

I quarter of 2023

Action	Indicators/targets	End of 2023	I quarter of 2024	II quarter of 2024	III quarter of 2024	IV quarter of 2024
Institute's website is being redesigned to make employees' achievements more visible. Creation of the new sections e.g., dedicated to ongoing projects of research groups will be supervised by the research group leaders. We expect healthy competition between groups to benefit section content.	A new design of the Institute's webpage will be created. Research groups will have their own sections with information on ongoing projects.	The new website is already built but needs to add some content.	The new Institute's website has been filled with content.	Institute's website awaiting rebuilding due to a change in the Institute's organizational structure.	Institute's website has been rebuilt with adjustments to the new organizational structure of the Institute.	<p>The content of the new Institute's website is being finalized.</p> <p>An information desk has been created within the site where employees can find templates of all necessary documents and information about current events.</p> <p>The website is in the phase of testing and adding content translation.</p>
Besides participation in events popularising science, various initiatives in mass and social media e.g., Facebook, Twitter, Instagram (#Fossil Friday etc.), that allow wide dissemination of research results as well as public's engagement and understanding of science, will be coordinated by a newly appointed (I quarter of 2023) "Media Group" consisting of enthusiastic young employees from different groups: R1, R2, R3, and technicians.	Social media accounts have been already launched recently (https://twitter.com/IPaleoPAN ; https://www.facebook.com/IPaleoPAN ; (ME IPAL PAS Instagram; #Fossil Friday, etc.). A steady increase of the number of posts and followers, as well as web site traffic is expected.	The media group composed of 9 persons (R1, R2, R3, and technicians) is posting 3 posts per week on the Museum of Evolution's social media accounts (Instagram and Facebook). The Facebook and Twitter of the Institute of Paleobiology, PAS are posting information about the new papers published by the employees and about recent or upcoming events related to the activity of the IPal PAS. The number of followers is constantly increasing.	Short interviews with the IPal PAS employees are posted once per month starting from 2024. The interviews are in Polish with English subtitles (opposite for international employees) in order to increase the range of recipients and awareness of the IPal PAS employee activities and scientific interests. All employees are encouraged to contribute to social media content through a special formula of post preparation distributed via email.			<p>The Museum of Evolution Facebook reach in 2024 was 127% higher in comparison to 2023. The number of followers increased (+555 new followers, 15,5% more than in 2023).</p> <p>The Museum of Evolution Instagram public reach is also constantly increasing with about 4-5 000 views and ca. 10 new followers per month.</p>

Popularisation will be included in the system of evaluation of research workers, in the system of remuneration or Director's bonuses.	Relevant regulations, protocols, and annual schedule of events popularising science will be published on the internal part of the Institute's "Information Desk". Popularisation will be taken into account in the evaluation of the employees.	New regulations for periodic evaluation of researchers have been created, which take into account additional activities (including popularization). https://www.paleo.pan.pl/administracja/regulaminy/Regulamin_okresowej_oceny_pracownikow_naukowych.pdf	->	->	->	According to the regulations, the next periodic employee evaluation (for the period 2021–2024) will take place in 2025.
	Undertaken activities will result in an increase in positive responses to survey questions on dissemination of results and public engagement by the end of 2024 by at least 50%.					The survey will be taken in the first quarter of 2025.
Target: Increasing number of the researchers (R1-R4; at least 50% by the end of 2027) engaged in the popularization and representing the Institute in the science events, as well as growing numbers of visitors to the Institute's website will result in an increase of the visibility of research. Responsible unit: Media group and Research group leaders reporting at the Working Group meetings						

II quarter of 2023

Action	Indicators/targets	End of 2023	I quarter of 2024	II quarter of 2024	III quarter of 2024	IV quarter of 2024
<p>“Information Desk” has been created at the Institute’s internal website (II quarter of 2023). Information for scientists, technicians and employees of the Museum about upcoming conferences, workshops, grants, as well as post conference abstracts and presentations will be successively provided by the appointed Task Team (consisting of technician, R2, R3, and head of collections and documentation department).</p> <p>All employees will be informed about new posts via email.</p>	<p>Publication of updated information, guidelines and documents on the internal part of the Institute’s website, circulating emails among all employees and doctoral students about updates.</p>	<p>Information for scientists, technicians and employees of the Museum about upcoming webinars and available post conference materials: abstracts and presentations are provided at the “Information Desk” on internal website.</p> <p>An information flow diagram has been prepared by WG, to ensure structured distribution of information and course of the consultation processes. During WG meeting there was a discussion about extending the info desk to the public website.</p>		<p>Association for Materials and Methods in Palaeontology - post conference materials and abstracts have been published on intranet – “Info desk”. Information about this conference was distributed among all employees.</p>	<p>Symposium on Palaeontological Preparation and Conservation post conference materials and abstracts have been published on intranet – “Info desk”. Information about this conference was distributed among all employees.</p>	<p>Materials from Current Best Practices for Generating and Managing CT Scan Data of Fossils workshop organised by Society of Vertebrate Palaeontologists were shared on intranet for all employees.</p>
<p>Clear procedure protocols, employment policy, and useful links to sites providing knowledge about procedures, as well as career development paths and career opportunities will be successively provided by the administration.</p> <p>All employees will be informed about new posts via email.</p>	<p>At the WG meeting the following “Task Teams” were designated.</p> <p>Regulations prepared by the TT will be evaluated by the WG and consulted with respective employee groups, obtained feedback will be subject of the next WG meeting discussion.</p>	<p>Regulations of Recruitment for scientific positions</p>	<p>Regulations of Recruitment for scientific positions of Paleobiology of Polish Academy of Sciences had been prepared by the TT and then discussed among the members of WG. The first draft of the regulations was sent among the employees for feedback.</p>	<p>The final form of the Regulations of Recruitment for scientific positions were approved by the Director of IPal PAS, send via email to all employees and posted on the IPal PAS webside in Polish and English:</p> <p>https://www.paleo.pan.pl/jobs.html</p> <p>https://www.paleo.pan.pl/pl/praca.html</p>		<p>The employment policy document is to be prepared in early 2025.</p>
		<p>Anti-discrimination and anti-mobbing policy</p>	<p>Regulations for counteracting mobbing at the Institute of</p>	<p>The final form of the regulations for counteracting mobbing at</p>		

