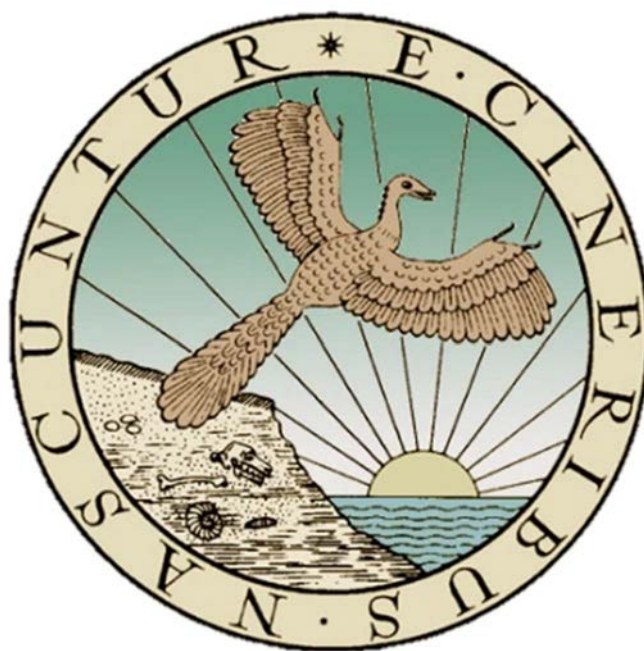


**Human Resources Strategy  
of the Institute of Paleobiology  
Polish Academy of Sciences**



Implementation of the European Charter for Researchers  
and the Code of Conduct for the Recruitment of Researchers

Warsaw, 2023.



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## Introduction

The Institute of Paleobiology, Polish Academy of Sciences (IPAL PAS) was established on 18<sup>th</sup> of December 1952 (at that time as the Department of Palaeozoology: Zakład Paleozoologii PAN) as a branch of the newly organized Polish Academy of Sciences, which arose from the fusion of formerly independent scientific societies and foundations.

The mission of IPAL PAS is understanding the fossil record as a foundation of knowledge about the history and evolution of the living world and as a source of intellectual inspiration. The mission of the Institute is realized through interdisciplinary research at the interface of biology, geology, and related fields, sharing the results internationally in widely accessible publications, and promoting both national and international cooperation. In particular, we emphasize further exploration of Poland and other areas to obtain research material, developing paleontological collections, improving the quality of laboratory facilities, and spreading the knowledge on the history of life on Earth.

Since its beginnings, IPAL PAS has conducted biologically-oriented research on ancient life. Descriptions of fossil biota are accompanied by comparative studies of their recent counterparts. The results of such studies are useful for both Earth and life sciences. The scope of its research covers vertebrates, invertebrates, and microfossils of various origins. The Institute is renowned throughout the world and participates extensively in international cooperation. It has organized and participated in scientific expeditions to various areas of the world (e.g., Mongolia, Spitsbergen, Antarctica).

The Institute is the publisher of the journals *Palaeontologia Polonica* and *Acta Palaeontologica Polonica*. The former was established by Roman Kozłowski in 1929. Through the years, the journal published large monographs, including the series presenting the results of the Polish-Mongolian Paleontological Expeditions. Recently, the interest in large monographs has decreased, and successive volumes of *Palaeontologia Polonica* ceased to be published every year. *Acta Palaeontologica Polonica* emerged in 1956 from the *Acta Geologica Polonica* also due to Roman Kozłowski's effort. The main scope of the open-access journal (diamond OA model) are all aspects of palaeontology. The impact factor of the journal is 2.062 (2020), which gives the journal the 16<sup>th</sup> position out of 54 periodicals ranked in the Palaeontology category worldwide.

The Museum of Evolution is the main unit of IPAL PAS responsible for popularization of palaeontology. The exhibition of the dinosaurs from the Gobi Desert, prepared by Zofia Kielan-Jaworowska, was first shown between 1968-1984 in the Palace of Culture and Science, Warsaw, and is continued to be officially maintained by IPAL PAS since. Recently, aside of the fossils from Mongolia, the exhibition includes amphibians and reptiles from the Triassic of Poland and fossil marine invertebrates.

The specimens not exposed in the Museum are housed in the Paleontological Collections of the Institute of Paleobiology, which were first established in 1952 to rebuild the collections lost during the World War II. Recently, 100 000 specimens in over 1000 collections constitutes an impressive legacy of an over half-century of research and collective efforts of the Institute researchers. The collection is a part of the natural history heritage, and the efforts of IPAL PAS are to collect and take care on the paleontological specimens.

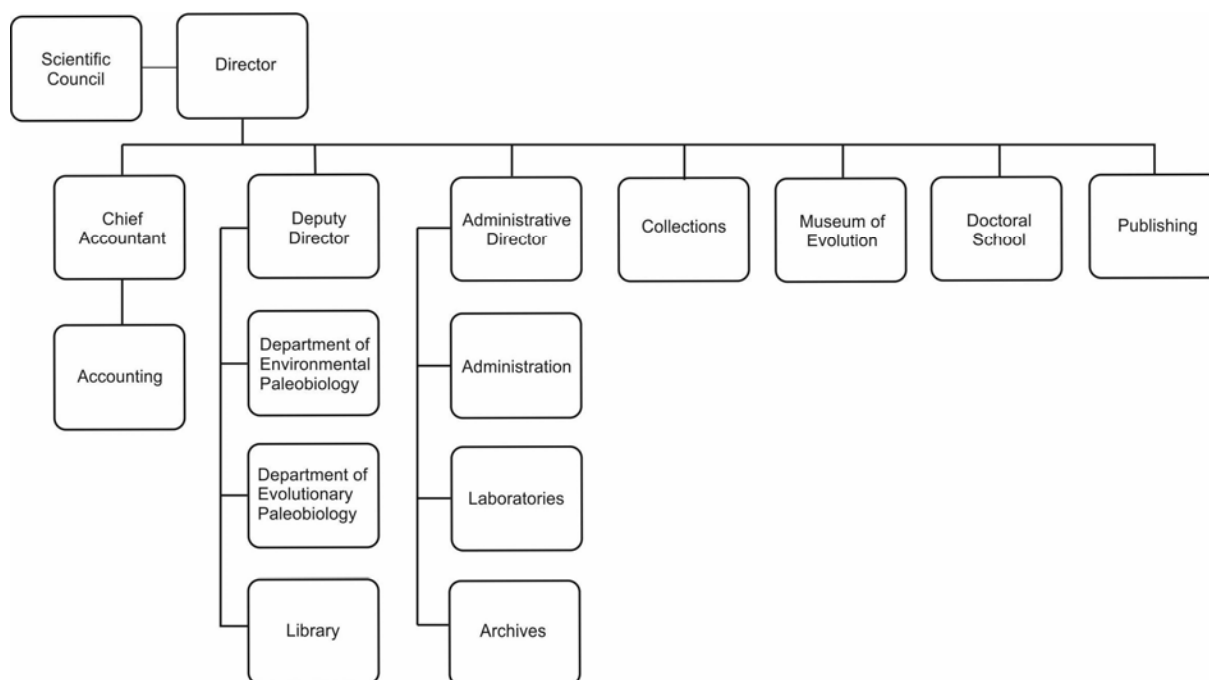
The Institute is successfully applying for research grants, both domestic, and international. Currently, are implemented 20 research projects founded by the Ministry of Science and Higher Education, National Centre for Research and Development, National Science Centre.

## Internal Analysis

### Employment structure

IPAL PAS employs 27 researchers including PhD Students: 11 professors (full Professors – R4 and associate Professors – R3), 11 adjuncts (R2), and 6 PhD students (R1). The Institute is certified for awarding Ph.D. and D.Sc. degrees in geology. There are also employed 13 persons of technician staff, 5 of administration staff, 1 of library staff, and 4 of museum staff. That makes together 51 employees. The percentage of women employed in the institute is 47% and 35% among research staff.

According to the statute of the IPAL PAS, the most important collective body is the Scientific Council, which is an advisory body for the Director. The Deputy Director is responsible for the Departments (Environmental Paleobiology and Evolutionary Paleobiology) and Library. The Administrative Director supervises the Administration, Accounting, Laboratories, and Archives. The structure of the IPAL PAS includes also the Collection and the Museum of Evolution where the fossils are stored, Publishing House, and Doctoral School.



### Methodology

The principles of the *European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers* were presented to the stakeholders of IPAL PAS on 21 July 2021. 14 employees attended the meeting online. The video with the presentation was later posted in the IPAL PAS intranet.

In date the Director of IPAL PAS established the HR working group and Committee for the preparation of the *Human Resources Strategy* in IPAL PAS.

In date the Director of IPAL PAS submitted to the European Commission an endorsement letter supporting the principles of the *European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers*.

