-2021**



**Based on the internal gap analysis of the state of implementation of the principles of the Charter and Code at the IFJ PAN**



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## Introduction

### General information about IFJ PAN

The Henryk Niewodniczański Institute of Nuclear Physics Polish Academy of Sciences (acronym IFJ PAN) is an individual public non-profit research organization that keeps up with public subsidies. It is located in the Bronowice western district of Kraków at the territory of 8 ha. The Institute conducts research in a wide scope of interests, which include theory and experiments in the domains of particle physics and astrophysics, nuclear and strong interaction physics and condensed matter physics. Interdisciplinary and applied research involve applications of physics in life-sciences (medicine, biology, radiotherapy, radiobiology), radiation and environmental protection, energy and civilization hazards, radiochemistry, low-dimensional materials, nucleargeophysics and also in the theoretical studies of complex systems such as the human brain, financial market or linguistics. Today, The IFJ PAN is the largest scientific unit in the Polish Academy of Sciences.

The Institute's average annual yield of publication amounts to 700 scientific papers, reports and conference contributions. Out of them, more than 600 publications appear in the master international journals listed in the Journal Citation Reports published by the Thomson Reuters.

The Minister of Science and Higher Education in Poland has granted the Institute the prestigious status of the Leading National Research Centre (KNOW) in physics for the years 2012-2017 (together with other members of the Marian Smoluchowski Kraków Research Consortium: "Matter-Energy-Future"). In the two recent national evaluations of scientific units in 2013 and 2017 the IFJ PAN) was awarded A+ Category (leading level in Poland) in science and engineering.

The Institute has personnel of close to 600 peoples, including 36 professors, 70 associate professors and 132 doctors. The Scientific Council of the IFJ PAN is entitled to confer the Ph.D. and the Habilitation degrees. It is also authorised to initiate and conduct professorship procedures. Since 1983 The Institute runs the International PhD Studies (acronym MSD) in the field of physics. So far more than 170 young researchers were awarded a PhD degree in physics. Currently (academic year 2017/2018), 86 students are enrolled at MSD, preparing their theses under supervision of the members of the IFJ PAN research staff.

### History

The Institute was formed in 1955 as a branch of the Institute of Nuclear Research (Warsaw). It became an independent scientific unit as the Institute of Nuclear Physics (INP) in 1960. The Institute received the name of its founder, the professor Henryk Niewodniczański



in 1988. In 2003 the INP received the status of a research institute of the Polish Academy of Sciences (PAS) in 2003 under the name: The Henryk Niewodniczański Institute of Nuclear Physics Polish Academy of Science with the official acronym IFJ PAN. The major milestone in the most recent history of the IFJ PAN was the implementation of the proton radiotherapy, based currently on the modern infrastructure of the Cyclotron Centre Bronowice (CCB).

## Structure

The research at IFJ PAN is carried on in six scientific Divisions which are subdivided into 26 Departments. The Division of Particle and Astroparticle Physics studies the fundamental constituents of matter and forces with which they interact. The Division of Nuclear Physics and Strong Interactions carries on research about atomic nuclei and the physics of strongly interacting matter. The research of the Division of Condensed Matter Physics is concentrated, in particular, on novel magnetic compounds, soft materials (glasses) and nanomaterials. The scientific activity of the Division of Theoretical Physics concerns fundamental issues addressed at understanding the structure and dynamics of the Universe at all scales, from the smallest up to the largest possible. The Division of Applied Physics and Interdisciplinary Research studies broad areas of physics aspects of life and health, energy and environmental hazards. Finally the Division of Applications of Physics concentrates on radiation and radiation transport physics, dosimetry and proton radiotherapy.

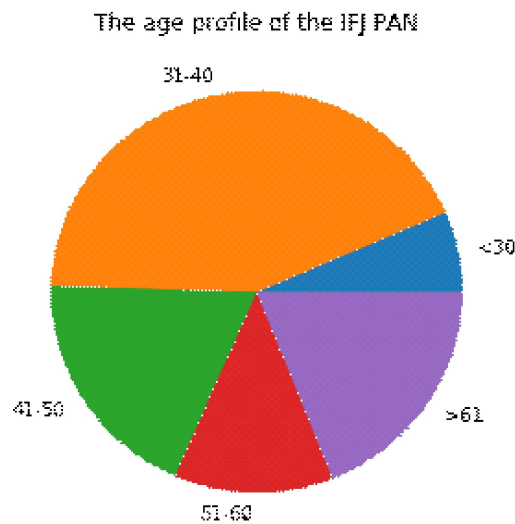
The Division of the Cyclotron Centre Bronowice (CCB) is engaged in the application of cyclotrons in scientific research and tumour proton radiotherapy. At CCB two cyclotrons are presently in operation: the in-house developed AIC-144 isochronous cyclotron with a proton beam of energy 60 MeV and the modern Proteus-C235 cyclotron with the proton beam of variable energy in the range of 70-230 MeV, installed in 2013. Over the years 2011-2015 the proton beam of the AIC-144 cyclotron was used to irradiate patients with cancer of the eyeball. The Proteus C-235 cyclotron equipped with Pencil Beam Scanning technology and two rotating therapy stations (gantry), which direct proton beams onto a treated area in any part of the patient's body has been in operation since autumn 2015. This infrastructure enables very precise irradiation of a treated volume while saving surrounding healthy tissue from damage. The irradiation of first patients treated in gantry financed by the National Health Fund has been started in November 2016. "National Centre for Hadron Radiotherapy – The Cyclotron Centre Bronowice" founded by the European Innovative Economy Operational Program is an unique facility in Poland and serves patients from all around the country. The scientific program of CCB concerns nuclear physics, medical physics, radiobiology and material engineering.

Engineers and technicians of the Division of Scientific Equipment and Infrastructure Construction (DAI) have been involved in many international projects as well as in those carried out at IFJ PAN. Their activity covers assembly and installation of the large systems (the ATLAS experiment at the Large Hadron Collider (LHC) at CERN, the T2K experiment in Japan, the Wendelstein 7-X reactor (W7-X) in Greifswald/Germany, the SPIRAL2 project at GANIL/France, the European Spallation Source (ESS) in Lund/Sweden), quality assurance (LHC, the European X-Ray Free Electron Laser (XFEL) in Lund/Sweden, ESS), engineering and prototyping of mechanical and electronic/electrical equipment (LHC, T2K, W7-X, the Cherenkov Telescope Array (CTA) observatory, the International Thermonuclear Experimental Reactor project (ITER), CCB, HiLumi-LHC, the Pierre Auger Observatory) and also software engineering, LabView programming and web applications development (LHC, XFEL, ESS).

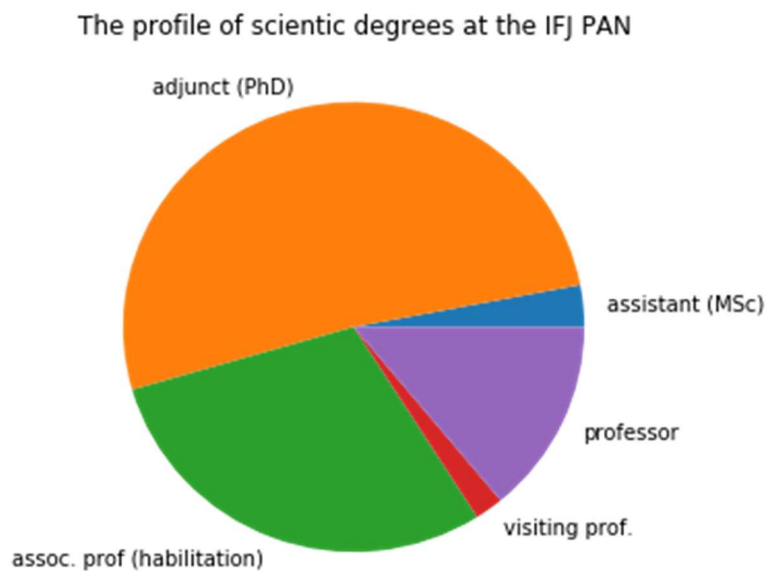
A broad range of radiometry services is offered by four accredited laboratories: the Laboratory for Calibration of Dosimetry Instruments, the Laboratory of Individual and Environmental Dosimetry, the Laboratory of Radiometric Expertise and the Laboratory of Radioactivity Analysis. In addition to internal services, they provide for external customers certified measurements of radioactivity and of spectra of radiation isotopes in the air, soil, or water.

## Demography

There are currently 580 employees at the IFJ PAN (249 women and 331 men). The respective numbers for researchers are 58 women and 142 men. This group is relatively young with the following age profile:



The distribution of researchers w.r.t. their scientific positions is given below:





## **The mission of IFJ PAN**

The main mission of the IFJ PAN is to conduct top-level international, basic and applied research in physics, concentrating on fundamental structure and properties of matter. In this way we aim at providing the cornerstone knowledge that is necessary to tackle the future challenges of science, technology and society.

Our mission encompasses also the extensive training for research workers, in particular for young scientists, advancing the frontiers of technology with strong conviction about the necessity of transferring it to society, strong international cooperation in research and communication of the results of our research to the general public.

## **Guiding lines of IFJ PAN**

To carry on research at the top-class level and provide optimal conditions and support for scientific labour. To promote collaboration between scientists both internally and at the national and international level. To communicate the results of our research and development work to the society. To promote equal opportunities in the scientific carrier. To assure high standards of safety both for the staff and for external visitors.

## **International cooperation under agreements**

### **Internationalization**

The scientific research programme pursued by majority of the research groups from our Institute is carried out by participation in leading physics projects undertaken by large international collaborations at world's best experimental facilities. The high level of internationalization in the area of scientific research is therefore a main strategic goal, strongly supported by the Institute's management. The achievement of this goal will further strengthen the position of the Institute, both in Poland and abroad.

For many years, the Institute has been operating under an active policy of attracting foreign researchers and PhD students to perform their studies and advance their scientific careers at the Institute. Since the year 2015 an increase in the share of foreigners among researchers is observed and in the last three years they contribute at the level of (10-12)% to the Institute's scientific staff (see Table 1). They are coming from Ukraine, France, Italy, Germany, Greece, Netherlands, India, Mexico, Nepal and South Korea. Foreign researchers are mainly young post-docs employed at positions of assistant professor (adjunct positions). Foreigners are well integrated with the research staff of the Institute and with Polish community in general. Many of foreigners employed in the past have been advancing their scientific careers following Polish regulations and received habilitation degrees. They are currently employed at positions of associate professors, which gives them an opportunity to apply for supervisory and managerial positions as well as to be selected to the Scientific Council of the Institute (in fact one of them was already elected to the Scientific Council).

Table 1: information on number of foreign researchers

Year	2015	2016	2017	2018
Number of foreign researchers	15	25	21	20
% of foreign researchers in the overall number of researchers	6.5	11.7	9.9	9.8

Table 2 illustrates a participation of foreigners in the International Post-Graduate Study program. Foreign PhD students constitute about (10-12)% of the total number of students and currently 2 persons are from Ukraine, Italy and Iran, 1 from France and India.