			<p>Paleobiology of Polish Academy of Sciences had been prepared by the TT and then discussed among the members of WG. The first draft of the regulations was sent among the employees for feedback.</p>	<p>the Institute of Paleobiology of Polish Academy of Sciences were accepted by the Director of IPal PAS, send via email to all employees and posted on the IPal PAS webside.</p> <p>Intranet: https://tiny.pl/b8zdz99h</p>		
		<p>Doctoral School student-supervisor evaluation protocols.</p>	<p>The regulations for admitting new doctoral students to the doctoral school have been revised and supplemented with new points regarding combined recruitment to the doctoral school and the grant (if a doctoral student is enrolled on a stipend paid from a grant project).</p>		<p>When recruitment to the doctoral school is announced, the Recruitment Regulations are available on the website of the Institute of Paleobiology and on the website of the doctoral school.</p> <p>https://szkoladoktorska-bioplanet.pl/szkola/regulamin-rekrutacji/</p> <p>https://szkoladoktorska-bioplanet.pl/en/school/the-terms-and-conditions-of-admission-to-the-bioplanet-doctoral-school/</p>	
		<p>regulations on the collection management</p>		<p>New collection regulations have been discussed with research staff. Rules of good practices and forms are prepared in Polish and English.</p>	<p>Collections resources and regulations were presented at the workshops during PalGes. Workshops (in English and Polish) will be held on regular basis once a year and presented to PhD students and interested students at the UW.</p>	<p>New collection regulations and forms are awaiting final approval.</p> <p>Rules of good practises and forms are available online in Polish and English:</p>

						https://kolekcja.paleo.pan.pl/visits_en?lang=en https://kolekcja.paleo.pan.pl/visits_pl?lang=pl
<p>Task team is already working on the rules of good professional practices.</p> <p>The professional development model will be discussed at an internal conference in the IV quarter of 2023, a summary document will be published on the "Information Desk"</p>	<p>Final document will be published at the "Information Desk".</p> <p>All employees will be informed about new posts via email.</p>	<p>Internal conference on the institute's development prospects and scientific plans was organized (30.10.2023).</p>				<p>The professional development model is to be published in early 2025.</p>
<p>Targets: 100% staff: researchers and doctoral students (R1-R4) along with technicians and administration know the principles concerning the management of grants, career development paths and employment policy. 100% staff: researchers and doctoral students (R1-R4) share knowledge and keep up to date with the new opportunities in the research environment.</p> <p>Responsible unit: Task Team and Administration reporting at the Working Group meetings.</p>						
<p>An OTM-R policy defining recruitment procedures for research job offers has been prepared (II quarter 2023). It specifies applicants' selection criteria, mobility recognition and excluding reputation-based selection, taking into account potentially positive aspects of activities resulting in the</p>	<p>OTM-R policy, relevant updated regulations compatible with the OTM-R policy in Polish and English will be published on the institute's website https://www.paleo.pan.pl/pl/HR_excellence.html https://www.paleo.pan.pl/pl/praca.html. All recruitment processes will be conducted in compliance.</p>	<p>Designated Task Team will modify existing regulations to ensure full compliance with OTM-R policy, regulations will be evaluated by the WG and consulted with respective employee groups, obtained feedback will be subject of the next WG meeting discussion. The final implementation of new regulations awaits the consent of the President of</p>	<p>President of the Polish Academy of Sciences approved changes to the Statute of the IPal PAS.</p>	<p>New regulations regarding employment policy (compatible with the OTM-R policy) for scientific positions have been introduced in Polish and English:</p> <p>https://www.paleo.pan.pl/jobs.html</p> <p>https://www.paleo.pan.pl/pl/praca.html</p>		<p>The employment policy document is to be prepared in early 2025.</p>