### Working group

The members of the working group (WG) include:

Andrzej Kaim, Ph.D., D.Sc.	Head of the Department of Evolutionary Paleobiology and Editor of <i>Acta Palaeontologica Polonica</i> (R4)
Barbara Kremer, Ph.D., D.Sc.	Head of the Department of Environmental Paleobiology and Head of the PhD Studies (R4)
Wojciech Majewski, Ph.D., D.Sc.	Research staff representative (R4)
Przemysław Gorzelak, Ph.D., D.Sc.	Research staff representative and Deputy Director (R3)
Justyna Słowiak-Morkovina, Ph.D.	Research staff representative (R2)
Sara Mander	PhD Students' representative (R1)
Agnieszka Łukaszenko	Administrative Director, representative of the administrative staff
Joanna Kobylińska-Iwaniuk	Representative of the collections and technical staff, Technical Editor of <i>Acta Palaeontologica Polonica</i>
Agnieszka Kapuścińska	Representative of the Museum of Evolution staff

The WG is responsible for the coordination of the internal analysis, including the detection of the practices in IPAL PAS which are consistent or inconsistent with the C&C principles. According to this analysis, the WG is further responsible for preparing recommendations for improvement of the IPAL PAS internal procedures in compliance with those included in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

The Committee is represented by:

Jarosław Stolarski, Ph.D., D.Sc., Professor	Director of the Institute (R4)
Przemysław Gorzelak, Ph.D., D.Sc.	Research staff representative and Deputy Director (R3)

The members of the Committee approve the reports and documents prepared by the WG.

### Desk research

Comparison between the provisions of the C&C and the regulations on national, PAS, and internal levels in IPAL PAS. The regulations include:

National Law	Act on the Polish Academy of Sciences The Law on Higher Education Act Law on Academic Degrees and Title and Degrees and Title in the Arts Act on the Principles of Financing Science Act on the National Science Centre Labour Code Copyright and Related Rights Act
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	Implementing regulations for the above acts
Polish Academy of Sciences Regulations	Charter of the Polish Academy of Sciences The Ethical Code of the Researcher The Ethical Code of the Researcher of the Polish Academy of Sciences
IPAL PAS regulations	Charter of the Institute of Paleobiology PAS, Organizational Regulations, Work Regulations, Regulations of Recruitment for scientific positions at the Institute of Paleobiology PAS, Regulations of Evaluation of researchers, Regulations of Scientific Research, Regulations of Remuneration of employees, Regulations of Bonuses for employees, Regulations of Distribution of funds for research projects for young scientists, Regulations of Granting financial support to PhD students, Regulations of Prize Fund at the Institute of Paleobiology PAS, Regulations of Copyright Policies Management Regulations of work safety and organization, including remote work at the Institute of Paleobiology PAS, in connection with the pandemic of an infectious disease caused by the sars-cov-2 virus The Terms and Conditions of Admission to the BioPlanet Doctoral School Regulations of the BioPlanet Doctoral School

### Survey

The anonymous online survey was prepared by the working group. The stakeholders of IPAL PAS cloud vote from 12 to 22.04.2022. They were asked about the level of implementation of the C&C rules and the importance of those rules to them. The level of implementation of the C&C rules could be rated from 1 (low) to 5 (high). The importance of the C&C rules was rated from 1 (irrelevant) to 5 (relevant). For each question, it was possible for the responders to write comments. Additionally, during the survey, the responders marked their position, gender, and age for statistical purposes. Then, the results were summarized by the working group and sent to all employees of the IPAL PAS.

### Consultation

The results of the survey were consulted by the WG with all groups of employees: technicians and administration, PhD students (R1), adjuncts, post-docs, assistant professors and the independent researchers separately to better understand the staff attitude towards the C&C rules, their expectations, and concerns. All groups were asked to point out the strengths and weaknesses of the current practices in the IPAL PAS. The discussions allow the WG to better identify the gaps from the perspective of different groups and prepare a customized Action Plan. Based on the desk research, survey results, and interviews with the groups of employees, WG suggested actions which need to be implemented in IPAL PAS. The document containing the Internal Analysis and Action Plan was presented to the Committee for the final approval.

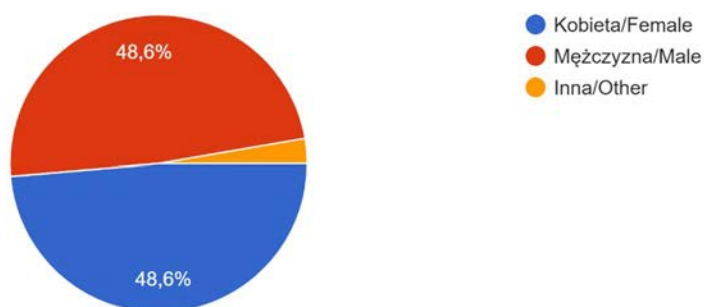


## Survey results

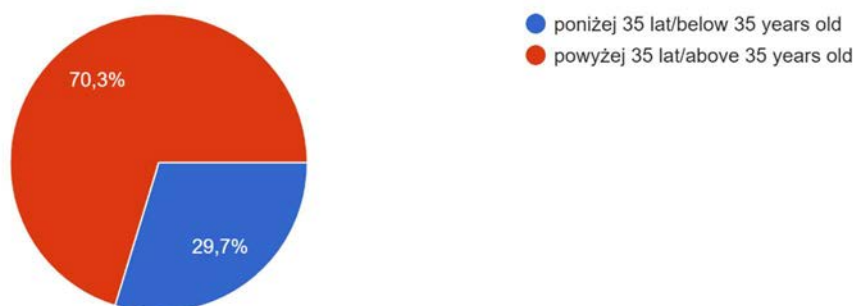
### Respondent's profile

The questionnaire was completed by 37 employees out of 51 (72%). The survey was anonymous however data on gender, age, professional profile, and work experience of respondents in the IPAL PAS were collected. The characteristic of the respondents is presented below:

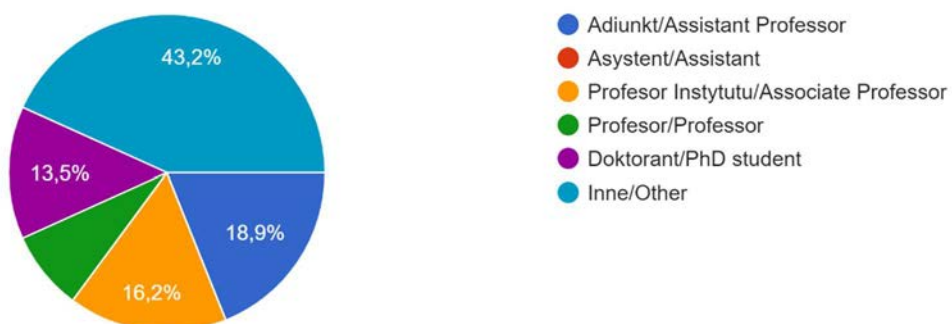
#### GENDER



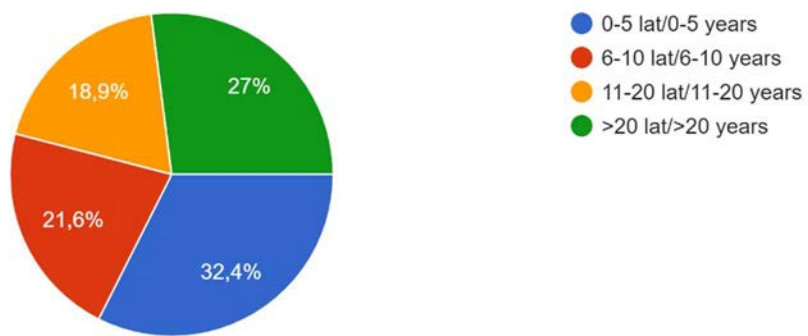
#### AGE



#### PROFESSIONAL PROFILE

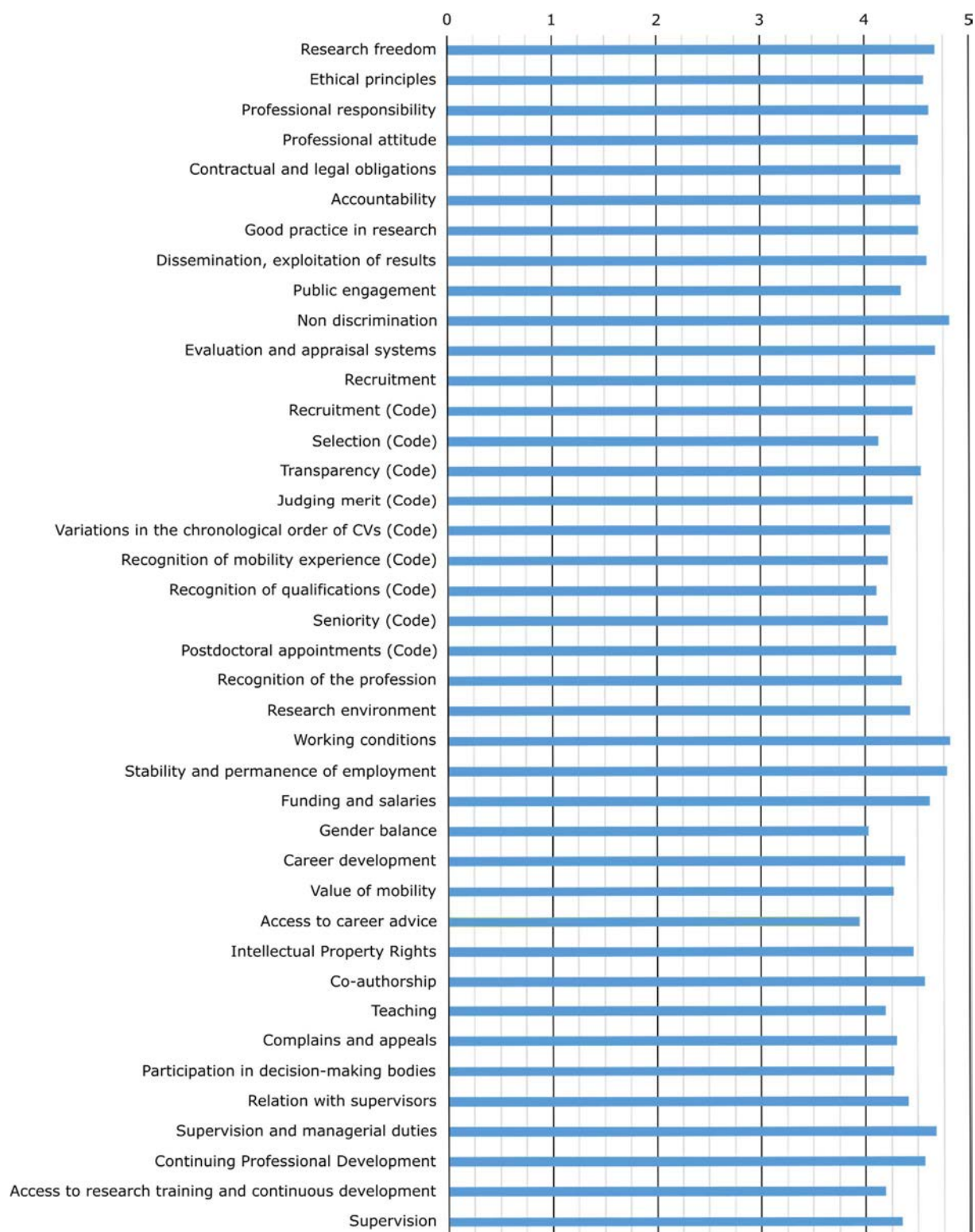


### WORK EXPERIENCE AT THE INSTITUTE



### Importance of the C&C rules

Almost all issues raised in the questionnaire proved to be very important for respondents (0-not important, 5- very important). Thus, the implementation of the C&C appears to be important for the IPAL PAS community.



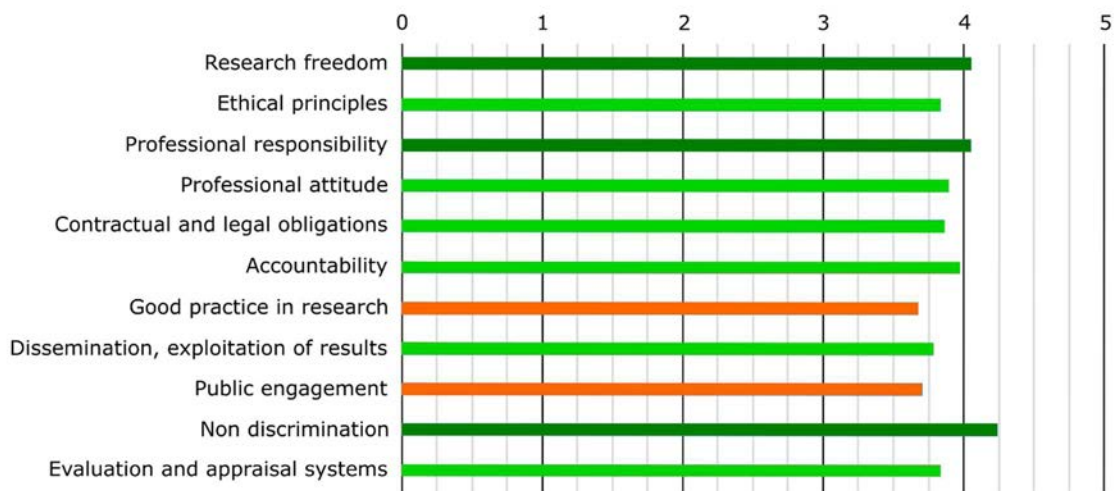
## Area I. Ethical and Professional Aspects

This part of the survey has got high scores. The research freedom professional responsibility, and non-discrimination were found as the strongest principles in the IPAL PAS. During the meetings with the stakeholders, the research freedom and the professional attitude and the efficient work of the administration staff was indicated as the strengths of the IPAL PAS.

The anonymous survey provided disturbing information concerning abuse of the ethical principles by few supervisors to the younger staff (mainly PhD students). The WG decided to introduce stronger tools to fight against and prevent ethical abuse, i.e., annual surveys for PhD students concerning their research environment, appointing an ombudsman for employee and PhD student rights, and a clear procedure for reporting inappropriate behaviour.

The professional attitude, contractual and legal obligations, accountability, and evaluation and appraisal systems were highly scored and require only minor improvement of the regulations of IPAL PAS.

Other principles received lower scores, i.e., good practice in research, dissemination, exploitation of results, and public engagement gained lowest scores. The main problem in this area is the information and communication flow between the researchers and technical, museum and administration staff. Obligatory courses in the collection management data backup and storage system are required. The Museum needs more involvement of the researchers and clear regulations concerning opening of new exhibitions. The technicians and administrative staff marked, that some regulations (tech lab services, business car renting) are not fully respected or unclear, so they need improvement. A guidelines have to be created or improved for the technical, administrative, and museum sections, which will be exacted, in order to improve the communication between them and the researchers.



## Area II. Recruitment

The recruitment policy requires improvement in IPAL PAS as revealed by the survey results, stakeholders meetings, and the results of the OTM-R checklist. IPAL PAS needs a new transparent, open, and merit-based recruitment policy for all job offers. The Board of Directors is in the process of preparing a new guidelines for recruitment policy and the OTM-R checklist and the feedback from the employees provide valuable marks about the direction of changes in the recruitment policy.

The early researchers and PhD students indicated that a better guidance about the mobility possibilities is needed. Moreover, more help from supervisors in the matter of preparation of young researcher to apply abroad was indicated as important. Thus, the WG decided to change the regulations to promote the mobility experience.



## Area III. Working conditions and Social Security

The working conditions and stability and permanence of employment are strengths of IPAL PAS, as indicated by the survey and by the stakeholders during the meetings with WG. The intellectual property rights and gender balance are also found as positives of the Institute. However, gender equality plan will be prepared and implemented in the Institute. This will have influence on the other C&C rule, participation in decision-making bodies which although positively rated by the employees, require minor changes in diversification of the participants in the decision-making bodies i.e., participation of representatives of all positions and gender balance.

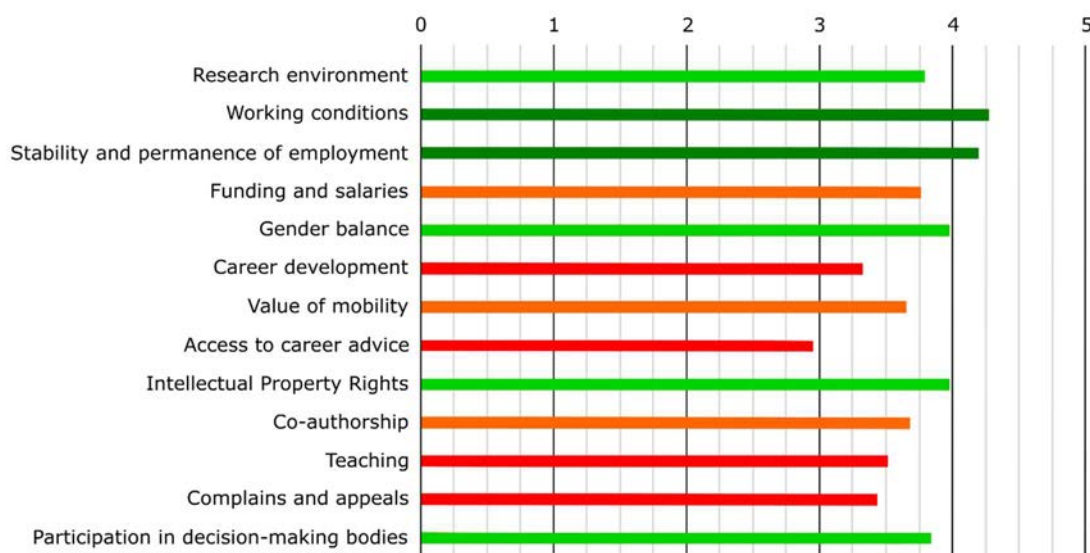
The funding and salaries are found not satisfactory. The only role in the Institute here is mainly informative i.e., informing employees about the applicable system awarding remuneration and bonuses. WG proposed a new possibility for the technicians for bonuses ('priority work'), this new form of awarding requires new regulations. The idea of 'priority work' where the researchers will have a possibility to give smaller specific tasks to do in shorter time for the technicians for bonus money was found positively in the stakeholder groups.