Table 2: information on number of foreign students

Year	2015	2016	2017	2018
Number of foreign PhD students	7	10	8	8
% of foreign PhD students in the overall number of PhD students	8	11.8	10	9.5

In order to improve the internationalization, the Institute's employees are actively involved in organization and co-organization of international conferences and meetings of the large scientific collaborations in Poland. Table 3 indicates number of conferences organised in the last three years together with the number of foreign participants and the talks given by foreign participants.

Table 3: Information on conferences organized and co-organized by Institute's employees.

Year	Number of conferences organized by IFJ PAN	Number of conferences co-organized by IFJ PAN	Number of participants from abroad	Number of talks given by foreign participants
2015	15	3	814	556
2016	16	3	549	391
2017	12	2	635	443

This activity is further complemented by active and frequent participation of IFJ PAN employees and PhD students in the international conferences held both in and outside of Poland, as indicated in Table 4.

Table 4: Participation of the IFJ PAN employees in international conferences.

Year	Number of conferences	Number of talks given by IFJ PAN employees	Number of talks given by PhD students
2015	237	302	59
2016	285	396	42
2017	262	366	63

Foreign researches are also frequently invited to visit our Institute. Table 5 lists the number of foreign scientists visiting IFJ PAN in the past three years. In average about 220 – 300 visitors came to IFJ PAN per year. The most popular countries of their origin are France,

Italy, Germany and Switzerland due to the active collaboration with institutions from these countries as well as well-established bilateral exchange programmes (e.g. COPIN, Polonium). The main purpose of these visits was to discuss and consult the joint research programmes.

Table 5: Foreign scientists visiting IFJ PAN.

Number of visitors	2015	2016	2017
<b>Total</b>	298	263	226
<b>From France</b>	91	60	56
<b>From Italy</b>	35	25	29
<b>From Germany</b>	28	17	48
<b>From Switzerland</b>	14	19	9

International standing of the research can also be assessed by number and quality of scientific publications in international, widely known scientific journals, which are authored or co-authored by researchers from IFJ PAN. Scientists from IFJ PAN are publishing the results of their research predominantly in scientific journals of international reach. This is illustrated in Table 6 below, which shows that more than 80% of all publications appears in the Journal Citation Reports database. Among the papers listed in Table 6 are articles published in the top-ranked journals: Nature & Nature Physics (5), Science (2), Physical Review Letters (39).

Table 6: Scientific articles published by IFJ PAN employees.

Year	Total number of publications	Papers published in the Journal Citation Reports - JCR database	Fraction of publications in JCR
2015	673	560	83%
2016	731	620	85%
2017	705	602	85%

## Participation in international programmes of scientific-research programs

IFJ PAN has many years of significant experience in successful applying for funds from the European Commission and in implementing many R&D projects within the Framework Programmes, including Marie-Curie actions, as well as projects financed by other international programmes, such as NATO, COST, International Visegrad Fund, Polish-Norwegian Research Programme, Polish-Swiss Research Programme, JINR, EURATOM programmes, Fusion for Energy. The Institute was awarded three times in Poland for the active participation of its employees in the 6th and 7th Framework Programmes (2004, 2006, 2013). The Institute's employees are also very successful in obtaining complementary funding from different national sources, granted on a competitive basis. Only in years 2010-2018 the Institute conducted nearly 30 internationally funded project not to mention the project supported within the European Cohesion Funds (20 projects, 5 of them investment projects).





The Institute is also successful in attracting young researchers from all over the world, especially from European Union thanks to investments in modern and unique in a world scale scientific equipment (for instance The Proteus C-235 cyclotron with energy to be downgraded continuously to 70 MeV). Currently IFJ PAN thanks to Cyclotron Centre Bronowice (CCB) has a status of the international research infrastructure offering scientific equipment to researchers from abroad. Only in the years 2016-2017 CCB visited over 100 foreign researchers using polish cyclotron in international experiments, some of them within the Horizon 2020 European funded projects.

Cyclotron is used currently also for Proton radiotherapy. The cooperation with patients and medical community should be seen as a chance to develop in the future the cooperation between science and other stakeholders.

IFJ PAN is also one of the contractors by the The European Spallation Source. The scientific facility is under construction in the city of Lund, in southern Sweden. The scientific staff and engineers from the Institute work on site and support this international enterprise.

Taking into account the fact that IFJ PAN is scientifically visible worldwide Institute, the number of international projects is insufficient. In almost all project carried out by IFJ in the last years, the Institute had status of a partner, only one project was coordinated by IFJ PAN. Many researchers prefer to apply for national project as for in national call the success rate is incomparably higher than for instance in Horizon 2020 calls. The analysis of the group working on this problem suggests that the reason for lower than expected number of applications for international grants and lower success rate results not from lack of international contacts but rather from lack of knowledge how to work on grant application effectively and lack of knowledge of rules that apply for editing of application. IFJ PAN lacks of the professional department that could provide a substantial assistance in the process of proposal writing. DWE provides only a financial guidance. Even National Contact Point and other scientific institutions in Poland lack of such people, however in some areas the situation has been improved over the last years. Self-teaching appears here the only way to gather experience, professional courses focus rather on financial matters and do not touch the merits. Trying to get in touch with people having experience in effective proposal writing – for instance people who evaluate proposals in Brussels – using scientific contacts would be a great opportunity to benefit from his experience. Applying for evaluator's position in Brussel is also a good way to learn how the system works. The other way to widen own experience is to use more effectively the National Contact Point in the areas where they have a substantial expertise.

### **Implementation of international scientific-research grants**

IFJ PAN having a long term experience in applying and conducting the grants financed within the international programmes has developed the internal structures and procedures that should facilitate the conducting the project, especially in terms of controlling and supervising the financial and administrative flow of external funds. The essence of this supervision is a cooperation with all administrative departments with the Institute that participate in controlling process. The key role in this processes should play 2 departments that deal with the financial implementation of the externally funded project – European Cooperation Unit (DWE) that deals with international project and Economic Planning (DEP) that supervises the national projects. The both departments play a role of a coordinators between all the administrative departments (especially the bookkeeping) and also scientific staff.



The new challenge for administration are the commercialization processes. This happens because of the pressure of the main funders such as European Commission and national financing institutions on using the scientific results commercially. This will require to establish the new communication channels within the Institute as well as to acquire the staff able to deal with such complex subject. Also the increasing internationalisation process will challenge the administration staff that should be able to deal with new processes. Supervision of the implementation processes will go far beyond bookkeeping and recording.

### International mobility of scientific employees

The Institute recognizes the value of mobility of researchers as an important step in the advancement of their scientific careers. The researchers are supported and encouraged to be professionally mobile and to apply for temporary posts at national and international scientific institutions. A broad spectrum of national and international collaborations, in which the Institute's employees participate, forms a firm footing to support and facilitate the mobility of researchers.

In years 2015 – 2017, more than four thousands foreign trips were organized for the Institute's employees and PhD students. The most popular purpose of trips was the attendance at international conferences, followed by scientific research visits, participation in various advisory boards and international committees, trainings, scholarships and internships. Among the most frequently visited countries were France, Switzerland, Germany and Italy. This is due to the fact that IFJ PAN cooperates with many scientific institutions from these countries. Particularly valued are longer stays in foreign institutions aimed to get experience in working in the international teams and tighten the collaboration with world-class research centres. Table below gives details of visits longer than 3 months carried out in years 2013 – 2016. In average, about 30 such visits per year are performed.

Countries	Institutions CERN, DESY, ZIBJ	Institutions from the list of Academic Ranking of World Universities	Other institutions (e.g. KEK, Paul Scherrer Institute, Centre CEA de Saclay)
France, Italy, USA, Germany, Japan, Denmark, Switzerland, Russia Spain, Kuwait, Great Britain, Austria, USA	78	16	17

Young researchers are particularly strongly pushed to apply for foreign internships and postdoc positions. The mobility of young researchers is positively valued in the recruitment procedure and in their scientific advancement. In recent four years, 37 postdoc positions and training courses were taken on in countries such as Austria, Denmark, France, Hong Kong, Japan, Canada, Germany, Switzerland, USA, Great Britain and Italy.

### The most important scientific-research achievements

The average yearly publication yield of IFJ PAN includes over 600 scientific papers, reports and conference contributions. 70% of publications appear in major international journals listed by the Philadelphia Institute for Scientific Information. Each year the



Institute hosts national and international scientific conferences as well as international workshops dedicated to young scientists. They provide an opportunity to exchange knowledge about most up-to-date results and developments, both theoretical and experimental, and offer a general forum to discuss the frontiers of physics. Thanks to its 50-year tradition, our "Zakopane School of Physics" is known throughout the world.

## **The main research equipment**

Among other major research instruments, IFJ PAN possesses: 2.5 MeV Van de Graaff accelerator with a proton microbeam, X-ray microprobe, neutron D-T generator, plasma-focus D-D fusion sources, two NMR research tomographs (4.7 T and 9.5 T), 7 T solid state pulsed NMR spectrometer, and the newest investment: the laboratory of spectroscopic imaging for radiobiology, therapy and complex systems research. Our nationally accredited Laboratories provide regular radiation dosimetry services to over 50 thousand radiation workers in Poland (individual and environmental dosimetry), perform calibrations of about a thousand radiation protection instruments yearly, and measure radioactivity in environmental samples and building materials.

## **Technology transfer**

In general the main technology transfer was done by shifting all services like dosimetry, radon or environmental radioactivity in situ measurements, measurements of concentration of alfa, beta and gamma isotopes in air, soil, water and human and calibration laboratory to separate laboratories. Within this commercialization IFJ PAN created four accredited laboratories which offers a broad spectrum of highly specialized services. The main and biggest laboratory namely Laboratory of Individual and Environmental Dosimetry do the dosimetric service of ionizing radiation for ca. 50000 people or environmental sites, totally for almost 1000 institutions through Poland and abroad. The Laboratory of Calibration of Dosimetric Instruments perform ca. 1100 calibrations/y for gamma, beta and alpha radiation. Laboratory of Radiometric Expertise is devoted mainly to measurements of radon concentration in air, soil, water and concentration of natural isotopes in building materials as well. Laboratory of Radioactivity Analyses was developed from the multiyear experience in research on environmental radioactivity gathered as aftermath of Chernobyl accident in 1986. It received accreditation for measurements of gamma emitters, among them  $^{137}\text{Cs}$ , in different materials and for measurements of plutonium by means of alpha spectrometry with radiochemical preparation of samples. The Laboratory has low background gamma rays spectrometers with germanium detectors and alpha spectrometers with semiconductor detectors. The main task of accreditation is high credibility of results for Polish state monitoring system. The measurements of various kind of samples are performed for many external customers. The annual turnover of all laboratories is on the level of 4.5 mln PLN.