<p>career breaks and/or chronological order of CVs.</p> <p>The Institute will implement OTM-R policy by modifying recruitment process regulations to fully comply with OTM-R policy (e.g. job proposals will include the knowledge and competences required from the candidate and provide information about career prospects and remuneration). The regulations, following OTM-R principles, regarding administrative and technical staff recruitment will be introduced by the Board of Directors. The Recruitment Commission will be responsible for providing the feedback information including identified strong and weak points, for all interviewed applicants.</p>		<p>the Polish Academy of Sciences to approve changes to the Statute of the IPal PAS.</p>		<p>https://www.paleo.pan.pl/pl/dokumenty/OTM_R_Policy_IPAL_PAS.pdf</p>		
<p>A quality control system for OTM-R policy implementation will be developed by the Working Group and supervised by the Administrative Director.</p>		<p>A quality control system for OTM-R policy implementation has been proposed (protocol adherence checklist supervised by designated employee). It will be tested during the next recruitment process.</p>				
<p>Targets: All employees involved in recruitment processes as well as applicants for the researcher (R1-R4), technician and administrative positions will know the recruitment</p>						

<p>requirements and rules. All of the interviewed applicants will be informed about their strong and weak points.</p> <p>Responsible unit: Administrative Director will summarize progress at the Working Group meetings.</p>						
<p>Due to the lack of financing, no renovation of sanitary infrastructure was carried out, only essential repairs were made. Evaluation of the sanitary infrastructure has been completed recently (I quarter of 2023), new appliances were installed, and sanitary infrastructure has been refreshed and improved.</p>	<p>New appliances were installed. Sanitary infrastructure has been refreshed and improved noticeably.</p>	<p>New appliances were installed. Sanitary infrastructure has been refreshed and improved noticeably. Infrastructure condition is monitored and employee needs for equipment replacement and satisfaction with the sanitary conditions will be addressed during meetings with respective workers groups to see if the target has been achieved.</p>			<p>Meeting with technicians and administration regarding improving the working conditions was organized (proposal of installing air conditioning at certain places was given) (16.07.2024).</p> <p>Air conditioning has been installed in 2 laboratories. Employees have access to air-conditioned rest area organized in the collection space.</p>	<p>Further meetings with technicians are planned in early 2025 to discuss current employee needs (e.g.personal protective equipment).</p>
<p>Targets: Employees (R1-R4 along with technician and administrative staff) will be satisfied with the sanitary conditions.</p> <p>Responsible unit: Administrative Director</p>						

III quarter of 2023

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<p>Gap analysis showed that there is a need for organising IPAL PAS Archives for accumulating data from ongoing research and documentation of the Collections.</p> <p>The Institute is in the process of inclusion in the RepOD (Repository for Open Data) repository, where data will receive unique doi numbers. This will provide a place for data storage, also allowing the exchange of the data with the scientific community.</p>	<p>Indicators: Increasing amount of research data will be deposited in the provided repositories (RepOD repository: https://repod.icm.edu.pl/) and internal archive, 70% by the end of 2024, 100% by the end of 2027</p>	<p>Internal archives were made available in II quarter of 2023. The Institute signed an agreement enabling inclusion in the Repository for Open Data, where data will receive unique doi numbers. It provides a place for data storage, also allowing the exchange of the data with the scientific community. Task Team (JK-JG) has been designated to assist researchers in the issues related to data deposits. Workshops for researchers on how to prepare data and deposit it in the repository are scheduled for February 2024.</p>	<p>IPal Archives, RepOD (Repository for Data), Repozytorium OPEN (R Repository for Publications) are available for all employees. Workshops for researchers on how to prepare data and deposit it in the repository were held for all research staff, detailed information and links are posted on the intranet "Info Desk".</p>	<p>Unified and updated regulations regarding data accumulation and information flow have been discussed with research staff.</p>		<p>100% of the employees, that are involved with research data have been informed about data storage related issues. 70% of the research data is deposited in the repositories: 10% in the Internal Archive, more than 60% is deposited in open repositories; remaining 30% is stored in research group storage devices.</p> <p>Due to the challenges in data deposition and storage backup protocols, the TT is discussing updated rules of the data deposition allowing to curate the data in long term and considering account creation of the IPal PAS on Morphosource.</p>
<p>Targets: 100% of the employees: researchers (R1-R4) along with technicians and administration will be informed about data storage related issues. All research data will be deposited in archives up to date and will be available to the research community by the end of 2027.</p> <p>Responsible unit: Collections Manager TT including manager of the IPal PAS 3D lab.</p>						