The carrier development, value of mobility, and access to career advice share similar problems. As it was already mentioned in the recruitment area, the PhD students and the young researchers do not have enough support in the terms of mobility from the IPAL PAS. The Institute and above all the

supervisors and Lab heads should provide information about career development of young researchers, so appropriate workshops (assessed by students) and regular meetings are planned. Moreover information about perspective in science will be published on the website.

The described in the survey problems on the co-authorship and complains and appeals should be solved after appointing an ombudsman for employee and PhD student rights and preparation of clear procedure for reporting inappropriate behaviour. Moreover, the Director is planning to organise an expert lecture about the current practices of ethics and social responsibility in science.

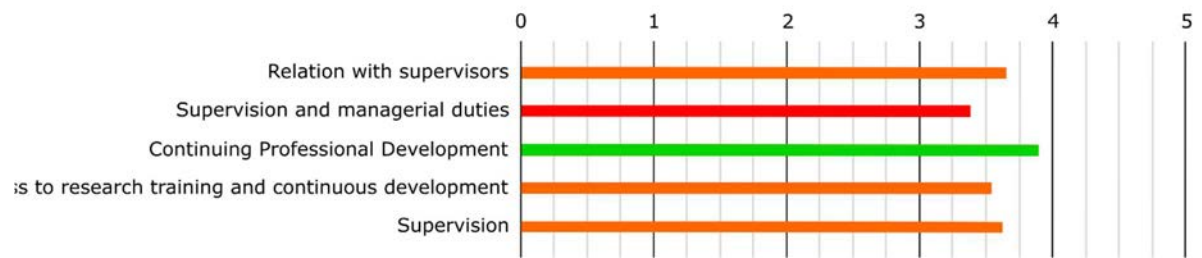
Finally, teaching gained low notes from the stakeholders. During the meetings with the employees few ideas were proposed to improve teaching among the researchers and at the same time raise the attractiveness of the Museum of Evolution. The PhD students will have to prepare a lesson for the Museum visitors. Also, each lab will have to prepare a course for the Museum in the topic of the Lab's interests. This will raise the teaching abilities of the researchers and students, and enrich the excursion offer in the Museum. The didactic activities will be included in the evaluation.



#### Area IV. Training and Development

The results of the survey show that all aspects of Training and Development require improvement. The relations between several supervisors and their PhD students are problematic, thus the WG proposed to provide courses for supervisors, regulations regarding structured and regular relations between the supervisors and students. Moreover, the appointment of an ombudsman for employee and PhD student rights should solve the issues between the supervisors and PhD students.

IPAL PAS is planning courses for scientists at every stage of their development career, and is open for participation in courses addressed to the technicians in order to develop their skills. Regulations about funds for courses have to be prepared.





1. RESEARCH FREEDOM

Principle of the European Charter and Code	
<p>Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices.</p> <p>Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g., for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.</p>	
Relevant legislation	
<p>Act on the Polish Academy of Sciences Copyright and Related Rights Act Charter of the Polish Academy of Sciences</p>	
Existing Institutional rules and/or practices	
<p>Charter of the Institute of Paleobiology PAS, Regulations of Scientific Research and Regulations of Copyright Policies Management cover issues related to research freedom and it is considered as one of Institute's strengths.</p>	
Actions required	When/Who
none	

2. ETHICAL PRINCIPLES

Principle of the European Charter and Code	
<p>Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral, or institutional Codes of Ethics.</p>	
Relevant legislation	
<p>The Ethical Code of the Researcher of the Polish Academy of Sciences</p>	
Existing Institutional rules and/or practices	
<p>Only Regulations of Copyright Policies Management are formally codified in the Institute. Following ethical code was considered a common practise and therefore beyond doubt. Lack of formal regulations and appointed ombudsman led to some instances of abuse of ethical principles.</p>	
Actions required	When/Who
courses about ethics in science	II quarter of 2023 Directors
election of an ombudsman who will help in conflict situation	I quarter of 2023 Directors
annual survey for PhD students concerning work environment	III quarter of 2023 Doctoral School Coordinator
implementing anti-mobbing and ethic policies in the IPAL PAS regulations	I quarter of 2023 Directors



### 3. PROFESSIONAL RESPONSIBILITY

Principle of the European Charter and Code	
<p>Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere.</p> <p>They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.</p>	
Relevant legislation	
<p>Act on the Polish Academy of Sciences Copyright and Related Rights Act</p>	
Existing Institutional rules and/or practices	
<p>Professional responsibility issues are covered by Institute's Regulations of Scientific Research and Regulations of Copyright Policies Management and there are no complaints about this area.</p>	
Actions required	When/Who
none	-

### 4. PROFESSIONAL ATTITUDE

Principle of the European Charter and Code	
<p>Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided.</p> <p>They should inform their employers, funders, or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.</p>	
Relevant legislation	
<p>Act on the Principles of Financing Science Act on the National Science Centre</p>	
Existing Institutional rules and/or practices	
<p>Regulations of Scientific Research and Regulations of distribution of funds for research projects for young scientists are general and not enforcing satisfactory level of control over grant leaders in the area of formal and procedural issues concerning grants. High number of grants in relation to administrative staff members puts a lot of stress on administration and specially young researchers lack knowledge and support in this area.</p>	
Actions required	When/Who
information about workshops and grants on the website	IV quarter of 2023 Directors
obligatory declaration about the grant employees for each year submitted to the Administration at the beginning of the year	I quarter of 2024 Directors
publication of clear procedure protocols or announcements in the intranet	IV quarter of 2023 HR group
IPAL PAS research group leaders will be acting as mentors in the new organisational structure of IPAL PAS	III quarter of 2023 Directors

IPAL PAS management will create an administrative position of a grant administrative advisor

III quarter of 2023 Directors

## 5. CONTRACTUAL AND LEGAL OBLIGATIONS

### Principle of the European Charter and Code

Researchers at all levels must be familiar with the national, sectoral, or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g., thesis, publications, patents, reports, new products development, etc.) as set out in the terms and conditions of the contract or equivalent document.

### Relevant legislation

Act on the Principles of Financing Science  
Act on the National Science Centre  
Labour Code  
Copyright and Related Rights Act

### Existing Institutional rules and/or practices

Researchers rely on information provided by seniors or colleagues and administration staff, which may be not sufficient and largely depends on the experience of individual persons.

Actions required	When/Who
information about workshops and grants on the website	IV quarter of 2023 Directors
research group leaders responsible for providing information about funding perspectives for other members	III quarter of 2023 Deputy Director

## 6. ACCOUNTABILITY

### Principle of the European Charter and Code

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

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

### Relevant legislation

Act on the Principles of Financing Science

### Existing Institutional rules and/or practices

All research activities adhere to relevant legislation. Great attention is paid to the efficient management of resources.

Actions required	When/Who
none	-

## 7. GOOD PRACTICE IN RESEARCH

### Principle of the European Charter and Code

Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g., by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.

### Relevant legislation

Labour Code

### Existing Institutional rules and/or practices

Organizational Regulations and Work Regulations are followed in most instances related to health and safety. Each employee is passing a test concerning safety and health rules periodically and at the beginning of employment. Regulations regarding data protection and openness are addressed by Department of Collections and Documentation. Data Repository is being organised, so far each research group has its own manner of dealing with data storage issues. Regulations of fossil collections are available online but there is low awareness of those regulations among employees.

Actions required	When/Who
preparation of the IPAL PAS archive and inclusion of the Institute in the RepOD repository (Repository for Open Data)	III quarter of 2023 Collections Manager
Improvement of awareness about collection rules (e.g. numbering system), regulations of fossil loans and imaging, holotype and other specimens and data storage system (e.g., thin section collection) by organising seminars and providing procedures on the intranet	I quarter of 2023 Collections Manager
Implementing obligatory participation in seminars and quizzes on data backup and collection rules, posting instructions on the subject on the intranet	I quarter of 2023 Collections Manager
Creation a field work regulations including obligatory health and safety rules, list of the participants, and regulations concerning renting the company car	II quarter of 2023 Administrative Director

## 8. DISSEMINATION, EXPLOITATION OF RESULTS

### Principle of the European Charter and Code

All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g., communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.

### Relevant legislation

Act on the Principles of Financing Science  
Act on the National Science Centre  
Labour Code  
Copyright and Related Rights Act

### Existing Institutional rules and/or practices

Regulations of Copyright Policies Management contain only guidelines regarding compliance with contractual arrangements, and results of the research dissemination and exploitation. Protocol

ensuring visibility and popularisation of researchers' publications through web site, facebook and twitter of the Institute of Paleobiology and Museum of Evolution is in place. Web site pages of particular Labs are not regularly updated, there are no pages promoting new activities undertaken by Labs or research groups.