## Internal gap analysis

### First action plan (action plan 2016-2017)

	Area	Planned action	Body responsible	Verification of implementation	Short-term deadline	Long-term monitoring plan
1	General	Information on the HR Logo on the IFJ PAN website.	HR-logo Working Group and Computer and Network Support unit	Access from the website <a href="http://www.ifj.edu.pl">www.ifj.edu.pl</a>	III Q 2016	Continuously update the information
2	2.2.Ethical principles	Place "Code of Ethics of Scientific Employee" and "The European Code of Conduct for Research" on the IFJ PAN website.	Scientific Director and Computer and Network Support unit	Access from the website <a href="http://www.ifj.edu.pl">www.ifj.edu.pl</a>	III/ IV Q 2016	
3		Organize a seminar for IFJ PAN employees in order to present Polish and European documents concerning the ethic work of a researcher.	Director General and Organization and Legal Offices	Information on the seminar page of IFJ PAN: <a href="http://www.ifj.edu.pl/sem/">www.ifj.edu.pl/sem/</a>	II Q 2017	Once a year over the next 5 years
4	2.5.Contractual and legal obligations	Introduce the rule that the researchers should be informed about the principles governing the protection of intellectual properties before signing a job contract at IFJ PAN.	Director General and Human Resources Section	Access to the relevant document posted together with the contract offers	II Q 2017	Update the document when required
5	2.7.Good practice in research	Organize a training workshop on good data protection practices: backup procedures and tools, safe work practices.	Computer and Network Support unit	Information on the seminar page of IFJ PAN: <a href="http://www.ifj.edu.pl/sem/">www.ifj.edu.pl/sem/</a>	II Q 2017	Twice a year over the next years

6		data protection/encryption tools etc.  Issue the document on the policy of information security	Administrative and Economic Director		IV Q 2016	
7	3.2.Non-discrimination 3.4.Working conditions	Organize an internal audit at IFJ PAN on architectural barriers for people with disabilities.	Scientific and Technical Director and Safety Department	Check the IFJ PAN premises	III Q 2017	Implement necessary facilities to make easier access for people with disabilities
8	3.5. Stability and performance of employment	Information about permanent opportunities and positions communicated in a more accessible way using the IFJ PAN web.	Scientific Director and Computer and Network Support unit	Access from the web site: <a href="http://www.ifj.edu.pl/person/praca/?lang=pl">http://www.ifj.edu.pl/person/praca/?lang=pl</a>	Implementation - IV Q 2017	Continuously update the information
9	3.16. Evaluation/appraisal systems	The appropriate information campaign on the rules governing performance evaluation of scientists should be targeted to the young researchers group.	Head of the Scientific Council Committee for the evaluation of scientists	Appropriate regulations published on the site of the Scientific Council	II Q 2017	Update the rules when necessary
10	3.17.Complaints/appeals	Create easily accessible (for IFJ PAN employees) webpage information about the Anti-mobbing Commission, Disciplinary Commissioner, and Employee Council.	Members of mentioned bodies and Computer and Network Support unit	Access from the website <a href="http://www.ifj.edu.pl">www.ifj.edu.pl</a>	III Q 2017	Continuously update the information provided by relevant bodies
11	4.1.Recruitment	Publish the information about the recruitment also in English on the Institute's	Head of the Selection Committee	Disseminate the information on the web page and publish it	III Q 2017	Continuously monitor the recruitment



	web page.  Provide the English translation of the document "Rules for the Recruitment on the Assistant and Adjunct Positions".		together with the call for recruitment	III Q 2017	t procedures . update  and improve the regulations
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## Identification of Strengths, Weaknesses, Opportunities and Threads of the current practice

### Ethical and professional aspects

A chain of advisory bodies/boards to which researchers may refer in cases of both vertical and horizontal conflicts has been considerably expanded. Apart from a Disciplinary Spokesman, who is already operating at the Institute, we have appointed an Ombudsman and a Board of Appeal (dealing with appeals in recruitment procedures). Both the Ombudsman as well as the members of the Board of Appeal were elected collegially by the Scientific Council from among the whole community of the Institute.

The Committees already in force at IFJ PAN (the Anti-Mobbing Committee, the Disciplinary Committee, and the Work Council) have reviewed their webpages and updated them with more transparent information. In connection with the fact that some employees were not fully knowledgeable about the procedures and ethical principles in force at IFJ, we have devised outreach actions dedicated to both employees and PhD students to counteract this problem. The Code of Ethics for Researchers has been published on the institutional webpage, and the PhD Student Self-Government has adopted by way of resolution the PhD Student Code of Ethics. One of the expert teams, composed of research scientists (R1-R4), has undertaken to develop a Supervisor's Guidebook which will be available to all employees.

Each year scientists take active part in developing a research plan for the upcoming year, which guarantees complete freedom in pursuing research goals. Not only has IFJ launched a number of initiatives aiming at dissemination and implementation of research results, but it also demonstrates a high level of civic involvement. We conduct a modern proton radiotherapy for patients with tumors who are referred to our Institute from medical centers from all over the country. Our Institute maintains its own webpage dedicated to the promotion of science. A wide group of employees devote their time to the organization of Open Days and series of lectures for pupils and students on a regular basis. They also take part in other events which familiarize the public with and raise its interest in scientific activities.

Over the last two years we have undertaken activities which have considerably increased data protection policy awareness and its quality at the Institute. An external audit has been conducted to ensure that all practices at IFJ are in accordance with the General Data Protection Regulation. Based on the auditors' recommendations we have adopted a new Security Policy and conducted an obligatory training and a lecture for employees.

Although open access practices are not yet well developed at IFJ, the Institute plans to undertake actions in order to fully utilize the existing repository. We also plan to raise awareness and competences of employees at all levels with regard to data storage and its



protection (especially of scientific results). However, the principles of good practice in research as well as regulations concerning co-authorship and a unified anti-plagiarism system still await detailed defining. We also recognize the need to strengthen and standardize a training system for the staff holding supervisory posts so as to ensure their professional development and mutual exchange of experience.

In July 2018 a new act was put in force that has revolutionized the system of science and higher education in Poland and the principles of science funding: the so-called Constitution for Science. The act is aimed to create the best possible conditions for science development in Poland and to guarantee favorable conditions for educating future scientists. Owing to the scale of the implemented changes the works on the reform have been ongoing since 2016, and the first project of the act was made public in 2017. Due to numerous consultations with and objections from the academic community the final shape of the reform was left hanging in the balance to the last moment. The reform has had an impact on generally all aspects of HRS4R, resulting in the need for changing working conditions, career paths, and development possibilities. For the above-mentioned reasons IFJ PAN has decided to first concentrate its efforts on the implementation of the principles of the Charter and Code in the area of ethics and professional aspects so as not to introduce any changes or internal procedures that would not be in accordance with the new act.

In this sense we have directed our efforts towards improving the quality and selection of amicable ways of resolving conflicts, and towards familiarizing all employees with procedures and possibilities of asserting their rights before appropriate boards and bodies functioning at IFJ PAN.

The Institutes prides itself on a high level of internationalization of the PhD Studies. Our staff also includes foreign researchers. Because of recent inconveniences with regard to the availability of bi-lingual forms and the fact that the full English version of the institutional webpage is not yet ready etc., division secretaries and direct supervisors join their efforts to help non-Polish workers to overcome language barriers. In the succeeding years we plan to make working conditions more comfortable for foreigners, although it must be noted that already in 2018 an assistant to foreign employees was appointed at IFJ PAN.

In the next years the Institute will have to face other challenges arising from the fact that the national authorities have joined the so-called Plan S (Open Access). It will be necessary to develop a unified policy in this area and familiarize all workers with this initiative. In March 2018 we introduced the Policy on Open Access to publications and research results at IFJ PAN and appointed the Open Access Coordinator for publications and research results. Employees of half of divisions at IFJ PAN have open access to publications through archives, while the rest of the staff are encouraged to publish their articles in the institutional repository founded in 2017. At the same time we wait for the Polish state authorities to introduce formal regulations and possibly allocate funds to open access. Soon IFJ PAN will join the national state anti-plagiarism system.

## **Recruitment and selection**

In recent years we have launched a series of initiatives to improve the IFJ PAN recruitment and selection procedures for scientific workers. Having examined the final version of the so-called Constitution for Science we have undertaken efforts to develop and implement a unified and transparent recruitment policy for scientific positions along with detailed regulations on competitions for specific research posts. The draft documents were prepared by an OTM-R team made up of researchers (R1-R4) and administrative workers and formed in July 2018. Next, the documents were adopted by the IFJ PAN Scientific Council, which is a collegial body whose members, selected in elections, comprise IFJ PAN employees and outstanding experienced scientists from outside of the Institute. In December 2018 the Policy and its regulations entered into force in accordance with IFJ PAN Director's Order, and as early



as in January this year first competitions based on the new regulations were conducted.

There are a number of people involved in the recruitment process. Applications are reviewed by a three-person recruitment committee most often made up of: a representative of Director, a representative of the Scientific Council (a candidate is chosen by way of a resolution of the Council), and head of a given Scientific Division. The Committee scrutinizes all candidacies and submits its recommendations to the Scientific Council, which in turn by way of a secret ballot passes a request to employ or to reject a candidate over to General Director. In December 2018 a Board of Appeal was appointed at IFJ PAN, whose members examine candidates' complaints about the competitions. We have implemented a 30-day deadline for submitting applications and have introduced a transparent and unified job advertisement template as well as candidate evaluation sheets. Each candidate receives feedback on strong and weak points of his/her application. The OTM-R team organizes regular meetings and its work is still ongoing. In the near future IFJ PAN plans to publish the English versions of the recruitment documents.

Furthermore, a special committee for the recruitment for lower scientific positions (adjuncts and research assistants) has been formed and comprises: heads of all Scientific Divisions and Chairman of the Scientific Council.

Another working group at IFJ PAN has made an attempt to revise the system of evaluation of research staff that is currently in force at IFJ PAN. All conclusions and recommendations of that group will serve to develop a new assessment system for employees. At IFJ PAN there is no interactive platform or system for electronic submission of applications for recruitment purposes. There still exist unsatisfactory practices when it comes to the availability of detailed information on recruitment procedures in English. What is more, potential candidates have no possibility to review archival advertisements.

In view of the reorganization of the science system in Poland IFJ PAN has held off on developing a new unified transparent policy on the recruitment of research staff, including the regulations for recruitment on scientific positions, until the final shape of the new act is made public. The Constitution for Science has introduced a number of changes in the regulations governing the recruitment of scientific workers and the development of their career paths. The obligation to earn a "doktor habilitowany" degree (a post-doctoral degree in the higher education system in Poland) as part of an academic development and the turnover of R2 researchers were abolished. Changes were also implemented in the system of scientific positions and in the regulations on minimal remunerations for academic teachers that can have a possible, though indirect, influence on wages of scientific staff at the institutes of the Polish Academy of Sciences. The reforms introduced by the Constitution for Science overlap with other changes resulting from the implementation of the General Data Protection Regulation and the amendment to the Labor Code.

The reasons for low accessibility to the recruitment process at IFJ PAN (e.g. the lack of an electronic system/platform for submitting applications) have their roots in the inadequate capabilities of the internal technical infrastructure of the Institute. On the other hand, all applications can be submitted by email. At present all job advertisements are published: on the institutional webpage, in the national database of adverts of the Ministry of Science and Higher Education, and on the EURAXESS portal.

In the summer of 2018 a new tab appeared on the IFJ PAN website: "Career". The tab is dedicated to all potential candidates for IFJ employees and PhD students. Those interested in applying may quickly find relevant information on all competitions organized at IFJ PAN and their requirements and may also learn about IFJ PAN assets as a potential employer. We have also prepared a tab "A Guidebook for a New Employee" addressing problems which are essential from a foreigner's point of view (such as formalities upon arrival, taxes, everyday life, information about the Institute and its working environment). Unfortunately, due to the complexity of works over the new webpage this tab is not yet available.