Proposing a paragraph in IPAL PAS regulations regarding structured and regular relations between supervisors and PhD students, as well as regular research group seminars.	A relevant updated regulation will be published on the main institute's website.	<p>Policies regarding cooperation between supervisors and doctoral students have been developed and will be subject to revision based on consultation with doctoral students and supervisors.</p> <p>An internal code of ethics for doctoral students has been developed and will also be subject to revision based on consultation with the scientific community of the institute.</p>				An internal code of ethics for doctoral students is under consultation with the Institute's management. Its final form will be presented in the first quarter of 2025.
Annual written opinion on the progress of the PhD students works, pointing out objectives, strengths and challenges in her/his work will be send out by supervisors to PhD students and Directors.	Expected increase in positive responses by at least 50% in survey questions about relation with supervisors.	<p>Doctoral students were informed that in case of problems regarding cooperation with the supervisor, they should contact the coordinator of the doctoral school.</p> <p>Supervisors write an opinion on the progress of doctoral students' work once a year, at the end of the year. From this year, the report will also be sent to the director or vice director of the Institute.</p>			<p>Doctoral students are required to present a written report on their annual work on the dissertation. In addition, opinions about the doctoral student's work are presented by the supervisor.</p> <p>In case of any doubts about the correct implementation of the dissertation, the coordinator of the doctoral school in the IPal PAS conducts a conversation with the supervisor and the doctoral student.</p>	
Increasing awareness of the duties of supervisors: defining detailed procedures of the doctoral student - supervisor contract, including problem solving protocols and supervisor's appointment	Regular internal seminars within the research groups will be organized. Regular and constructive meetings will strengthen relations between supervisors and PhD students.	Once a year, a reporting session is held at which doctoral students present the progress of their doctoral dissertation and, together with the supervisor, discuss the progress and answer		A reporting session of doctoral students from the Institute of Paleobiology of the Polish Academy of Sciences was held. Each of the doctoral students presented in 20 minutes their progress on their		At the beginning of the academic year, a meeting was held between the coordinator of the doctoral school and doctoral students. The doctoral students were informed how to proceed in case of

and evaluation by the Director.		<p>questions from other meeting participants.</p> <p>A semester meeting of the school coordinator with doctoral students was held where the following issues were discussed: current affairs of the school, guidelines for success in the doctoral student community, and explanation of the problems of doctoral students.</p>		dissertation. Supervisors were present at the reporting session.		<p>problems in cooperation with the supervisor.</p> <p>The next meeting on cooperation with the supervisor is planned for spring 2025.</p>
<p>Targets: 100% of supervisors and PhD students will be aware of their rights and duties. 100% of PhD students will be aware of their progress on the PhD project. Obstacles in the project execution will be indicated and solutions to problems proposed at the meetings, resulting in 90 % of PhD projects progressing as planned.</p> <p>Responsible unit: Leaders of the research groups Doctoral School Coordinator, PhD student in the HR WG, and Directors.</p>						

IV quarter of 2023

Action	Indicators/targets	End of 2023	I quarter of 2024	II quarter of 2024	III quarter of 2024	IV quarter of 2024
<p>Organisation of courses about ethics in science and workshops on intellectual property rights and ethical code of the researcher is planned (starting from the end of 2023 for all employees (R1-R4)). It is also planned to create internal rules defining copyright and co-authorship protocols and procedures to facilitate dealing with the complaints/appeals of researchers.</p>	<p>Launching courses about ethics in science.</p>	<p>Possible lecturers and specific subjects relevant for IPal PAS community were proposed during WG meeting. The involvement of Polish Academy of Sciences committee for ethics was discussed. Webinars available through committee for ethics website will be posted on the Information Desk, followed by the discussion within all groups of employees, feedback will be discussed on the next WG meeting.</p>				<p>The courses will be arranged with Committee on Ethics in Science PAS in the II quarter of 2025.</p>
	<p>A relevant regulation about ombudsman role, an updated regulation about evaluation and the Code of Ethics will be published on the internal part of the Institute's website.</p>	<p>The Copyright Management Regulations are available at https://www.paleo.pan.pl/administracja/regulaminy/Regulamin_prawa_autorskie.pdf</p>				<p>Updated Code of Ethics by Committee on Ethics in Science PAS was published on the IPal website. The importance of issues relating to AI and co-authorship was emphasised to staff and students.</p> <p>https://ken.pan.pl/images/Dokumenty%20etyczne/kodeks%20etyki%20pracownika%20naukowego%202024_OCR.pdf</p>
	<p>Expected increase in positive responses by at least 10% in survey questions about ethics and intellectual property rights.</p>					<p>The survey is planned after the courses about ethics in science in II or III quarter of 2025.</p>

Targets: 100% of employees (R1-R4) will be informed about the rules of evaluation, follow the rules about ethics in science, and will be provided with a confidential avenue to address their complaints and resolve issues.						
Responsible unit: Directors, ombudsman and disciplinary committee						
Gap analysis showed that there is a need for implementing anti-mobbing and ethical policies in the IPAL PAS regulations. The Scientific Council of IPAL PAS has already elected an ombudsman who will help in conflict situations. Disciplinary committee will be elected and prepare regulations for an efficient system for reporting and penalising ethical abuse, along with introducing respective regulations and a document / guide describing possible procedures for resolving disputes, complaints and appeals.	Expected increase in positive responses to questions about ethics by at least 50% in the 2024 survey.	Anti-mobbing and ethical policies were presented to the WG. Regulations prepared by the TT will be evaluated by the WG and consulted with respective employee groups, obtained feedback will be subject of the next WG meeting discussion.	Anti-mobbing regulations have been discussed among the HR WG and the IPal PAS employees.	The final form of the regulations for counteracting mobbing at the Institute of Paleobiology of Polish Academy of Sciences were accepted by the Director of IPal PAS, send via email to all employees and posted on the IPal PAS webside. Intranet: https://tiny.pl/b8zd99h		
In order to better assess relations between doctoral students and their supervisors, IPAL PAS will implement in 2023 annual anonymous surveys of doctoral students regarding their relations with their supervisors. Simultaneously, IPal PAS puts emphasis on the necessity of constant	A relevant regulation about PhD students and ombudsman role and duties will be published on the internal part of the Institute's website. Annual surveys will be filed by the PhD students. The attitude of experienced (R3, R4) researchers towards younger colleagues will be corrected.		An anonymous survey on doctoral students' cooperation with supervisors was conducted in the spring of 2024.	The results were made available to doctoral students along with their discussion. The results of the survey were announced to the Institute's management.		