Actions required	When/Who
improving the website to make employees' achievements more visible e.g., websites about ongoing projects – Lab's website, Instagram	I quarter of 2024 Research group leaders
each Lab will prepare a thematic course for the Museum of Evolution about their scope of interests.	I quarter of 2024 Research group leaders Museum of Evolution Manager
creation of regulations for preparation of new exhibitions or organising media events in the Museum of Evolution	III quarter of 2023 Museum of Evolution Manager

## 9. PUBLIC ENGAGEMENT

### Principle of the European Charter and Code

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

### Relevant legislation

Act on the Polish Academy of Sciences

### Existing Institutional rules and/or practices

Protocol ensuring visibility and popularisation of researchers' publications through web site, Facebook and twitter of the Institute of Paleobiology and Museum of Evolution is in place. Institute participates in events like Night of Museums and Science Picnic, but participation in science popularization events is rather spontaneous, voluntary and not included in the evaluation regulations. Exhibits promoting most spectacular research results are organized at the Museum of Evolution. Engaging local communities, e.g. in the areas where field work is carried out is weakly supported by IPAL PAS.

Actions required	When/Who
support for employees applying for, e.g., H2020 Marie Skłodowska-Curie European Researcher's Night, reaching out to local communities	IV quarter of 2023 Directors
popularisation included in the system of evaluation of research workers, in the system of remuneration or Director's bonuses	I quarter of 2023 Directors
engaging mass and social media to improve public's understanding of science, e.g., Facebook, Twitter (IPAL PAS Instagram, #Fossil Friday etc.) by appointing "media group"	II quarter of 2023 Directors
creating a protocol for promoting research results at the Museum of Evolution	III quarter of 2023, Museum of Evolution Manager

## 10. NON-DISCRIMINATION

Principle of the European Charter and Code	
Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.	
Relevant legislation	
The Ethical Code of the Researcher of the Polish Academy of Sciences	
Existing Institutional rules and/or practices	
Anonymous surveys proved that Institute is a non-discrimination environment. However, it is considered that gender equality plan is necessary.	
Actions required	When/Who
none – Creating gender equality plan and revising regulations to ensure non-discrimination	III quarter of 2023, HR group, Directors

## 11. EVALUATION/ APPRAISAL SYSTEMS

Principle of the European Charter and Code	
Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee. Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g., publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career progression.	
Relevant legislation	
Act on the Polish Academy of Sciences Charter of the Polish Academy of Sciences	
Existing Institutional rules and/or practices	
Regulations of Evaluation of Researchers cover evaluation and appraisal of research staff. Protocols reflect regulation of the ministry on the evaluation of scientists, with an emphasis on the scoring of publications. Didactic, popularizing and organizational activity as well as activity in the field of acquiring collections or organizing exhibitions is also taken into consideration. There are no formal regulations regarding evaluation of technical and administrative staff.	
Actions required	When/Who
meeting with employees to consult changes in internal evaluation, followed by implementing new regulations.	I quarter of 2023, Directors, HR group
unifying the procedures for Polish and foreign scientists by establishing an English version of key documents and procedures	II quarter of 2024, HR group
preparation of evaluation protocols for technical and administrative staff	I quarter of 2023 Administrative Director

## Area II. Recruitment

### 12. RECRUITMENT

Principle of the European Charter and Code	
Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.	
Relevant legislation	
Labour Code, Act on the Polish Academy of Sciences Charter of the Institute of Paleobiology PAS The Law on Higher Education Act	
Existing Institutional rules and/or practices	
Regulations of Recruitment for scientific positions at the Institute of Paleobiology PAS and Work Regulations cover all issues regarding recruitment process. All applicants have to meet the same criteria, experience and qualifications being most important ones. Relevant regulations are published on the website. Regulations do not facilitate in a specific way access for disadvantaged groups or for researchers returning to a research career. The amount of remuneration is not stated. There are no regulations regarding administrative and technical staff recruitment.	
Actions required	When/Who
recruitment process regulations have to be presented in a more clear way	I quarter of 2024, Directors, HR group
the amount of remuneration should be stated in the recruitment documents	I quarter of 2024, Directors, HR group
the regulations regarding administrative and technical staff recruitment should be introduced	I quarter of 2024, Directors, HR group

### 13. RECRUITMENT (CODE)

Principle of the European Charter and Code
Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.
Relevant legislation
Labour Code, Act on the Polish Academy of Sciences Charter of the Institute of Paleobiology PAS The Law on Higher Education Act
Existing Institutional rules and/or practices
Regulations of Recruitment for scientific positions at the Institute of Paleobiology PAS and Work Regulations cover all issues regarding recruitment process. Job announcements give description of knowledge and competencies required and include a description of the working conditions and entitlements. It is a requirement to supply contacts to persons, who may provide opinion about

candidate. The amount of remuneration and career development prospects are not specified. There are no regulations regarding administrative and technical staff recruitment.

Actions required	When/Who
job proposals should include the knowledge and competences required from the candidate, and provide information about career prospects and remuneration.	I quarter of 2024, Directors, HR group
unification of all ordinances and regulations in Polish and English	II quarter of 2024, Directors, HR group
the Recruitment Commission will provide the feedback information including identified strong and weak points for all interviewed applicants	I quarter of 2024, Directors, HR group
introducing employment policy specifying applicants' selection criteria, mobility recognition and excluding reputation-based selection	I quarter of 2024, Directors, HR group

#### 14. SELECTION (CODE)

##### Principle of the European Charter and Code

Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.

##### Relevant legislation

The Statute of IPAL PAS approved by the President of PAS of 20.05.2011. Procedures on recruitment for scientific positions at the IPAL PAS adopted by the Resolution of the Scientific Council of IPAL PAS of 25.04.2019.

##### Existing Institutional rules and/or practices

Selection of committee members is based on scientific merit. Gender equality hasn't been reported as an issue but there is need for gender equality plan implementation. A wide range of selection practices is used, face-to-face interviews are part of the standard procedure.

Actions required	When/Who
revising regulations introducing statements ensuring gender equality and diversity in recruitment commissions and selection committees	III quarter of 2023, Directors, HR group
unification of all ordinances and regulations in Polish and English	II quarter of 2024, HR group

#### 15. TRANSPARENCY (CODE)

##### Principle of the European Charter and Code

Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.

##### Relevant legislation

The Law on Higher Education Act  
Law on Academic Degrees and Title and Degrees and Title in the Arts

#### Existing Institutional rules and/or practices

Regulations of Recruitment for scientific positions at the Institute of Paleobiology PAS and The Terms and Conditions of Admission to the BioPlanet Doctoral School are posted on the web site of the Institute and describe in detail recruitment process, also selection criteria and number of available position is known prior to selection. Information about career development prospects and feedback protocols are not clear.

Actions required	When/Who
the recruitment procedure will be described in an information leaflet and will be available on the website of the Institute	I quarter of 2024 HR Group, Directors
the regulation on the recruitment for scientific positions at the Institute of Paleobiology PAS will be translated to English and also posted on the website	II quarter of 2024 HR Group
recruitment regulations will be updated to include clear guidelines concerning the feedback information to applicants and career development prospects	I quarter of 2024, Directors, HR group

### 16. JUDGING MERIT (CODE)

#### Principle of the European Charter and Code

The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered.

This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.

#### Relevant legislation

Act on the Polish Academy of Sciences  
The Law on Higher Education Act  
Law on Academic Degrees and Title and Degrees and Title in the Arts

#### Existing Institutional rules and/or practices

While The Terms and Conditions of Admission to the BioPlanet Doctoral School state clearly that wide range of experience is taken into consideration, IPAL PAS recruitment protocol has no such information. Requirements and experience taken into consideration are provided for each position separately and do not have structured composition.

Actions required	When/Who
employment policy focused on various criteria has to be created and published on the website in a clear and transparent way.	I quarter of 2024 HR Group, Directors

### 17. VARIATIONS IN THE CHRONOLOGICAL ORDER OF CVs (CODE)

#### Principle of the European Charter and Code



Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.

#### Relevant legislation

Act on the Polish Academy of Sciences  
The Law on Higher Education Act  
Law on Academic Degrees and Title and Degrees and Title in the Arts

#### Existing Institutional rules and/or practices

Although the Recruitment Commission evaluates the CVs of all applicants and discusses aspects of activities resulting in the career breaks and/or chronological order of CVs, compliance with requirements for each position is a major decision factor.

Actions required	When/Who
Employment policy taking into account potentially positive aspects of activities resulting in the career breaks and/or chronological order of CVs has to be created and published on the website and known to employees.	I quarter of 2024 HR Group, Directors

### 18. RECOGNITION OF MOBILITY EXPERIENCE (CODE)

#### Principle of the European Charter and Code

Any mobility experience, e.g., a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.

#### Relevant legislation

The Statute of IPAL PAS approved by the President of PAS of 20.05.2011.

Work regulations of IPAL PAS.

#### Existing Institutional rules and/or practices

Mobility experience is considered as a valuable contribution to the professional development of a researcher at the Institute of Paleobiology PAS, but it is not reflected in relevant regulations, neither during recruitment process nor remuneration or bonus regulations.