The OTM-R group set to work in July 2018, but this does not imply that our previous recruitment system differed greatly from the standards defined in the Charter and the Code. The institutional authorities as well as the employees must also take into consideration





potential challenges that may result from the amendment to the Act on the Polish Academy of Sciences scheduled in the near future.

### **Working conditions**

The Institute provides satisfying working conditions to all employees, this fact is corroborated by the results of a survey conducted in July this year. It is beyond doubt that in comparison to other PAN institutes IFJ guarantees competitive salaries for its employees and attractive scholarships for PhD students. Most importantly, all R1-R4 scientists have free access to professional research equipment (among others we have purchased a new condensing unit and a cobalt bomb for treating cancer) and to numerous scientific databases. In their research both employees and PhD students can not only use scientific equipment which is unique on a national but also global scale, but each year they can also acquire new skills outside of the Institute. Every scientist can partake in national and international conferences, do internships or carry out scientific consultations within funds allocated to each IFJ PAN division. It is mainly up to a given employee in question and its direct supervisor to go on a business trip or to invite a scientific partner to visit IFJ PAN. In this way IFJ scientists are given complete freedom as to the research they do and independence as to pursuing their individual career paths. At the same time IFJ ensures that the annual research plan is fully completed. Our research environment also greatly profits from numerous visits of foreign scientists. Foreign researchers visit us not only to take part in conferences, but also to attend scientific consultations or give cyclical lectures/seminars.

IFJ PAN offers task-based working time to all scientific staff, which translates into elastic working hours and the possibility to reconcile private and professional lives, keeping them balanced. Another option is part-time teleworking. At IFJ PAN there are the social benefits and loans fund and the Employee Benefit Fund that provide financial support to the employees.

Research staff can exert a critical influence on decision-making bodies. There are two independent trade unions at IFJ PAN. The members of the Scientific Council, a statutory body of the Institute that exercises supervision over its scientific activities, are selected through general elections. Another body operating at IFJ PAN is the Work Council. Furthermore, all researchers have continuous access to the Institute's authorities- both formal (weekly meetings gathering heads of scientific divisions and IFJ PAN directors) and informal (possibility to talk directly with directors practically on a daily basis). Internal meetings are also held within individual organizational units (divisions, departments).

The main challenge that IFJ PAN currently faces is how to adapt a complex of buildings dating back to the mid-1950s to the needs and requirements of the handicapped, especially those with physical disabilities. We have set out wheelchair-friendly paths for people with limited mobility and built handicapped parking spots and disabled toilets. Further efforts must be undertaken to ensure that foreign employees have excellent working conditions and all language and cultural barriers are overcome. To tackle this problem we appointed in 2018 an assistant to foreign employees- a person that will readily answer all questions pertaining to formalities and procedures.

Making the IFJ PAN infrastructure and facilities more handicapped-user-friendly will require substantial financial effort and complex renovation works. For this reason the modernization works will be conducted in stages. Therefore we will try to improve the safety of the handicapped also in a different way, for example by appointing an assistant to people with disabilities who will help them to overcome any architectural barriers, or by adjusting and updating the IFJ PAN webpage.

According to a survey we have conducted some scientists, especially junior researchers, are dissatisfied with the level of employment stability offered at IFJ PAN. However, it must be noted that such a situation is mainly a result of recent changes in legislation. On the one hand, the Constitution for Science revokes a turnover of assistants and adjuncts. On the other hand, the amendment to the Labor



Code forces employers to either hire staff for an indefinable period of time or to terminate a cooperation with a given young scientist at a very early stage. In view of the above, it is of crucial importance for the Institute to establish a new system of evaluation of research staff and to work out good and coherent practices in the area of mentoring and scientific supervising. It will be also challenging for the Institute to quickly and elastically adjust to the new requirements imposed by the amended Act on the Polish Academy of Sciences.

A relevant tab on the institutional webpage dedicated to foreign employees is still under construction. Another weakness of the Institute is an underdeveloped system of benefits available to employees. What we also need to improve is to assign special rooms for mothers with children and rest and refreshments rooms for employees. We should also urgently define a policy on gender balance and review current ratios and practices in that area. At IFJ PAN there functions the Anti-Mobbing Committee, but our anti-mobbing policy needs revision and updating.

### **Training and development**

So far we have not devised any training program for persons holding particular positions or performing particular functions, such as supervisory duties, nor any mandatory training package for junior scientists and PhD students has been developed. This does not mean, however, that the Institute offers no trainings to its employees. Over the last two years our staff could take part in or have undergone a training in the area of: personal data protection, open access, intellectual property rights, aspects connected with formalities pertaining to grants, and commercialization of research results. Furthermore, every IFJ PAN employee undergoes occupational health and safety training and on-the-job training. Also the IFJ Library personnel remains at the disposal of the scientific staff and is always ready to provide guidance or carry out a training on access to library databases or a library skills training. In 2017 and 2018 we organized a training company retreat for PhD students and junior scientists. During the weekend retreat the participants underwent a training enhancing their soft skills.

Each employee has access to national/international conferences and can participate in a research internship program. The Institute supports the research staff in their efforts to apply for a grant or a project funding. The following departments offer their help in that matter: European Cooperation Unit and Economic Planning Unit (administrative units supporting scientists in grants/projects management). The Institute offers a number of bilateral contracts on international cooperation.

The Institute cooperates with, among others, the University of Ferrara – having fulfilled certain conditions required by the Italian partner, IFJ PhD students may earn a PhD degree in Physics in Poland and its equivalent in Italy. The Institute closely collaborates also with other scientific centers, such as CERN (a few of our PhD students are completing their PhD studies simultaneously at IFJ PAN and CERN). In 2017 two programs of interdisciplinary PhD studies (FCB, InterDokMed) were launched in cooperation with four other Cracow educational and scientific partners.

Although IFJ PAN researchers are not obliged to be engaged in teaching activities, each year they can submit their lecture proposals to the International PhD Studies. Owing to this initiative junior scientists may enhance their didactic skills, which may be crucial when seeking employment outside of the Institute, e.g. at a university.

In the next years we plan to concentrate our efforts on improving the internal assessment system of IFJ PAN scientific staff. This will be a complex task as we will have to take into account the internal regulations and the nature of scientific activities at IFJ PAN, and also plan in advance appropriate informative actions.



The Institute does not offer any career counselling, so the main responsibility for guidance in that matter falls on the staff holding supervisory positions. For this reason it is of great importance to launch mentoring and coaching trainings at IFJ PAN.

In response to the new provisions of the Constitution for Science discussions are being held on forming a federation. The federation will be a new legal structure that will bring together two or more scientific/educational units in order to jointly carry out such tasks as supervising PhD students, conducting scientific activities, conferring academic degrees, and commercializing research results. Partner units will jointly appoint the organs of the federation: President of the Federation and the Federal Assembly. Admission to the federation will entail new challenges for IFJ PAN, but on the other hand it will give us a possibility to educate PhD students within the framework of a new entity – the so-called PhD School. Several important acts, such as a federation act or an agreement on founding the PhD School, are currently being negotiated. Partner units will also have an impact on the final shape of documents and procedures to be in force in new entities.

The new system of financing PAN Institutes that is to be introduced in accordance with the criteria stipulated in the Constitution for Science and the implementing acts is still not fully known. The amount of funds that will be assigned to the Institute will certainly affect the final shape of external trainings and their frequency, and certainly it will have an impact on the possibility of expanding our standing training offer with external trainings.

## Implementation process

Over the last two years since we earned the distinction, our approach to the implementation of the Charter and Code principles has significantly evolved. The first Steering Committee, which had initiated our efforts to earn the distinction, proposed actions to be taken in all areas of HRS4R based on a gap analysis, without focusing on particular aspects. We planned to simultaneously smooth out all identified gaps and make systematic progress in all four areas of HRS4R.

However, when we proceeded to execute our action plan, it became obvious that the correct implementation of the policy required informative and promotion actions aimed at IFJ PAN employees to familiarize them with HRS4R and encourage their conscious involvement in the project. Accordingly, we introduced the first modification to our plan: we organized informal meetings where our employees learnt about HRS4R and were encouraged to visit the IFJ PAN website tab dedicated to this distinction.

During this promotional phase we witnessed many legal changes which substantially revolutionized the legal environment of the Institute. The introduction of the General Data Protection Regulation forced us to conduct an internal review of IFJ PAN administrative procedures and correct those not in compliance with the Regulation. Also changes introduced by the Labor Code and new interpretations of the existing tax regulations affected our recruitment policy. However, a real revolution was the introduction of the so-called Constitution for Science, which entailed such changes as: modifications in the career path of researchers, changes in funding scientific units and in funding science (grants, scholarships, awards), new recruitment conditions, and changes in positions held by researchers.

This required us to modify our action plan again. We decided not to initiate any actions (e.g. introducing new practices or preparing new guidebooks) that would soon turn obsolete because of new legislative changes. This might have led not only to an organizational chaos but also might have discouraged those employees already involved in the process. Moreover, the final shape of the planned legislative changes was not yet fully known then. Accordingly, we decided to first concentrate on ethical and professional aspects which, we believe, are universal and essential independently of the existing legislation.



As more and more scientific workers (R1-R4) got involved in the HRS4R actions and in numerous discussions and analyses, and because the legal background also began to crystallize, we started to focus also on other areas of HRS4R. Our organizational approach to the HRS4R implementation underwent a change too – it became more formalized. We expanded the original composition of the Steering Committee and appointed: a large Working Group (more than 30 members), an OTM-R Team, and a Monitoring Team. Additionally, we formed ad hoc expert teams to identify problems on a current basis.

The survey conducted in July 2018 clearly confirmed the success of our action plan in priority areas – ethical and professional aspects. Simultaneously, we decided to continue our efforts to make our recruitment procedures more open and transparent, and concentrate on improving working conditions, social security, and training system.

As we have previously stressed, in the years 2017-2018 the legal environment in which the Institute operated changed drastically. The changes affected all areas of the HRS4R policy, which required us to completely modify our initial strategy. Significantly, the changes in the higher education and science system in Poland took their final shape as late as in the first half of 2018.

The extensity and complexity of those changes was underlined by the fact that the adoption of the Constitution for Science had been preceded by the introduction of a separate regulation, which included transitional provisions and changed 166 and abolished 155 legislative acts that had been so far in force. Furthermore, many implementing acts introduced in the Constitution for Science are still in the preparatory phase.

For some time we did not have access to and could not examine the final legislative changes and were forced to postpone some of our actions. The future system of assessing and funding scientific units, which directly translates into working conditions of scientists and their stability of employment, was particularly ambiguous. Nevertheless, it was clear that the principles regulating the conferment of academic degrees and titles would undergo major changes. The legislative amendments also greatly affected the recruitment of scientists (abolition of adjuncts and research assistants' turnover, changes in academic positions, taxing PhD students' scholarships, inconsistency in tax exemptions for authors). Thoughtless implementation of our initially declared strategy in separation from the current changes in the legal system would be highly ineffective.