contact and information flow between PhD students and their supervisors. IPAL PAS Director and Deputy Director will carefully observe the attitude of experienced (R3, R4) researchers towards younger colleagues during seminars and lectures held at the Institute.						
Targets: All PhD Students and employees (R1-R4 and technician and administrative staff) will be provided with a confidential avenue to address their complaints and resolve issues. By the end of 2027 incidents of ethical abuse will be rare and resolved quickly if not completely eradicated. Responsible unit: Directors, ombudsman and disciplinary committee, Doctoral School Coordinator, PhD representative of the HR WG.						
<p>Field work regulations have to be updated to include obligatory health and safety rules, list of the participants.</p> <p>Task Team (consisting of technician, R2, R3, and head of collections and documentation department) has been appointed (II quarter of 2023) and it is already working on the field work regulations.</p>	<p>A relevant regulation will be published on the internal part of the Institute's website. Number of employees and field work participants familiar with the safety rules and acting in accordance will increase.</p> <p>Expected increase in positive responses by at least 10% to the survey questions regarding good practice in research.</p>	Regulations prepared by the TT will be evaluated by the WG and consulted with respective employee groups, obtained feedback will be subject of the next WG meeting.	A meeting of the Task Team has been held. A layout of the regulations has been proposed.	A draft of the regulations has been proposed and preliminarily discussed.	The field work regulations have been detailed during extensive discussions among the members of the Task Team.	A project of the field work regulations by the Task Team has been completed and sent for consultations to OSH specialist.
Regulations concerning renting of the company car have to be enforced.	Accumulation of documentation will be observed (field work safety lists, company car schedules and sheets).	Administration changed a protocol for renting of the company car (an online schedule has been introduced, a person responsible for car services				By the second quarter of 2025 administration will implement a more detailed check of the condition of cars after returning from field work.

		was appointed), which will ensure that regulations are followed.				
Target: All researchers (R1-R4) along with technicians and administration know and apply their knowledge on health and safety rules. Institute is a safe and healthy work environment. Responsible unit: Task Team and Administration reporting at the Working Group meetings.						
Working group will hold meetings with researchers (R1-R4) and separate with technicians and administration staff at the end of each year to inform employees about actions undertaken during implementation of the Action Plan. Introduced changes in the regulations will be explained and consulted with an emphasis on the internal evaluation, the applicable remuneration and bonus system (e.g. “priority work” for technicians). Obtained feedback will be discussed at the Working Group meeting resulting with adjusting of the Action Plan, accordingly.	All updated regulations will be consulted and sent out to employees. Participation and discussions at the meetings will prove employees' engagement in the process and awareness of the new rules.	It has been agreed at the WG meeting to hold summary meetings in January.		Meeting with researchers (R1-R4) and a separate one with technicians and administration were organized (24.06.2024).		
Targets: 100 % of the researchers (R1-R4), technicians and administration staff are aware of the changes in regulations and specially about the system of awarding remuneration and bonuses, rules of evaluation. Responsible unit: Working Group						
Administrative Director will oversee reorganisation of	More employees will participate in collegiate bodies.	Advisory board composition was discussed at the WG				Meetings with collegiate body (comprising different

the advisory board to be composed of the representatives of all scientific positions. At the advisory board meetings new regulations regarding employees will be consulted and changes to applicable regulations will be proposed.		meeting. It has been agreed to include WG in all meetings concerning work regulations, additional representative of technicians will be selected to strengthen their impact. Scientific advisory board consisting of representatives of all project teams to ensure representation of all researcher groups, will be involved in all research related issues.				groups of employees) were organized.
Targets: New regulations will be consulted with a wide range of stakeholders. All groups of employees will have representatives in decision-making bodies. Responsible unit: Directors and HR group						

I quarter of 2024

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Gap analysis showed that there is a need for introducing an obligatory declaration about the grant employees for each year submitted to the Administration at the beginning of the year.	Circulating regular e-mails among PI about the grant employees.					At the beginning of 2025 administration will asks PI about their plans of spending funds planed for personnel costs in their projects.
Targets: 100% of researchers (R1-R4) know the principles concerning the employment within the grant projects. Responsible unit: Administrative Director and PI of grants.						
Research group leaders will be acting as mentors in the new organisational structure of IPAL PAS. They will be responsible for increasing awareness of young researchers rights and duties in the structure and knowledge of the principles concerning the management of grants, and funding mechanisms, career development. Introducing specific regulations for early-stage researchers is also planned.	Reorganisation of structure of IPAL PAS (liquidation of departments and establishment of smaller research groups) is planned at the beginning of 2024.		President of the Polish Academy of Sciences approved changes to the Statute of the IPal PAS. Statute of the IPal PAS is available at: https://tiny.pl/v_pmsb3h			
	A relevant regulation and structure will be published on the main institute's website.				A new organizational structure has been posted on the Institute's website being built. Each research group has a designated place to present the scientific achievements of its members.	The new website with relevant regulation and structure is in the implementation phase.
	Regular meetings within newly established research groups will provide opportunities for communication.					Informal meetings within research groups are organized.