Actions required	When/Who
changes in the regulations promoting the mobility experience	II quarter of 2024, Deputy Director
joining the IPAL PAS to Erasmus +	IV quarter of 2024 Director
discussing with advisory board level of recognition of short term mobility and international cooperations as a valuable contribution to the professional development of a researcher	II quarter of 2024, Deputy Director

### 19. RECOGNITION OF QUALIFICATIONS (CODE)

#### Principle of the European Charter and Code

Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including nonformal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.

#### Relevant legislation

Procedures on recruitment for scientific positions at the IPAL PAS adopted by the Resolution of the Scientific Council of IPAL PAS of 25.04.2019.

#### Existing Institutional rules and/or practices

At the Institute of Paleobiology assessment and evaluation of the academic and professional qualifications is carried out by most experienced researchers, who have understanding of rules, procedures and standards governing the recognition of such qualifications.

Actions required	When/Who
paying attention to the external conditions of the scientific community in processes related to the assessment and evaluation of professional development of employees	IV quarter of 2023, Deputy Director
participation in workshops/webinars concerning assessment and evaluation of the academic and professional qualifications.	IV quarter of 2024, HR Group

## 20. SENIORITY (CODE)

#### Principle of the European Charter and Code

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

#### Relevant legislation

Procedures on recruitment for scientific positions at the IPAL PAS adopted by the Resolution of the Scientific Council of IPAL PAS of 25.04.2019.

#### Existing Institutional rules and/or practices

The Recruitment Commission evaluates the CVs of all applicants, compliance with requirements for each position based on candidate's qualifications, achievements and experience is a major decision factor.

Actions required	When/Who
introducing statement concerning value of professional development and achievements into Employment policy	I quarter of 2024, HR Group, Directors

## 21. POSTDOCTORAL APPOINTMENTS (CODE)

#### Principle of the European Charter and Code

Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional

professional development opportunities for a research career in the context of long-term career prospects.

#### Relevant legislation

The Law on Higher Education Act  
Law on Academic Degrees and Title and Degrees and Title in the Arts

#### Existing Institutional rules and/or practices

Regulations of Recruitment for scientific positions at the Institute of Paleobiology PAS do not have specific regulations regarding appointing postdoctoral researchers.

Actions required	When/Who
creating regulations and guides published on the website about the procedures of hiring researchers with a doctoral degree	I quarter of 2024, HR Group, Directors
selecting a person responsible for contact with the post-docs	III quarter of 2023, Directors

### Area III. Working conditions and Social Security

#### 22. RECOGNITION OF THE PROFESSION

##### Principle of the European Charter and Code

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

#### Relevant legislation

Labour Code  
The Law on Higher Education Act  
Law on Academic Degrees and Title and Degrees and Title in the Arts  
The Ethical Code of the Researcher of the Polish Academy of Sciences

#### Existing Institutional rules and/or practices

Regulations of the BioPlanet Doctoral School and Institute of Paleobiology regulations have only general guidelines regarding the role of the supervisor and rights and obligations of doctoral students. They do not include how to proceed in conflict situations in the student-supervisor relationship.

Actions required	When/Who
annual anonymous surveys of doctoral students regarding work with the supervisor	III quarter of 2023, Doctoral School Coordinator
emphasis on constant contact and information flow between the PhD students	III quarter of 2023, Deputy Director
election of an ombudsman who will help in conflict situations	I quarter of 2023, Directors

#### 23. RESEARCH ENVIRONMENT

##### Principle of the European Charter and Code

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities, and opportunities, including for remote collaboration over research networks, and that the national or

sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.

#### Relevant legislation

The Law on Higher Education Act, Act on the Principles of Financing Science  
Act on the National Science Centre

#### Existing Institutional rules and/or practices

All researchers have equal access to Institute's equipment and facilities. PhD students need supervisor's approval for using services offered by the technicians. Regulations of the BioPlanet Doctoral School define the supervisor's duties in terms of support provided to the student, including assistance in preparation of a research plan, introducing to the topic of a dissertation and to the appropriate research method and techniques, setting the course of training and securing funds necessary for the preparation of a dissertation. Knowledge of the health and safety rules is transferred to each staff and research member at the beginning of employment.

Actions required	When/Who
creating regulations for exhibition preparation and Institute researchers involvement with the Museum of Evolution	III quarter of 2023, Museum of Evolution Manager
improvement of the regulations for using the services offered by the technicians and publication of the clear procedure protocols and announcements in the intranet	I quarter of 2023 Administrative Director
improvement of the regulations between the administration and researchers and publication of the clear procedure protocols and announcements in the intranet	I quarter of 2023 Administrative Director

## 24. WORKING CONDITIONS

#### Principle of the European Charter and Code

Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, inter alia, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.

#### Relevant legislation

Labour Code

#### Existing Institutional rules and/or practices

Regulations of the BioPlanet Doctoral School have specific regulations regarding extension and suspension of studies. Work Regulations and Regulations of Work safety and organization, including remote work at the Institute of Paleobiology PAS, introduced in connection with the pandemic, adhere to legislation and cover issues related to working conditions and flexibility. Working conditions offered at the Institute allow both women and men researchers to combine family and work, children and career. Particular attention is paid to flexible working hours, part-time working, tele-working and sabbatical leaves. The concerns about working conditions are raised in regards to building's infrastructure. Some renovations were carried out during thermo modernization of the building.

Actions required	When/Who
improvement of the sanitary infrastructure	I quarter of 2023 Administrative Director
revision of emergency lightning system in the building	I quarter of 2023 Administrative Director

## 25. Stability and permanence of employment

<b>Principle of the European Charter and Code</b>	
Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the <i>EU Directive on Fixed-Term Work</i> .	
<b>Relevant legislation</b>	
The Law on Higher Education Act Law on Academic Degrees and Title and Degrees and Title in the Arts Labour Code	
<b>Existing Institutional rules and/or practices</b>	
Institute of Paleobiology follows relevant legislation regarding employment contracts. Internal regulations (Work Regulations, Regulations of Recruitment for scientific positions at the Institute of Paleobiology PAS, Regulations of Evaluation of researchers) cover all related issues in detail.	
Actions required	When/Who
revision of principles and terms laid down in the EU Directive on Fixed-Term Work and confirming its implementing and abiding by the Institute's regulations	I quarter of 2024, Directors, HR group
preparation of documents indicating possible further development paths at the IPAL PAS	I quarter of 2024, Directors, HR group
preparation of regulations concerning employment rules for technicians	I quarter of 2024, Directors, HR group

## 26. FUNDING AND SALARIES

<b>Principle of the European Charter and Code</b>	
Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.	
<b>Relevant legislation</b>	
The Law on Higher Education Act Law on Academic Degrees and Title and Degrees and Title in the Arts Labour Code Act on the Polish Academy of Sciences	
<b>Existing Institutional rules and/or practices</b>	
Institute of Paleobiology follows relevant legislation regarding employment contracts and salaries. Internal regulations (Work Regulations, Regulations of Remuneration of employees,	

Regulations of Bonuses for employees, Regulations of Distribution of funds for research projects for young scientists, Regulations of Granting financial support to PhD students) cover all related issues in detail.

Actions required	When/Who
increasing employee awareness of the applicable system of awarding remuneration and bonuses	IV quarter of 2024, HR Group
introducing regulations concerning “priority work” for technicians	II/III quarter of 2024, Administrative Director and Deputy Director

## 27. GENDER BALANCE

### Principle of the European Charter and Code

Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.

### Relevant legislation

The Statute of IPAL PAS approved by the President of PAS of 20.05.2011

Procedures on recruitment for scientific positions at the IPAL PAS adopted by the Resolution of the Scientific Council of IPAL PAS of 25.04.2019.

### Existing Institutional rules and/or practices

Work Regulations cover in detail issues related to equal treatment in employment. There are no regulation concerning gender balance.  
No complaints regarding abusing gender balance have been brought up nor indicated in the anonymous survey.

Actions required	When/Who
revision of Work Regulations in accordance with the gender equality plan.	III quarter of 2023, HR Group, Directors

## 28. CAREER DEVELOPMENT

### Principle of the European Charter and Code

Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.

### Relevant legislation

The Statute of IPAL PAS approved by the President of PAS of 20.05.2011.

### Existing Institutional rules and/or practices

The BioPlanet Doctoral School curriculum includes course on career development strategy for researchers. Research group leaders, heads of the departments and supervisors act as mentors without formal provisions in the Institute’s regulations.