Retrospectively, our decision to focus on ethical and professional aspects in conjunction with regular and systematic deepening of the IFJ PAN employees' knowledge and their involvement in the HRS4R policy produced desired effects. Our participation in discussions on the final shape of the higher education and science system in Poland, combined with detailed analysis of new regulations and adjusting to the new challenges in the legal system, offered us a different perspective on many aspects of the Institute's course of action. In light of the new regulations we again analyzed the existing procedures and practices at IFJ PAN and their compatibility with the principles of the Charter and Code. This multi-stage analysis was conducted with the participation of scientific (R1-R4) and administrative workers.

At the beginning of 2018 we appointed 25 expert teams to assess particular aspects of the Institute's activities. Their findings and comments constituted valuable guidelines for the Steering Committee (e.g. they were used to define critical areas and priority tasks). Next, we conducted a detailed survey among the employees and PhD students at IFJ PAN. Its results were used by the Steering Committee to identify all possible inconsistencies of the IFJ PAN procedures with the principles of the Code and Charter.

Under recent legal changes we will have to face a number of strategic decisions, e.g. establishing a PhD School or joining a federation. Educating PhD students, which translates into supporting young scientists in career development, has always been one of our prime goals. Moreover, we strive to offer our employees the possibly most stimulating environment for conducting research.

The Constitution for Science stipulates that a scientific unit with a right to confer a PhD degree in one scientific discipline only cannot educate PhD students regardless of its level of research. As a renowned, highly specialized institute (since 2013 we have enjoyed the



leading Polish category in science – A+), we can confer a PhD and “doktor habilitowany” degrees in only one discipline – physics.

We started conducting PhD studies in 1984 and have been continuing to do so with much success. Each year, IFJ PAN is selected as one of the most pro-doctoral PAN institutes in the PROPAN competition. Compared with other PhD courses, our program is characterized by a high level of internationalization and effectiveness. However, according to the new legislation, we cannot run the so-called “PhD School” (a new organ educating PhD students that have replaced postgraduate courses) or admit new candidates to our PhD studies for 2019/2020. Accordingly, we initiated efforts to establish a PhD school in cooperation with other units. Presently, negotiations are being held to define the operating principles of such a PhD School. While choosing our partners, we are guided by such aspects as high ethical and professional standards and transparent recruitment procedures.

The new evaluating system for research units forces us to consider the possibility of forming a federation – a new body within the science system in Poland. It is formed to jointly carry out the programs of all participating units and has its own legal personality and bodies (president and federal assembly). The units comprising a federation maintain their independence, and their employees still remain within a given unit. It is clear, however, that if such a federation is to do joint research, this will influence the working environment of our employees. Nevertheless, within a federation all partners will have a chance to strengthen their scientific and organizational potential, make better use of scientific equipment and intensify skill sharing. Consequently, it will be mutually beneficial to all the partners involved.

Those responsible for implementing HRS4R at IFJ PAN should do their utmost to make allowance for the HRS4R principles at the early stage of discussions about the PhD School and federation. It of course goes without saying that once the negotiations are completed, any IFJ PAN partner will have a say in the final process of the HRS4R implementation. We want to stress, however, that all potential partners of IFJ PAN have also been distinguished with the HR Excellence in Research award.

Considering all changes stemming from the Constitution for Science and amendments to the Labor Code, establishing new principles regulating the employment policy of IFJ PAN seems essential.

Because of the specific situation of our Institute and the necessity of modifying our action plan and the process of the HRS4R implementation, it may be assumed that we started collecting data necessary for submitting our report as early as in the first quarter of 2018. At that time we appointed 25 expert teams to examine and review the compatibility of internal rules and practices of the Institute with those stipulated in the Code and Charter, as well as the needs of our employees.

Each team was asked to analyze a specific field of activity at IFJ PAN and assess the probability of defining potential problems or threats that may occur there, e.g. the IFJ PAN webpage and its functioning, the situation of foreign employees, candidates and new employees of IFJ PAN, dealing with complaints and claims, open access policy. Each team comprised both scientific and administrative workers. What is more, every effort was made that each team should be made up of members having proper experience within the field of activity and representing a full spectrum of views on a particular problem (age criterion, R1-R4 scientists, sex, position held, job seniority). The teams reported the results of their work on specially prepared forms in which they pinpointed: strong sides, identified problems and proposed solutions, as well as suggested initiatives. The results served as valuable guidelines for the Steering Committee and were used to outline a new, modified action plan for IFJ PAN.

In July 2018 we conducted a detailed and fully anonymous survey in which we asked the employees and PhD students to assess the HRS4R implementation progress at IFJ PAN. The questionnaire was prepared on the basis of comments from the expert teams. The Steering Committee thoroughly analyzed the results of the survey and, together with the Monitoring Team, highlighted critical areas that required urgent actions. More importantly, the Committee also identified problems that occur or intensify only within particular groups of the respondents (women/men, R1-R4, job seniority, position held, citizenship etc.).



Based on the identified gaps and employees' expectations, the Committee outlined priority areas and defined those groups of scientists where urgent or intensive actions were required. All collected data, supplemented with information from the Monitoring Team (i.e. detailed information about the undertaken and accomplished actions), served to prepare this report. The final version of this paper is the result of joint efforts of the Steering Committee, Monitoring Team, and IFJ PAN Directors.

Involving the research community at IFJ PAN into the implementation of HRS4R was a multi-stage process. Due to the fact that IFJ PAN quite early (on a national scale) undertook efforts to earn the distinction, initially we focused our activities on raising awareness of our employees about the HRS4R policy. In the beginning we published the Code and Charter in Polish and English along with informative material on the IFJ PAN webpage.

Simultaneously, the members of the Steering Committee began to initiate various, though informal, outreach actions, such as gradual dissemination of information about the distinction through heads of Scientific Divisions, updating the HRS4R tab on the IFJ PAN webpage. In 2018 we organized two separate seminars on the principles of the Code and Charter and the mechanism of earning and maintaining the HR Excellence in Research award. The first seminar, organized in cooperation with the authorities of the International PhD Studies, was dedicated solely to PhD students, whereas the other was directed to all our employees.

Although the actions undertaken within HRS4R were mainly designed for researchers, the correct process of the strategy implementation also required the cooperation of administrative workers to make them aware about their role in creating an optimal environment for research and development. When the level of knowledge about HRS4R among the researchers was high enough for their conscious involvement in the whole process, we began to appoint expert teams. Teamwork helped our scientific workers to realize their critical role in the whole process and also gave them the sense of real and direct influence on shaping the every-day reality of the Institute. Many researchers, when asked to analyze particular problems of HRS4R, not only committed to work voluntarily but also expressed their eagerness to cooperate at further stages of the implementation of the proposed solutions.

Another fruitful method to involve the scientific community into the implementation process was to conduct a survey. The scientific staff could present their opinions and insights and determine the course of further actions. The questions in the survey were constructed in such a way as to make the employees learn more about the principles of the Code and Charter when giving answers.

The next stage was to extend the official bodies responsible for the implementation of HRS4R at IFJ PAN. We expanded and updated the composition of the Steering Committee. Additionally, by means of the order of IFJ PAN Director the following bodies were formed: Working Group, OTM-R Team, and Monitoring Team. In November 2018 the compositions of the Working Group and the OTM-R Team were again expanded.

Moreover, work is in progress to ensure the full functionality of the new IFJ PAN webpage. The IFJ PAN website remains a perfect informative tool, allowing us to disseminate information not only among the workers but also among potential candidates for IFJ PAN employees seeking current job offers.

The IFJ PAN Steering Committee was appointed as early as at the initial stage of the HRS4R implementation at the Institute and included:

- representatives of the IFJ PAN Directors (3 people, including 1 woman)
- representatives of researchers and PhD students (2 people, including 1 woman)
- heads of administrative departments (4 people, including 3 women).

The key asset of the Committee was its resoluteness and perfect knowledge of the specificity of IFJ PAN procedures. Initially, we had to take into account a low level of researchers' interest in the implementation process and pass the burden of first tasks



to administrative workers so that the tangible effects of their work would result in a more positive attitude of the scientific staff towards the HRS4R implementation.

In September 2017 the composition of the Steering Committee was expanded with new members, including foreign researchers, junior scientists, and PhD students. We made an attempt to deformalize and simplify the dissemination of information about the HRS4R policy among scientific staff with the help of their direct supervisors. The members of the Steering Committee agreed that further actions towards the implementation process should take the form of informal meetings, organized on an ad hoc basis, and all the materials required by the Committee would be made available to its members electronically.

Following the appointment of 25 expert teams, when the conscious involvement of the scientific staff in the implementation process reached a satisfactory level and the legal situation in Poland also became stabilized, we decided to adopt a more formal and structuralized course of action. By Order 21/2018 of IFJ PAN Director of July 2, 2018, the following bodies were appointed: the Steering Committee on the implementation of the HRS4R and OTM-R policy, large (made up of almost 30 members) Working Group, OTM-R Team and Monitoring Team. The correct implementation of the Order was supervised by the project coordinators, i.e. Scientific Director and Scientific & Technical Director.

It must be stressed that the Working Group mostly comprises scientific workers and PhD students. Efforts were made to make the Group as representative as possible by diversifying its members based on: sex, job seniority, position held, career development progress, and allocation within IFJ PAN organizational units (Scientific Divisions and Departments). The Monitoring Team is to verify whether the tasks assigned to the Steering Committee, Working Group and OTM-R Team are properly executed. It also functions as a transmitter between the Steering Committee and Working Group.

The members of the Monitoring Team are in close contact with each other and carefully monitor and, if needed, revise the activities of the Working Group accordingly to the course of action determined by the Steering Committee.

As the deadline for submitting the report and completing the action plan for 2019-2021 is approaching, we decided to expand the composition of the Working Group and OTM-R Team. The Steering Committee entrusted the above-mentioned teams with the task of putting forward proposed actions in accordance with specific subject areas.

The provisions of our strategic documents mostly reflect general regulations of the Code and Charter, although not all IFJ PAN documents refer directly to the latter.

Researchers at IFJ PAN actively participate in preparing a detailed task plan for a given year. Devising the plan, in which research tasks are allocated to respective organizational units of the Institute, results in an environment favorable to the freedom of research, including the freedom of conscience, expression, and problem-solving approach. By consulting yearly plans with the IFJ PAN authorities, they can be revised through dialogue to make allowance for operational limits, e.g. budget or infrastructural limitations. In its final stage the task plan is adopted by the Scientific Council (a collegial body conducting ongoing supervision of the Institute's activities, especially ensuring a high level of scientific activity and staff career development, whose members are selected in elections).

In the fourth quarter of 2018, after the Constitution for Science and amendments to the Labor Code entered into force, by Order 38/2018 of IFJ PAN Director the Recruitment Policy for scientific positions at IFJ PAN was introduced, accompanied with regulations on competitions and recruitment procedures for given positions, after being approved by the Scientific Council. The new Policy directly refers to the principles of the European Charter for Researchers, Code of Conduct for the Recruitment of Researchers, and OTM-R package.