						Each research group will be responsible for designating speakers for seminars.
<p>Targets: Small research groups facilitate better communication and as a result all of the Institute's researchers and doctoral students (R1-R4), but specially early stage researchers, will be aware of their role, rights and duties in the structure and know the principles concerning the management of grants, and funding mechanisms, career development and employment policy.</p> <p>Responsible unit: Directors and leaders of the research group.</p>						
<p>Creating gender equality plan and revising regulations, introducing statements ensuring gender equality and diversity in recruitment commissions and selection committees.</p> <p>Administrative Director, who is involved in organising all formal meetings and procedures will oversee compliance with the rules in everyday activities. The updated regulations will be available on the internal part of the Institute's website, all employees will be encouraged to familiarise with them and report any irregularities in everyday situations. The Ombudsman will step in when necessary.</p>	<p>Revised internal regulations will be available on the internal part of the Institute's website.</p> <p>The Ombudsman interventions will be decreasing by 50% by the end of 2024.</p> <p>There will be no discriminatory behaviors in everyday situations, committees and recruitment processes by 2027.</p> <p>Gender balance protocols will be followed in all procedures as soon as regulations are published.</p>			A gender equality plan is under preparation.	A gender equality plan has been approved.	<p>The Gender Equality Plan for the Institute of Paleobiology of the Polish Academy of Sciences are published on the IPal PAS website in Polish and English:</p> <p>https://www.paleo.pan.pl/plan_rownosci_plci.html</p> <p>https://www.paleo.pan.pl/pl/plan_rownosci_plci.html</p>
<p>Target: Creating rules and developing procedures assuring that the Institute is a non-discrimination environment, and committees and recruitment processes are gender balanced, e.g. maximum 2/3 committee members may be of the same gender.</p> <p>https://www.paleo.pan.pl/HR_excellence.html</p>						

Responsible unit: Administrative Director will summarize progress at the Working Group meetings					
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II quarter of 2024

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Changes in the regulations promoting the mobility experience including short term mobility and international cooperations as a valuable contribution to the professional development of a researcher will be introduced in a cooperation with Doctoral School coordinator.	Relevant updated regulations will be published on the institute's website.					The coordinator of the Doctoral School has been holding preliminary discussions with entities that provide lectures for doctoral students on academic careers. Such a lecture or course will be offered to doctoral students in the following academic year (2025).
Joining the IPAL PAS to Erasmus + will facilitate increasing mobility. To increase the level of internationalisation, job offers for research positions and for doctoral students will be posted in English and published on Euraxess.	Job offers for research positions and for doctoral students will be posted in English and published on Euraxess, participation in the Erasmus Programme (https://erasmus-plus.ec.europa.eu/pl) will result in the increase of internationalization. Researchers will engage in various "mobile" projects.				Stipend offers for doctoral students have been posted in English and published on Euraxess,	
Board of directors will discuss on the advisory board level recognition of short-term mobility and international cooperation as a valuable contribution to the professional development of a researcher. The Director has already decided that he will not hire new research	Mobility experience (international internships) will be taken into account in the recruitment process.					Document about general employment policy (promoting mobility) has been prepared and will be published on the IPal PAS website in Polish and English in early 2025.

employees without foreign internship experience.						
Deputy Director will oversee dissemination of information on various mobility offers and scholarships as well as ongoing or upcoming competitions for research grants.	Deputy Director/ administration will regularly send information on various mobility offers, scholarships, competitions for research grants.			Deputy Director regularly (one a month) disseminates information on various mobility offers and scholarships as well as ongoing or upcoming competitions for research grants.	Deputy Director regularly (one a month) disseminates information on various mobility offers and scholarships as well as ongoing or upcoming competitions for research grants.	Deputy Director regularly (one a month) disseminates information on various mobility offers and scholarships as well as ongoing or upcoming competitions for research grants.
Targets: Researchers (R1-R4) and candidates will know that activities concerning national and international mobility are promoted in order to strengthen interdisciplinary cooperation and the implementation of joint research and application projects. Institute will have an opportunity to exchange students and staff and coordinate international projects. By the end of 2027 all Research workers would gain some mobility experience.						
Responsible unit: Directors and doctoral school coordinator						
Starting from 2024, IPAL PAS will be preparing documents where possible further development paths at the IPAL PAN will be indicated. The Administrative Director will be responsible for preparation and implementing employment and evaluation protocols for technical and administrative staff and improvement of the regulations for using the services offered by the technicians and publication of the clear procedure protocols and announcements on the	Relevant updated regulations are published on the internal part of the Institute's website. Technical and administrative staff employment and evaluation are based on C&C rules. Fixed-Term contracts follow the rules laid down in the DU Directive.					By the third quarter of 2025 Administrative Director will propose documents concerning employment and evaluation for technicals staff. By the end of 2025 improvement of the regulations for using the services offered by the technicians and publication of the clear procedure protocols and announcements on the internal part of the Institute's website.