Actions required	When/Who
creating a career development strategy for researchers at all stages of their career and posting the document along with information about perspectives in science on the website	IV quarter of 2023, Directors, HR group
inviting lectures and organizing open workshops for researchers on teamwork, projects, time management, and commercializing research results	IV quarter of 2023, Directors
evaluation of the course on career development strategy held by the Doctoral School. The courses will be rated by the PhD students by an online survey.	III quarter of 2023 Doctoral School Coordinator

## 29. VALUE OF MOBILITY

<b>Principle of the European Charter and Code</b>	
Employers and/or funders must recognise the value of geographical, intersectoral, inter- and trans-disciplinary and virtual 12 mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.	
<b>Relevant legislation</b>	
The Statute of IPAL PAS approved by the President of PAS of 20.05.2011.  Work regulations of IPAL PAS.	
<b>Existing Institutional rules and/or practices</b>	
Mobility is highly valued at the Institute of Paleobiology. Majority of senior researchers acquired experience through international programmes or post-doc positions. There are no formal provisions in the Institute regulations.	
Actions required	When/Who
including appreciation and support for mobility activities in the IPAL PAS regulations	II quarter of 2024, Deputy Director
creation of recruitment policy of IPAL PAS including regulations enabling / facilitating mobility	I quarter of 2024, Directors, HR group
improvement of the courses for PhD students about mobility, the courses will be rated by the PhD students by an online survey	IV quarter of 2023, Directors

## 30. ACCESS TO CAREER ADVICE

<b>Principle of the European Charter and Code</b>	
Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.	
<b>Relevant legislation</b>	



<b>Existing Institutional rules and/or practices</b>	
The BioPlanet Doctoral School curriculum includes course on career development. Research group leaders, heads of the departments and supervisors act as mentors without formal provisions in the Institute regulations, but quality of the assistance depends on individual relations. New organizational structure is going to be focused on more structured approach.	
<b>Actions required</b>	<b>When/Who</b>
publication of information about grants, creating "information centre" on the website, regular meetings with young scientists	IV quarter of 2023, Directors
IPAL PAS management will be taking into consideration creating administrative position of advisor, if new organizational structure will not prove sufficient.	III quarter of 2023 Directors

### 31. INTELLECTUAL PROPERTY RIGHTS

<b>Principle of the European Charter and Code</b>	
Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.	
<b>Relevant legislation</b>	
The Ethical Code of the Researcher of the Polish Academy of Sciences Copyright and Related Rights Act	
<b>Existing Institutional rules and/or practices</b>	
Regulations of Copyright Policies Management are strictly followed. They are in accordance with the relevant legislation and cover issues related to Intellectual Property Rights.	
<b>Actions required</b>	<b>When/Who</b>
none	-

### 32. CO-AUTHORSHIP

<b>Principle of the European Charter and Code</b>	
Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc, or to publish their own research results independently from their supervisor(s).	
<b>Relevant legislation</b>	
Act on the Polish Academy of Sciences, Copyright and Related Rights Act Regulations of Copyright Policies Management The Ethical Code of the Researcher of the Polish Academy of Sciences	
<b>Existing Institutional rules and/or practices</b>	
There are no formal regulations regarding authorship in IPAL PAS written rules. Researchers are encouraged to follow The Ethical Code of the Researcher of the Polish Academy of Sciences.	



Actions required	When/Who
organizing workshops on intellectual property rights and ethical code of the researcher	II quarter of 2023, Directors
conducting interviews with the employees in order to establish a satisfactory evaluation system	I quarter of 2023, HR group, Directors
creating internal rules defining copyright and co-authorship protocols and procedures to facilitate dealing with the complaints/appeals of researchers.	III quarter of 2023, HR group, Directors

### 33. TEACHING

<b>Principle of the European Charter and Code</b>	
<p>Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities.</p> <p>Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.</p>	
<b>Relevant legislation</b>	
<p>The Law on Higher Education Act  Law on Academic Degrees and Title and Degrees and Title in the Arts  Act on the Polish Academy of Sciences  Charter of the Institute of Paleobiology PAS</p>	
<b>Existing Institutional rules and/or practices</b>	
<p>Work regulations and Charter of the Institute of Paleobiology PAS state that senior researchers are obliged to participate in training of young scientific staff. Teaching experience is considered valuable to researchers on all stages of carrier. Researchers are encouraged as part of their curriculum to participate in the scientific life of universities, and in particular in the education. Institute encourages also its employees to participate in teaching activities carried out at the Museum of Evolution.</p>	
Actions required	When/Who
didactic volunteering included in the system of evaluation of research workers, remuneration or bonuses	III quarter of 2023, Directors
recommended one semester of teaching practice at the Museum of Evolution or optionally in universities for PhD students	III quarter of 2023, Doctoral School Coordinator, Museum of Evolution Manager
propositions of topics for bachelor's and master's theses in cooperation with the University/encouraging researchers' cooperation with the universities and their involvement in the bachelor's and master's theses	III quarter of 2023, Directors

### 34. COMPLAINS/ APPEALS

<b>Principle of the European Charter and Code</b>	
Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.	
<b>Relevant legislation</b>	
Act on the Polish Academy of Sciences The Ethical Code of the Researcher of the Polish Academy of Sciences Charter of the Institute of Paleobiology PAS	
<b>Existing Institutional rules and/or practices</b>	
In conflict situations employees/PhD students report problems to their supervisor, if conflict concerns the supervisor they should approach Director/Doctoral School Coordinator. If necessary, the mediations are carried out by the appointed committee. There are no protocols and system doesn't give much support to the victim of abuse.	
<b>Actions required</b>	<b>When/Who</b>
creating a document / guide describing possible procedures for resolving disputes, complaints and appeals	I quarter of 2023, Directors
creating an efficient system for reporting and penalising ethical abuse, including election of an ombudsman who will help in the conflict situations	I quarter of 2023, Directors

### 35. PARTICIPATION IN DECISION MAKING BODIES

<b>Principle of the European Charter and Code</b>	
Employers and/or funders of researchers should recognise it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.	
<b>Relevant legislation</b>	
Act on the Polish Academy of Sciences The Statute of IPAL PAS approved by the President of PAS of 20.05.2011.	
<b>Existing Institutional rules and/or practices</b>	
The advisory board consisting of representatives of management consults new regulations regarding employees and propose changes to applicable regulations.	
<b>Actions required</b>	<b>When/Who</b>
reorganisation of the advisory board to be composed of the representatives of all scientific positions to consult new regulations regarding employees and propose changes to applicable regulations	IV quarter of 2023, Directors

## Area IV. Training and Development

### 36. RELATION WITH SUPERVISORS

Principle of the European Charter and Code	
<p>Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them.</p> <p>This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.</p>	
Relevant legislation	
<p>The Law on Higher Education Act.</p> <p>Regulations for the BioPlanet Doctoral School adopted by the Resolution of the Scientific Council of IPAL PAS of 25.04.2019.</p>	
Existing Institutional rules and/or practices	
<p>Regulations of the BioPlanet Doctoral School describe relations as well as cover all issues regarding rights and obligations of supervisors and PhD students. There are no procedures evaluating the student-supervisor relations.</p>	
Actions required	When/Who
regular research group seminars	IV quarter of 2023, Deputy Director
information about courses for supervisors	IV quarter of 2024, HR Group
proposing a paragraph in IPAL PAS regulations regarding structured and regular relations between supervisors and PhD students	III/IV quarter of 2023, Doctoral School Coordinator, Directors
the annual written opinion of the supervisor on the progress of the PhD students work will be send also to the IPAL PAS Director	III quarter of 2023, Doctoral School Coordinator
election of an ombudsman stepping in the conflict situations and defining his role in IPAL PAS regulations	I quarter of 2023, Directors

### 37. SUPERVISION AND MANAGERIAL DUTIES

Principle of the European Charter and Code
<p>Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.</p>
Relevant legislation
<p>Act on the Polish Academy of Sciences</p> <p>Charter of the Polish Academy of Sciences</p>
Existing Institutional rules and/or practices
<p>Research group leaders, heads of the departments and supervisors act as mentors without formal provisions in the Institute regulations, but quality of the assistance depends on individual relations.</p>

Actions required	When/Who
trainee courses on HR management and mentoring, internal evaluations of multifaceted role as supervisors, multi-personal supervisions programme for young researchers, local HR events connected with case studies	IV quarter of 2024, HR group
election of an ombudsman and defining his role in IPAL PAS regulations	I quarter of 2023, Directors
in the new organisational structure of IPAL PAS research group leaders are going to be appointed as mentors and giving aid in conflict situations	III quarter of 2023, Directors

### 38. CONTINUING PROFESSIONAL DEVELOPMENT

#### Principle of the European Charter and Code

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

#### Relevant legislation

Act on the Polish Academy of Sciences  
 Charter of the Polish Academy of Sciences  
 The Ethical Code of the Researcher of the Polish Academy of Sciences  
 Charter of the Institute of Paleobiology PAS

#### Existing Institutional rules and/or practices

Work Regulations list professional improvement as an obligation of all employees. New experiences and improvement of skills are usually acquired through conducting research, collaboration and participation in conferences.

Actions required	When/Who
preparation of the rules of good practices of professional development and IPAL PAS professional development model	IV quarter of 2024, HR Group
supporting employees and PhD students efforts to increase professional qualifications by enabling them to participate in training, workshops, e-learning facilities (current information on such events, financial support, administrative support in the process of applying for participation in such events)	IV quarter of 2023, Directors
soft skills workshops	IV quarter of 2023, Directors

### 39. ACCESS TO RESEARCH TRAINING AND CONTINUOUS DEVELOPMENT

#### Principle of the European Charter and Code

Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies.

Such measures should be regularly assessed for their accessibility, take-up and effectiveness in improving competencies, skills and employability.