Starting from 2017 our Institute has undertaken efforts to fully implement the Open Access policy. An institutional digital repository has been created to collect, archive and disseminate online scientific and popular science papers, in which authors put IFJ PAN as their affiliation, and doctoral disseminations approved for public discussion at IFJ PAN. In 2018 we introduced the Policy on Open Access to publications and research results at IFJ PAN and appointed the Open Access Coordinator.

The Institute supports its employees, especially those at the threshold of their scientific careers, in earning grants and funds to carry out scientific projects. Many of those grants help to establish close international collaborations and facilitate the mobility of researchers. At the beginning of 2019 eight of our researchers became the laureates of the Bekker Programme, which aims at increasing the international mobility of Polish scientists. The winners received scholarships to cover travelling and accommodation expenses at renowned foreign research centers (financing from NAWA). The Institute has been also granted several hundred thousand Polish zlotys within the PROM programme, whose goal is to enhance the scholarship exchange of PhD students and academic staff. The funds will be used to cover not only scholarship trips of IFJ PAN PhD students and scientific workers, but also arrivals of foreign researchers visiting the Institute.

Though the general organizational rules at IFJ PAN are in agreement with the HRS4R principles, in the coming years we plan to focus more on the practice of referring directly to the principles of the Code and Charter through internal acts of the Institute to further enhance the sense of interdependence between the existing regulations and the HRS4R strategy.

The persons responsible for the implementation of the HRS4R strategy are aware that the modifications introduced into the action plan may result in the prolongation of the whole implementation process. For this reason the implementation deadline is regarded with due diligence. Each proposed action has been assigned to a person/department/team that is responsible for its correct and timely execution. The persons responsible have been notified about their role in the whole process. They will be responsible for making individual decisions, but, as foreseen, they will be also supported by the members of the Working Group and will have the possibility to involve also other IFJ PAN workers that may be helpful to the process (with their consent).

The Monitoring Team will be supervising the timeliness and effectiveness of the implementation of the proposed actions. Progress in executing the action plan will be assessed at the meetings of the Steering Committee. If the proposed actions are implemented off schedule, the Steering Committee will launch corrective measures.

Furthermore, we plan to collect and examine feedback from the scientists and PhD students about the implementation of the principles of the Code and Charter on a daily basis and take into account their current needs. Such an approach will help us to avoid the situation in which our researchers (R1-R4) remain unsatisfied with the implementation process even if the action plan is executed.

Monitoring the implementation of the principles of the Charter and Code is a day-to-day process and is mainly the responsibility of the Monitoring Team. The members of the Team check whether the respective subgroups of the Working Group carry out their tasks in a timely manner and inform the Steering Committee about the status and progress of the implementation process. The Monitoring Team also keeps internal institutional documentation, which helps to monitor the current progress and assess the level of achievement of the desired effects.

The Monitoring Team serves as a transmitter between the Working Group and the Steering Committee, which makes the whole implementation process even more transparent. The members of the Team consult the progress of work with the Steering Committee on a current basis and pass the Steering Committee's suggestions for further work on to the Working Group. At the same time the Steering Committee receives comments from the sub-teams of the Working Group.

Owing to the composition of the Steering Committee and the double role of one of the project coordinators – the IFJ PAN Scientific Director, who not only participates in the work of the Committee, but is also a member of the Monitoring Team – a smooth flow





of information between the bodies responsible for the implementation process and the IFJ PAN authorities has been ensured.

In the succeeding years the Monitoring Team will strive to attain even greater transparency and accessibility of information on the progress of the implementation process, e.g. by publishing relevant reports or guides in the tab on the IFJ PAN webpage dedicated to HRS4R. Thanks to this solution the Monitoring Team will count on direct feedback from the scientists.

In our new action plan each activity is supplemented by a description of a goal/indicator that we hope to achieve. Most of the proposed indicators denote the number of people covered by a given activity, such as employees participating in a training, or the number of specific events, such as organized seminars. Many actions come down to ensuring our scientists access to relevant information or drawing up specific documents. The IFJ PAN website plays a key role in the cases mentioned above – the webpage is a tool offering our employees access to relevant information. It is also the place where internal legal acts of the Institute are published.

It is a task of the Monitoring Team to maintain constant contact with persons responsible for executing specific actions, and then to compare the current indicators with the intended ones. The Steering Committee is to be informed about the progress of the work on a current basis.

When the intended goals are achieved, the Institute plans to conduct another internal review of the compatibility of our in-house regulations with the principles of the Code and Charter. The decisive indicator and determinant for undertaking further actions will be the feedback of IFJ PAN scientists expressed in another (already third in succession) survey and in panel discussions etc.

Within the next three years we plan to strengthen and expand informative actions on HRS4R, the principles of the Code and Charter and the distinction especially among junior scientists. The actions will aim to help all employees realize that there is a close relationship between the positive changes occurring at the Institute and our efforts to keep the HR Excellence in Research distinction. The researchers should understand that the correct implementation of the principles of the Code and Charter will result in creating a favorable and stimulating research environment, which should translate into the greater involvement of the scientific staff in the actions in progress.

The Steering Committee, in cooperation with the Monitoring Team, should not only supervise but also revise the execution of the action plan on a current basis. It should also see that all the activities are thoroughly documented (drawing up status reports, publishing information on webpages). The Monitoring Team remains in close contact with the members of the Working Group, serving simultaneously as a consultant and holding responsibility for the correct communication between the Working Group and Steering Committee.

Besides measuring the achievement of the intended indicators, we also plan to conduct another survey among R1-R4 scientists, the results of which will serve as the source of information about the progress of the implementation of the Code and Charter principles, as viewed by the scientific staff. In case of objections expressed by the scientists, even if the action plan is fully executed, it will be necessary to undertake corrective measures (possibly after consultations with the respondents). All IFJ PAN employees may provide their feedback on the implementation process and the compatibility of the Institute's activities with the principles of the Code and Charter on-line (dedicated e-mail: [hrs4r@ifj.edu.pl](mailto:hrs4r@ifj.edu.pl) to contact the Coordinators and the Monitoring Team).

Over the next three years we plan to focus our efforts on ensuring full access to the fully functional English-language IFJ PAN webpage, as well as English-language internal procedures, forms etc. Preparing the documents in English will facilitate the adaptation process of new employees, improve quality of life in the workplace and result in our better preparation for the next visit of external reviewers.

Of significant importance is also exchanging experience with other Polish units holding the HR Excellence in Research distinction.



among others through the participation of the IFJ PAN project coordinators in national conferences which perfectly match our local Polish needs differing from those met in international conferences.

### The new, updated action plan

No.	Action	GAP Principle(s)	Timing	Responsible Unit	Indicator(s)/Target(s)	Current Status
1.	Information on the HR Logo on the IFJ PAN website	2. Ethical principles	3 Q 2016	HR-Logo Working Group and Computer and Network Support unit	Access from the website www.ifj.edu.pl	completed
2.	Place "Code of Ethics of Scientific Employee" and "The European Code of Conduct for Research" on the IFJ PAN website	2. Ethical principles	3/4 Q 2016	Scientific Director and Computer and Network Support unit	<a href="https://www.ifj.edu.pl/en/career/hrs4r/">https://www.ifj.edu.pl/en/career/hrs4r/</a>	completed
3.	Organize a seminar for IFJ PAN employees in order to present Polish and European documents concerning the ethic work of a researcher	2. Ethical principles 5. Contractual and legal obligations	2 Q 2017	Director General and Organization and Legal Offices		completed
4.	Introduce the rule that the researchers should be informed about the principles governing the protection of intellectual properties before signing a job contract at IFJ PAN	5. Contractual and legal obligations 6. Accountability 31. Intellectual Property Rights	2 Q 2017	Director General and Human Resources Section		In progress
5.	Organize a training workshop on good data protection practices: backup procedures and tools, safe work practices, data protection/encryption tools etc.	6. Accountability 7. Good practice in research	2 Q 2017	Computer and Network Support unit		extended



6.	Issue the document on the policy of information security	6. Accountability 7. Good practice in research	4 Q 2016	Administrative and Economic Director		new
7.	Organize an internal audit at IFJ PAN on architectural barriers for people with disabilities	10. Non discrimination 24. Working conditions	3 Q 2017	Scientific and Technical Director and Safety Department		In progress
8.	Information about permanent opportunities and positions communicated in a more accessible way using the IFJ PAN web	30. Access to career advice 39. Access to research training and continuous development	4 Q 2017	Scientific Director and Computer and Network Support unit		New
9.	The appropriate information campaign on the rules governing performance evaluation of scientists should be targeted to the young researchers group	11. Evaluation/ appraisal systems 40. Supervision	2 Q 2017	Head of the Scientific Council Committee for the evaluation of scientists		New
10.	Create easily accessible (for IFJ PAN employees) webpage information about the Anti-mobbing Commission, Disciplinary Commissioner, and Employee Council	10. Non discrimination 34. Complains/ appeals 35. Participation in decision-making	3 Q 2017	Members of mentioned bodies and Computer and Network Support unit	<a href="https://www.ifj.edu.pl/dla-pracownikow/komisje/">https://www.ifj.edu.pl/dla-pracownikow/komisje/</a>	completed



		bodies				
11.	Publish the information about the recruitment also in English on the Institute's web page	10. Non discrimination 13. Recruitment (Code) 15. Transparency (Code)	3 Q 2017	Head of the Selection Committee	Disseminate the information on the web page and publish it together with the call for recruitment	New
12.	Provide the English translation of the document "Rules for the Recruitment on the Assistant and Adjunct Positions"	10. Non discrimination 13. Recruitment (Code) 15. Transparency (Code)	3 Q 2017	Head of the Selection Committee	Disseminate the information on the web page and publish it together with the call for recruitment	completed
13.	Providing mentoring trainings to scientific employees performing managerial functions	36. Relation with supervisors 37. Supervision and managerial duties 40. Supervision	II-III Q 2019 - preparation of the training schedule and program  IV Q 2019 - conducting training for Division/Department/Project Heads  2020-2021 - implementation system of the compulsory, periodic training for	Directors IFJ PAN and Human Resources Section (DSP), European cooperation department (DWE) and Economic Planning Department (DEP)	The training of 85% of academic staff performing management functions until 2020.  Ensuring the implementation of a system of mandatory, periodic training by an internal law act of the IFJ PAN.	New



			mentoring			
14.	Providing training in the field of mediation and conflict resolution for scientific employees	34. Complains/ appeals	<p>IV Q 2019 - preparation of the training schedule and program</p> <p>I-II Q 2020 - conducting training for Division/Department/Project Heads</p> <p>2020-2021 - implementation system of the compulsory, periodic training in the field of mediation and conflict resolution for scientific employees</p>	Directors IFJ PAN and Human Resources Section (DSP), European cooperation department (DWE) and Economic Planning Department (DEP)	<p>The training of 85% of academic staff performing management functions until 2020.</p> <p>Ensuring the implementation of a system of mandatory, periodic training by an internal law act of the IFJ PAN</p>	new
15.	Providing young scientists and PhD students with training in professional networking skills	<p>30. Access to career advice</p> <p>38. Continuing Professional Development</p> <p>39. Access to research training and continuous development</p>	<p>III Q 2019 - preparation of the schedule and program of training / seminar</p> <p>I Q 2020 - start of training meetings for young scientists and PhD students</p>	Directors IFJ PAN and heads of Scientific Divisions and Laboratories	<p>Organization of at least 1 training meeting in the first half of the year. Information about the training is available at: <a href="https://www.ifj.edu.pl/konferencje/">https://www.ifj.edu.pl/konferencje/</a></p>	New