<p>internal part of the Institute's website.</p> <p>Directors will oversee implementing and abiding by the Institute's regulations of principles and terms laid down in the EU Directive on Fixed-Term Work.</p>						
<p>Targets: 100% of the technical and administrative staff will be informed about rules of IPAL PAS.</p> <p>The institute fully implements principles and terms laid down in the EU Directive on Fixed-Term Work, resulting in the increased security of the concerned employees.</p> <p>Responsible unit: Administrative Director</p>						
<p>Career advice will be offered to junior researchers in the form of individual consultations with the leaders of their research groups. Those experienced scientists will be encouraged to participate in additional soft skills training and will be held responsible for building the inspiring relations.</p>	<p>Indicators: A relevant regulation will be published on the internal part of the Institute's website. Researchers of all levels will participate in courses allowing development of a scientific career, as well as personal growth. Inspiring mentor-mentee relations will be present in all research groups.</p>			<p>Deputy Director regularly (one a month) disseminates information on various mobility offers and scholarships as well as ongoing or upcoming competitions for research grants.</p>	<p>Deputy Director regularly (one a month) disseminates information on various mobility offers and scholarships as well as ongoing or upcoming competitions for research grants.</p>	<p>Deputy Director regularly (one a month) disseminates information on various mobility offers and scholarships as well as ongoing or upcoming competitions for research grants.</p>
<p>Targets: 100% of the employees (R1-R4) will be aware of the rules in obtaining funds for courses at the end of 2024. 90% of young researchers will be reaching new stages of their career by the end of 2027.</p> <p>Responsible unit: Deputy Director will summarize progress at the Working Group meetings.</p>						

IV quarter of 2024

Action	Indicators/tragets	End of 2023	I quarter of 2024	II quarter of 2024	III quarter of 2024	IV quarter of 2024
<p>The role of didactic experience is not adequately appreciated, its potential is not used for the professional development of young scientists.</p> <p>A Task Team consisting of Doctoral School Coordinator, Museum of Evolution Manager and Research group leaders will prepare necessary regulations and will be coordinating teaching activities.</p> <p>A thematic course for the Museum of Evolution or the universities prepared by each research group will give an opportunity to obtain valuable teaching experience (it will be obligatory for PhD students).</p>	<p>General knowledge about the science and research conducted at the Institute will be popularized by dissemination among museum visitors.</p> <p>Special lectures or courses will be organized in the Museum of Evolution and at the universities.</p>					<p>The Museum of Evolution presents the results of research conducted at the Institute. Visitors can learn about them in permanent and temporary exhibitions and during museum lessons.</p> <p>A task team from the Museum of Evolution Programme Board will oversee the course proposals prepared by PhD students and Museum staff.</p>
<p>Didactic experience will be included in the system of evaluation of research staff. Researchers will be encouraged to cooperate with the universities, e.g. by involvement in the bachelor's and master's theses. the involvement of researchers in this process.</p>	<p>A relevant regulation will be published on the internal part of the Institute's website. Information on relevant updated criteria of evaluation will be consulted and sent to employees.</p> <p>Employees contributing to the education of students, will attract future PhD students.</p>					<p>New regulations of the periodic evaluation of researchers of the Institute of Paleobiology of the Polish Academy of Sciences were implemented.</p> <p>https://www.paleo.pan.pl/administracja/regulaminy/Regulamin_okresowej_oceny_pracownikow_naukowych.pdf</p>

In 2024, IPal PAS will structure and formalise regulations regarding the preparations of exhibitions in the Museum of Evolution, in particular concerning	New exhibits will be prepared accordingly. More researchers (50% increase) will participate in preparation of new exhibits.	First part of the new display entitled <i>Dinosaurs from the valley of Dragons</i> was opened in the Museum.	Reorganisation of the <i>Tarbosaurus bataar</i> skeleton started. New exhibition protocols and popular-science events protocols were proposed.	First meeting of the Museum of Evolution Programme Board discussing initial reorganization plan for the Museum and approving the Management Regulations for the Museum of Evolution of the Institute of Paleobiology Polish Academy of Sciences.	Project the 60th Anniversary of the Polish-Mongolian Paleontological Expeditions was sent to społeczna odpowiedzialność nauki II - Popularyzacja nauki. Second meeting of the Museum of Evolution Programme Board was held discussing the order of changes necessary in the Museum.	
<p>Targets: All employees (R1-R4) will be informed about involvement opportunities and rules for preparation of new exhibitions 100% of the employees (R1-R4) know criteria of evaluation. It is expected to be an increase (80% by the end of 2027) in researcher's engagement in didactic activities. All research groups acquire new PhD students within 2-year period as a result of didactic activities. Employees (mostly R1-R2) and 100% of the PhD students will acquire teaching experience and educate museum visitors.</p> <p>Responsible unit: Task Team reporting at the Working Group meetings</p>						
Directors are aware of the external conditions of the scientific community in processes related to the assessment and development of employees. They will encourage participation of team leaders in workshops/courses concerning assessment and evaluation of the academic and professional qualifications, invite lectures and organise open workshops for researchers on teamwork, projects,	List of possible training opportunities, information on various mobility offers and scholarships reflecting new trends in science will be regularly presented to all employees, along with providing financial and administrative support, resulting in the increase in participation and knowledge about current trends in assessment and evaluation in the scientific community.					<p>Representative of technical and museum staff participated in a working visit at the collections of the Museum für Naturkunde in Berlin. Post-visit observations will be shared with a team during annual meeting.</p> <p>Seminar presenting some aspects of work organisation in the world leading research institution (AMNH) was held for all groups of employees.</p>

time management, and commercialising research results; in order to bring all employees up to date with the current trends.						
Deputy Director will oversee creating a career development strategy for researchers at all stages of their career, which later will be posted along with information about perspectives in science on the Institute's website.						The employment policy document is to be published in early 2025.
Deputy Director will oversee dissemination of information on mobility and grant offers current information about training opportunities. Financial and administrative support in the process of applying for participation in such events will be offered by the IPal PAS.						Deputy Director regularly (one a month) disseminates information on various mobility offers and scholarships as well as ongoing or upcoming competitions for research grants.
Doctoral School Coordinator will oversee evaluation of the course on career development strategy held by Doctoral School. The courses will be rated by the PhD students in an online survey.						Information about post-doctoral research career opportunities will be posted on the Institute's website in the 3rd quarter of 2025.
Targets: Directors will take into account the external conditions of the scientific community in the processes related to the assessment and development of employees. All of the employees (R1-R4) will be informed about mobility and grant offers. organization of work, current trends in assessment and evaluation in the scientific community and commercialization of the research results. Every student may have an impact on the						

functioning of the Doctoral School. 100 % of scientific employees (R1-R4) will be informed

Responsible unit: Directors and HR group, Doctoral School Coordinator.

I quarter of 2025

Action	Indicators/tragets	End of 2023	I quarter of 2024	II quarter of 2024	III quarter of 2024	IV quarter of 2024
If the mentoring system (research group leadership) is not sufficient, IPAL PAS management would create an administrative position of a grant administrative/post-doc advisor to help young researchers navigate in the system and increase chances for obtaining grants.	A new employee will be helping in handling the grant projects. Expected increase in positive responses by at least 10% to the survey questions regarding the grants and career advice.		President of the Polish Academy of Sciences approved changes to the Statute of the IPal PAS.			
Targets: All scientific employees and PhD students (R1-R4) will be provided with support for grant projects. All post-doc employee will receive appropriate information and support. Responsible unit: Directors.						

IV quarter of 2025

Action	Indicators/tragets	End of 2023	I quarter of 2024	II quarter of 2024	III quarter of 2024	IV quarter of 2024
Unifying the procedures for Polish and foreign scientists by establishing an English version of key documents and procedures is needed. The HR group will review the regulations and suggest changes, all relevant documents will be translated. The recruitment procedure will be described in an information leaflet and will be available on the website of the Institute. Job offers will be published on portals such as Euraxess.	<p>Indicators: Relevant updated regulations will be published in Polish and English on the institute's Postdoctoral appointments website www.paleo.pan.pl. Job offers will be published on portals such as Euraxess.</p> <p>Targets: All employees (R1-R4 along with technician and administrative staff) will be aware of the rules of IPAL PAS and candidates will know the recruitment requirements.</p> <p>Responsible unit: Directors and HR group</p>				Stipend offers are published on portals such as Euraxess.	Gender equality plan has been prepared in English version. Collection rules and forms (written version and hands on workshops) are available in both Polish and English version.
Deputy Director will oversee preparation and introducing statements concerning the value of professional development and achievements into employment and recruitment policy, as well as evaluation processes and further implementation of these rules in everyday practices.	<p>Indicators: The employment and recruitment policy will be published on the main institute's website https://www.paleo.pan.pl. Professional development and achievements will be taken into consideration during recruitment processes and workers evaluation.</p> <p>Targets: 100% of candidates have easy access to the recruitment requirements. By the end of 2027 all Research workers will progress in their professional</p>			The final form of the Regulations of Recruitment for scientific positions were approved by the Director of IPal PAS, send via email to all employees and posted on the IPal PAS webside in Polish and English: https://www.paleo.pan.pl/jobs.html https://www.paleo.pan.pl/pl/praca.html		The employment policy document is to be prepared in early 2025.

	<p>development and their achievements will be fully appreciated.</p> <p>Responsible unit: HR group and Deputy Director</p>					
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IV quarter of 2026

Action	Indicators/tragets	End of 2023	I quarter of 2024	II quarter of 2024	III quarter of 2024	IV quarter of 2024
Joining the IPAL PAS to Erasmus + is planned.						