16.	Introduction of the monitoring system for mentoring of PhD students at the IFJ PAN	36. Relation with supervisors 40. Supervision	II Q 2019 - implementation of the IFJ PAN system for monitoring the mentoring of PhD students, enabling meetings with each doctoral student at least once in six months	Heads of the International PhD Studies	Providing each doctoral student with a meeting at least once in half-year. Information about the meetings is available at: <a href="https://www.ifj.edu.pl/msd/">https://www.ifj.edu.pl/msd/</a>	New
17.	Undertaking efforts to establish a PhD school	33. Teaching	I-II Q 2019 development of an internal strategy of the IFJ PAN concerning the opening of a doctoral school	Directors IFJ PAN, Heads of the International PhD Studies	Providing the IFJ PAN with the possibility of educating doctoral students - in a new form of doctoral education - for a PhD school	New
18.	Organization of a "small seminar for PhD students"	8. Dissemination, exploitation of results 39. Access to research training and continuous development	II Q 2019 - organisation of the first seminars	Directors IFJ PAN, Heads of the International PhD Studies and Self-government of PhD students	The organization of the seminar is aimed at enabling PhD students of the first and second year of the MSD to acquire the ability to clearly and interestingly present their scientific interests and tell stories about science  Participation in seminars min. 80% of doctoral students of the first and second year of MSD - statistics based on attendance lists published on: <a href="https://www.ifj.edu.pl/msd/">https://www.ifj.edu.pl/msd/</a>  Presentation of the seminar by at least:	new



					<p>- 60% of first and second year PhD students in 2019, - 70% in 2020, - 80% in 2021, subject to the launch of a doctoral school.</p>	
19.	Organization of a "large seminar for PhD students"	<p>8. Dissemination, exploitation of results 39. Access to research training and continuous development</p>	IV Q 2019 - organisation of the first seminars	Directors IFJ PAN, Heads of the International PhD Studies and Self-government of doctoral students	<p>The organization of the seminar is aimed at enabling PhD students of the first and second year of the MSD to acquire the skills of a clear and interesting presentation of their own research.</p> <p>Participation in seminars min. 80% of doctoral students of the third and fourth year of MSD - statistics based on attendance lists published on: <a href="https://www.ifj.edu.pl/msd/">https://www.ifj.edu.pl/msd/</a></p> <p>Presentation of the seminar by at least: - 50% of PhD students in the third and fourth year in 2019, - 70% in 2020, - 80% in 2021</p>	new
20.	Organisation of consultation/advisory meetings	11. Evaluation/appraisal systems	II Q 2019 - Establishment of a counselling team for PhD	Heads of the International PhD	Participation in meetings min. 15% of MSD PhD students - statistics published	new





	for a PhD student-promoter couple	23. Research environment 36. Relation with supervisors	students  III Q 2019 - organisation of meetings for interested parties  From 2020 - coverage by annual meetings of all PhD students-guardian/promoter couples  *If a doctoral school is established, the introduction of a regulation to sanction the organisation of and participation in meetings.	Studies and The Scientific Committee of the IFJ PAN for PhD Studies	on: <a href="https://www.ifj.edu.pl/msd/">https://www.ifj.edu.pl/msd/</a>	
21.	Introduction of a form of personalized career guidance in the field of scholarship and grant offers	4. Professional attitude 5. Contractual and legal obligations 26. Funding and salaries	I Q 2020	Directors IFJ PAN, European cooperation department (DWE) and Economic Planning Department (DEP)	Provision of individual advice to employees and doctoral students in the scope of possible scholarships, national and European grants.  Indication of persons responsible for providing information to employees and doctoral students - indicating information about designated persons	new



					and possible forms of contact at: <a href="https://www.ifj.edu.pl/">https://www.ifj.edu.pl/</a>	
22.	To familiarize employees with information on the current mechanisms and funding perspectives of the IFJ PAN and science	4. Professional attitude 5. Contractual and legal obligations 26. Funding and salaries	II Q 2019 - implementation of an appropriate information tap on the website of the IFJ PAN  III Q 2019 - development of on-line training for IFJ PAN employees	Directors IFJ PAN and Research Service and Administration (DON)	Raising awareness of science funding rules among employees and PhD students at the IFJ PAN  Providing information about the science financing system on the IFJ PAN website.  Passing the on-line test by min. 60% of employees and doctoral students	new
23.	Starting regular general meetings at the Divisions and Departments for all employees of IFJ PAN	35. Participation in decision-making bodies 40. Supervision	III Q 2019 - implementation of recommendations concerning the organization of cyclical general meetings in the Divisions and Departments	Directors IFJ PAN and Research Service and Administration (DON)	Providing all employees with access to information and raising awareness of issues related to the functioning of the IFJ PAN. Increasing the impact on decision-making bodies, transparency and commitment.  Number of meetings - statistics published on the IFJ PAN website, in tabs of individual Branches: <a href="https://www.ifj.edu.pl/oddzialy/no1/">https://www.ifj.edu.pl/oddzialy/no1/</a> <a href="https://www.ifj.edu.pl/oddzialy/no2/">https://www.ifj.edu.pl/oddzialy/no2/</a> <a href="https://www.ifj.edu.pl/oddzialy/no3/">https://www.ifj.edu.pl/oddzialy/no3/</a>	new



					<a href="https://www.ifj.edu.pl/oddzialy/no4/">https://www.ifj.edu.pl/oddzialy/no4/</a> <a href="https://www.ifj.edu.pl/oddzialy/no5/">https://www.ifj.edu.pl/oddzialy/no5/</a> <a href="https://www.ifj.edu.pl/oddzialy/no6/">https://www.ifj.edu.pl/oddzialy/no6/</a>	
24.	Providing candidates with exhaustive feedback on candidates' strengths and weaknesses in recruitment (also in grants)	15. Transparency (Code)	I Q 2019 – implementation	Competition Commissions, Appeal Board at the Scientific Committee	<p>Appreciation of the candidate's commitment and time, as well as the opportunity to contribute to its development. Building the image of IFJ PAN as a good employer.</p> <p>100% - written responses.</p> <p>Number of consultations with the chairman after the competition - information on the IFJ PAN website <a href="https://www.ifj.edu.pl/kariera/oferty-pracy/">https://www.ifj.edu.pl/kariera/oferty-pracy/</a></p>	In progress
25.	Undertaking activities to stabilize the employment of researchers regardless of the stage of their career	25. Stability and permanence of employment	II Q 2019 - carrying out an internal analysis in order to consider the possibility of employing workers with a longer period of employment and longer periods of employment in the early stages of their careers for an indefinite	Directors IFJ PAN Human Resources Section (DSP) and Competition Commissions	<p>Improving the stability of employment for researchers regardless of their career stage.</p> <p>Improvement of the percentage of persons employed for an indefinite period in a given year, compared to previous years - in the case of employees with longer seniority.</p>	new



			period		Improvement of the percentage of people employed for 12, 24, 33 months, compared to previous years	
26.	Establishment of confidential procedures in the consideration of complaints / appeals of scientists	34. Complains/ appeals	<p>II Q 2019 - development of a complaint/appeal procedure by the Ombudsman of the IFJ PAN and their publication on the website of the IFJ PAN</p> <p>IV Q 2019 - development by the Ombudsman of the IFJ PAN of an action programme to promote ethical principles in science and improve the overall quality of the working environment for the years 2020-2021</p> <p>Cyclical annual reports of the Ombudsman on his activities submitted to the Scientific Council of the IFJ PAN</p>	Ombudsman IFJ PAN, Directors IFJ PAN	<p>Improving the overall quality of the work environment. Providing IFJ PAN employees with the opportunity to benefit from the participation of an impartial and experienced spokesperson mediating in conflicts within a confidential procedure.</p> <p>Information on the Ombudsman's complaints / appeals procedure and the Ombudsman action program for 2020-2021 will be published in a special tab on the IFJ PAN website: <a href="https://www.ifj.edu.pl/">https://www.ifj.edu.pl/</a></p>	new
27.	Providing PhD students with	39. Access to	II Q 2019 - organization of	Directors IFJ PAN, Heads	The organization of training is intended.	new



	access to soft skills training	research training and continuous development	<p>internal trainings for PhD students of the IFJ PAN, e. g. on copyright, possibility of obtaining a scholarship/grant or other form of financing.</p> <p>From 2019 - organization of annual training in soft skills in the form of a trip, combined with integration meetings of new doctoral students/ young scientists</p>	of the International PhD Studies and Self-government of PhD students	<p>among others, improving the skills of public speaking, knowledge of copyright legislation and the acquisition of the ability to search for information, including about the possibilities of obtaining a scholarship / grant or other form of financing.</p> <p>Information on training will be published at: <a href="https://www.ifj.edu.pl/msd/">https://www.ifj.edu.pl/msd/</a>.</p>	
28.	Introduction of translations of current forms, regulations, etc. (for internal needs)	10. Non discrimination 24. Working conditions	<p>I-III Q 2019 - translation into English of the forms used by the research workers of the IFJ PAN and placing them on the website of the IFJ PAN in the form of an information brochure.</p> <p>IV Q 2019 - commencement of selection of internal legal acts of the IFJ PAN, the translation of which into</p>	Directors IFJ PAN	<p>An information brochure containing the forms in force at the IFJ PAN in English will be posted on the IFJ PAN website: <a href="https://www.ifj.edu.pl/dla-pracownikow/formularze/">https://www.ifj.edu.pl/dla-pracownikow/formularze/</a></p> <p>Extracts from the internal legal acts of the IFJ PAN in English will be published on the IFJ PAN website: <a href="https://www.ifj.edu.pl/dla-pracownikow/zarzadzenia/">https://www.ifj.edu.pl/dla-pracownikow/zarzadzenia/</a> - available only to employees of IFJ PAN</p>	new



			English is important in order to provide scientific staff with the necessary organisational and legal information  I Q 2020 - starting to draw up extracts from internal legal acts of the IFJ PAN in English			
29.	Providing IFJ PAN employees with training in research commercialization	8. Dissemination, exploitation of results	IV Q 2019/ I Q 2020 - conducting a training for research workers with a representative of the Technology Transfer Centre office	Directors IFJ PAN and Research Service and Administration (DON)	Conducting training for min. 80 academic staff of IFJ PAN - information about the training along with statistics based on the attendance list will be posted on the IFJ PAN website, in a special tab "Commercialization"	new
30.	Providing PhD students IFJ PAN internal training in the commercialization of research and intellectual property rights	5. Contractual and legal obligations 8. Dissemination, exploitation of results 31. Intellectual Property Rights 32. Co-authorship 39. Access to	III Q 2019 - conducting 12 hours of training for PhD students of IFJ PAN	Directors IFJ PAN and Heads of the International PhD Studies	The aim of training is to broadening the knowledge of PhD students in the field of commercialization and copyright.  Participation in the training min. 60% of MSD PhD students - statistics published on: <a href="https://www.ifj.edu.pl/msd/">https://www.ifj.edu.pl/msd/</a>	new



		research training and continuous development				
31.	Undertaking information and promotion activities in the field of commercialization and protection of intellectual property	5. Contractual and legal obligations 8. Dissemination, exploitation of results 31. Intellectual Property Rights 32. Co-authorship 39. Access to research training and continuous development	II Q 2019 - implementation of a separate tab on the website of the IFJ PAN ('commercialisation'), containing information relevant from the point of view of a research worker on commercialization and protection of intellectual property.  I Q 2020 - initiating activities aimed at creating in the IFJ PAN the position of advisor on commercialisation and protection of intellectual property.  II Q 2020 - implementation of a tap on the IFJ PAN website, accessible from the outside, containing	Directors IFJ PAN, Computer and Network Support Unit (DSK) and Commercialization section	Undertaking information and promotion activities by the IFJ PAN in the field of commercialization and protection of intellectual property, aimed at raising awareness among employees and PhD students of the issues related to the dissemination and exploitation of research results and increasing social involvement.  The "Commercialization" tab will be available on the IFJ PAN website: <a href="https://www.ifj.edu.pl/">https://www.ifj.edu.pl/</a>	new



			information/advertising the products; of the IFJ PAN with commercial potential			
32.	Undertaking promotional and informational activities among research workers regarding contests, funds for financing commercial projects	4. Professional attitude 5. Contractual and legal obligations 6. Accountability 26. Funding and salaries	II Q 2019 - initiation of promotion and information activities  I Q 2020 - development of the thematic scope and content of the tap dedicated to financing commercial projects on the website of the IFJ PAN, and its subsequent implementation	Directors IFJ PAN, European cooperation department (DWE) and Economic Planning Department (DEP)	Providing the IFJ PAN staff with permanent access to information on the possibilities of financing commercial projects - through publication in the "Commercialization" tab on the IFJ PAN website <a href="https://www.ifj.edu.pl/">https://www.ifj.edu.pl/</a>	new
33.	Introduction of an internal policy for the commercialization of research	8. Dissemination, exploitation of results	I Q 2020 - development of an internal policy for commercialization of research of the IFJ PAN	Directors IFJ PAN, Financial and accounting department (DFK), European cooperation department (DWE) and Economic Planning Department (DEP)	Introduction of a coherent and uniform commercialization policy at the IFJ PAN, available to IFJ PAN research staff. The IFJ PAN internal law document - available to all IFJ PAN employees on the Institute's website: <a href="https://www.ifj.edu.pl/dla-pracownikow/zarzadzenia/">https://www.ifj.edu.pl/dla-pracownikow/zarzadzenia/</a>	new
34.	Introduction of obligatory library training for PhD students in the field of open	8. Dissemination, exploitation of results	III Q 2019 - development of the thematic scope of open access training tailored to	Research Service and Administration (DON)	Acquainting PhD students with the idea and principles of open access through practical training.	new





	access	9. Public engagement	<p>the needs of PhD students of the IFJ PAN</p> <p>I Q 2020 - conducting training for PhD students of IFJ PAN</p> <p>III Q 2019 - making efforts to ensure that if a doctoral school is established, open access training is a permanent element of the doctoral student's circulation card</p>		<p>Participation in the training min. 70% of MSD PhD students - statistics published at: <a href="https://www.ifj.edu.pl/msd/">https://www.ifj.edu.pl/msd/</a> according to data provided by employees of the IFJ PAN Library conducting trainings.</p>	
35.	Providing academic staff and PhD students of the IFJ PAN with training materials on open access	<p>8. Dissemination, exploitation of results</p> <p>39. Access to research training and continuous development</p>	<p>III Q 2019 - initiating activities aimed at making training materials and on-line test available to research workers and PhD students (e. g. development of the exact subject matter and scope of materials/training)</p> <p>I Q 2020 - making training</p>	<p>Research Service and Administration (DON) and Computer and Network Support Unit (DSK)</p>	<p>Providing access to training materials and the test is aimed at enabling IFJ PAN employees and doctoral students to become familiar with the idea and principles of open access. Training should also take into account practical aspects.</p> <p>Participation in the training min. 10% of IFJ PAN employees and PhD students - statistics and information about the</p>	



			materials and an online test available to researchers and PhD students		training available at <a href="https://www.ifj.edu.pl/library/open-access/">https://www.ifj.edu.pl/library/open-access/</a>	
36.	Actions for the optimal use of the IFJ PAN repository	8. Dissemination, exploitation of results 31. Intellectual Property Rights 32. Co-authorship	II Q 2019 - Initiating an internal discussion on the optimal use of the IFJ PAN repository.  II Q 2020 - implementation of actions recommended on the basis of internal discussion	Directors IFJ PAN, Research Service and Administration (DON)	Ensuring the best use of the IFJ PAN repository in the context of open access.  Repository iFJ PAN - <a href="https://rifj.ifj.edu.pl/">https://rifj.ifj.edu.pl/</a>	new
37.	Adaptation of the IFJ PAN website to guidelines for facilitating content published in the Internet	9. Public engagement 10. Non discrimination 24. Working conditions	I Q 2020 - conduct an audit on necessary changes  II Q 2020 - development of a change implementation plan  III Q 2020 - Initiate changes to facilitate content published on the Internet (to be implemented by the end of 2021)	Directors IFJ PAN and Computer and Network Support Unit (DSK)	Adaptation of the IFJ PAN website to guidelines for facilitating content published in the Internet	new
38.	Organization of a first aid point	24. Working conditions	II Q 2019 - equipment and access to a first aid point	Directors IFJ PAN, Department of Health	Ensuring the safety of IFJ PAN employees and guests. The ability to	new



			IV Q 2019 - taking action to monitor the functioning of the first aid point	and Safety at Work (DOZ)	quickly provide first aid.	
39.	Take action to implementation facilities for people with disabilities	10. Non discrimination	<p>I Q 2019 - development of an internal procedure in case of necessity to provide assistance to a disabled person</p> <p>II Q 2019 - conducting an audit to determine the scope of work necessary to ensure free movement of persons with disabilities on the premises of the IFJ PAN.</p> <p>II Q 2019 - introduction of information/support materials for the disabled (e. g. leaflets, maps, signs)</p> <p>III Q 2019 - preparation of a plan and cost estimate of necessary works</p>	Directors IFJ PAN, Department of Health and Safety at Work (DOZ) and Department of Investment and Operation (DIE)	<p>Information on the number of employees of IFJ PAN ensuring the implementation of the procedure for dealing with the need to provide assistance to the people disabled will be posted on the IFJ PAN website <a href="https://www.ifj.edu.pl/kontakt/">https://www.ifj.edu.pl/kontakt/</a>.</p> <p>On the IFJ PAN website and on its area, information materials for the disabled will be available <a href="https://www.ifj.edu.pl/kontakt/">https://www.ifj.edu.pl/kontakt/</a></p>	new



			I Q 2020 - commencement of implementation of necessary investments			
40.	Installation of an interactive information point	10. Non discrimination 24. Working conditions	I-II Q 2019 - initiation of activities aimed at defining the boundary conditions of the project (e. g. requirements, cost estimate, establishing a convenient location, scope of information, visualization)  II Q 2019 – III Q 2020 - project implementation	Directors IFJ PAN and Computer and Network Support Unit (DSK)	An interactive information point that facilitates moving around the premises of the IFJ PAN to guests and new employees and doctoral students will be located in the main building or in the guardhouse building.  Information about the point will be available on the IFJ PAN website <a href="https://www.ifj.edu.pl/kontakt/">https://www.ifj.edu.pl/kontakt/</a>	new
41.	Providing employees with access to rooms for preparing meals	24. Working conditions	I Q 2019 - conducting an internal audit in order to assess the needs of employees related to such a room and to assess the capabilities of the IFJ PAN  II Q 2019 - commencement of project implementation (by the end of 2021)	Directors IFJ PAN, Department of Health and Safety at Work (DOZ) and Department of Investment and Operation (DIE)	Improving social conditions at the IFJ PAN. Preventive protection of employees' health.  Information about available rooms will be made available to IFJ PAN employees	new



42.	Designation of a room for breastfeeding mothers and rest of pregnant women	10. Non discrimination 24. Working conditions 27. Gender balance	II-IV Q 2019 - designating and equipping the room and undertaking information activities	Directors IFJ PAN, Department of Health and Safety at Work (DOZ) and Department of Investment and Operation (DIE)	Improving social conditions at the IFJ PAN. Preventive protection of employees' health.  Information about available room will be made available on the IFJ PAN website <a href="https://www.ifj.edu.pl/kontakt/">https://www.ifj.edu.pl/kontakt/</a>	new
43.	Organization of training and promotional -informational activities related to health and safety for employees	24. Working conditions	2019 - providing employees and guests of the IFJ PAN with stickers with emergency and rescue numbers on access cards  III Q 2019 - IV Q 2021 Retraining and retrofitting of the volunteer 'first aid team'.  2019 - 2021 organisation of additional first aid training for IFJ PAN employees  2019-2021 - providing employees with access to	Directors IFJ PAN, Department of Health and Safety at Work (DOZ) and Department of Investment and Operation (DIE) Directors IFJ PAN, Department of Health and Safety at Work (DOZ) and Department of Investment and Operation (DIE)	Improving the safety of employees and raising awareness at the workplace. Acquisition by technical staff needed to introduce appropriate conditions in the face of danger.  On the IFJ PAN website : <a href="https://www.ifj.edu.pl/dla-pracownikow/bhp/">https://www.ifj.edu.pl/dla-pracownikow/bhp/</a> will be published information about: - number of stickers issued (at least 400), - number of trained members of the "first aid team", - number of employees who completed additional first aid training - min. 3 people from each branch in a given	new



			on-line training on health and safety at work  2020 - organization of training in extinguishing techniques for employees of IFJ PAN		calendar year, - information on on-line training in the field of health and safety, - number of participants in extinguishing training (minimum 80)	
44.	Promotion of HRS4R strategy among employees and PhD students C&C	2. Ethical principles	2019 - providing employees and doctoral students with information materials on the current state of implementation of the principles of the Charter and Code at the IFJ PAN  2020 - development of on-line training on the principles of the Charter and Code and HRS4R	Directors IFJ PAN, Steering committee HRS4R in IFJ PAN and Monitorin Team HRS4R in IFJ PAN	Increasing the knowledge of the Card and Code rules among employees and doctoral students of the IFJ PAN and providing them with access to the current state of implementation work.  Information materials and on-line training should be available on the IFJ PAN website: <a href="https://www.ifj.edu.pl/kariera/hrs4r/">https://www.ifj.edu.pl/kariera/hrs4r/</a> Training with a positive result should include min. 100 employees and 50% of PhD students.	new
45.	Undertaking training and information activities in the field of data security	7. Good practice in research	2020	Directors IFJ PAN, Computer and Network Support Unit (DSK)	Number of training participants - information on the website	new
46.	Fully implementation OTM-R	13. Recruitment (Code)	2019-2020	OTM-R commity		new



		14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 19. Recognition of qualifications (Code) 20. Seniority (Code) 21. Postdoctoral appointments (Code)				
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