Relevant legislation	
Act on the Polish Academy of Sciences Charter of the Polish Academy of Sciences The Ethical Code of the Researcher of the Polish Academy of Sciences Charter of the Institute of Paleobiology PAS	
Existing Institutional rules and/or practices	
Work Regulations list professional improvement as an obligation of all employees. Employees at any stage of their career are encouraged to expand their competencies. Collaboration with researchers from other institutions and participation in conferences are common and valued at the Institute.	
Actions required	When/Who
supporting participation in workshops/webinars on research promotion, presentation of research, communication, soft skills at every stage of career development.	IV quarter of 2023, HR Group
presenting list of possible courses (and skill needs) for the technicians at the regular meetings and in the intranet.	IV quarter of 2023, Directors
creating regulations about funds for courses for researchers at all levels of development	III/IV quarter of 2023, HR Group, Directors

#### 40. SUPERVISION

Principle of the European Charter and Code	
Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.	
Relevant legislation	
Regulations of the BioPlanet Doctoral School The Law on Higher Education Act Law on Academic Degrees and Title and Degrees and Title in the Arts	
Existing Institutional rules and/or practices	
Independent researchers report willingness to supervise and they are considered suitable due to their seniority, research proficiency and experience, though soft skills, readiness and commitment to give support are not evaluated.	
Actions required	When/Who
the duties of supervisors written down in the regulations of doctoral studies	III quarter of 2023, Doctoral School Coordinator
regulations defining the procedures of the contract between the doctoral student and the supervisor, creating procedure for awarding a doctoral degree	III quarter of 2023 Doctoral School Coordinator
regulations for early stage researchers	III quarter of 2023, Directors

## Action Plan

### Strengths

- Good working conditions
- Research freedom appreciated by researchers
- Efficient work of the administration staff
- Comprehension and acceptance of the C&C principles among IPAL PAS employees

### Challenges

- Creation and implementation of transparent rules improving the communication between researchers and the technicians, museum and administration staff
- Election of an ombudsman and creation of rules which should prevent non-ethical behaviour and clarifying and modifying the rules for complaints and appeals
- Increase the knowledge about the mobility possibilities and creation support and development strategy for research staff and especially young scientists
- Reorganise the recruitment rules of the IPAL PAL staff.
- Increasing the awareness of the C&C principles among employees

### Recommended steps

The analysis of the situation in IPAL PAS revealed that 6 main paths of improvement are required to adjust the Institute to the C&C principles:

- Improving staff awareness of the C&C principles and other new or improved regulations
- Creating an efficient system for reporting and penalizing ethical abuse and improving the communication between the PhD students and supervisors and Doctoral School Coordinator
- Improving communication between researchers, technicians, administrative staff, and Museum staff
- Improvement of the IPAL PAL intranet, website, and social media
- Implementation of the OTM-R rules
- Developing key skills of the staff through workshops and training courses

Based on the results of the gap analysis, the members of the HR Working Group proposed actions appointed responsible personnel, and settled on a timeframe for implementation of these improvements.

### I quarter of 2023

Action	GAP	Unit
Election of an ombudsman who will help in conflict situations and an efficient system for reporting and penalizing ethical abuse. Creating a document / guide describing possible procedures for resolving disputes, complaints and appeals.	2.Ethical principles 22. Recognition of the profession 34. Complains/ appeals 36. Relation with supervisors 37. Supervision and managerial duties	Directors
Implementing anti-mobbing and ethic policies in the IPAL PAS regulations.	2.Ethical principles	Directors

Improvement of awareness about collection rules (e.g. numbering system), regulations of fossil loans and imaging, holotype and other specimens and data storage system (e.g., thin section collection) by organising seminars and providing procedures on the intranet.	7. Good practice in research	Collections Manager
Implementing obligatory participation in seminars and quizzes on data backup and collection rules, posting instructions on the subject on the intranet.	7. Good practice in research	Collections Manager
Popularisation included in the system of evaluation of research workers, in the system of remuneration or Director's bonuses.	9. Public engagement	Directors
Meeting with employees to consult changes in internal evaluation.	11. Evaluation/ appraisal systems 15. Transparency (Code) 32. Co-authorship	HR group Directors
Preparation of 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 in the intranet.	11. Evaluation/ appraisal systems 23. Research environment	Administrative Director
Evaluation of the sanitary infrastructure.	24. Working conditions	Administrative Director

## II quarter of 2023

Action	GAP	Unit
Courses about ethics in science. Organizing workshops on intellectual property rights and ethical code of the researcher. Creating internal rules defining copyright and co-authorship protocols and procedures to facilitate dealing with the complaints/appeals of researchers.	2. Ethical principles 32. Co-authorship	Directors
Creation of a field work regulations including obligatory health and safety rules, list of the participants, and regulations concerning renting the company car.	7. Good practice in research	Administrative Director
Engaging mass and social media to improve public's understanding of science by appointing "media group".	9. Public engagement	Directors

## III quarter of 2023

Action	GAP	Unit
Annual survey for PhD students concerning work environment.	2. Ethical principles 22. Recognition of the profession	Doctoral School Coordinator
IPAL PAS research group leaders will be acting as mentors in the new organisational structure of IPAL PAS.	4. Professional attitude 5. Contractual and legal obligations 29. Value of mobility 30. Access to career advice	Directors

### 37. Supervision and managerial duties

IPAL PAS management will create an administrative position of a grant administrative advisor.	4. Professional attitude 21. Postdoctoral appointments (Code) 30. Access to career advice 38. Continuing Professional Development	Directors
Preparation of the IPAL PAS archive and inclusion of the Institute in the RepOD repository (Repository for Open Data).	7. Good practice in research	Collections Manager
Creation of regulations for preparation of new exhibitions in the Museum of Evolution.	8. Dissemination, exploitation of results 9. Public engagement 23. Research environment	Museum of Evolution Manager
Creating gender equality plan and revising regulations introducing statements ensuring gender equality and diversity in recruitment commissions and selection committees.	14. Selection (Code) 15. Transparency (Code) 27. Gender balance	HR group Directors
Evaluation of the course on career development strategy held by Doctoral School. The courses will be rated by the PhD students by an online survey.	28. Career development 29. Value of mobility	Doctoral School Coordinator
Didactic volunteering included in the system of evaluation of research workers.	33. Teaching	Directors
One semester of teaching practice obligatory for PhD students, executed at the Museum of Evolution or optionally at the universities.	33. Teaching	Doctoral School Coordinator, Museum of Evolution Manager
Encouraging researchers' cooperation with the universities and their involvement in the bachelor's and master's theses.	33. Teaching	Directors
Annual written opinion on the progress of the PhD students work, pointing out objectives, strengths and challenges in her/his work.	36. Relation with supervisors	Doctoral School Coordinator
Increasing awareness of the duties of supervisors: defining detailed procedures of the doctoral student - supervisor contract, including problem solving protocols and supervisor's appointment and evaluation by the Director. Creating procedure for awarding a doctoral degree.	40. Supervision	Doctoral School Coordinator
Regulations for early stage researchers.	40. Supervision	Directors

### IV quarter of 2023

Action	GAP	Unit
Information about workshops, grants, career development, and employment policy on the website for the researchers, technicians, and Museum staff. Publication of the clear procedure protocols and announcements in the intranet. Preparation of the rules of good practices of professional	4. Professional attitude 5. Contractual and legal obligations 9. Public engagement 23. Research environment 25. Stability and permanence of employment 28. Career development 29. Value of mobility	Directors



development and IPAL PAS professional development model.	30. Access to career advice 38. Continuing Professional Development	
Publication of clear procedure protocols and announcements in the intranet.	4. Professional attitude	HR group
Paying attention to the external conditions of the scientific community in processes related to the assessment and development of employees.	19. Recognition of qualifications (Code)	Deputy Director
Reorganization of the advisory board to be composed of the representatives of all scientific positions to consult new regulations regarding employees and propose changes to applicable regulations.	35. Participation in decision-making bodies	Directors
Regular research group seminars.	36. Relation with supervisors	Deputy Director
Proposing a paragraph in IPAL PAS regulations regarding structured and regular relations between supervisors and PhD students.	36. Relation with supervisors	Doctoral School Coordinator Directors
Creating regulations about funds for courses for researchers at all levels of development.	39. Access to research training and continuous development	HR group Directors

#### I quarter of 2024

Action	GAP	Unit
Obligatory declaration about the grant employees for each year submitted to the Administration at the beginning of the year.	4. Professional attitude	Directors
Improving the website to make employees' achievements more visible e.g., websites about ongoing projects – research group website, Instagram.	8. Dissemination, exploitation of results	Research group leaders
Each research group will prepare a thematic course for the Museum of Evolution about their scope of interests.	8. Dissemination, exploitation of results	Research group leaders and Museum of Evolution Manager
Recruitment process regulations have to be presented in a more clear way (e.g., job proposals should include the knowledge and competences required from the candidate, and provide information about career prospects and remuneration) and the regulations regarding administrative and technical staff recruitment should be introduced. The Recruitment Commission will be providing the feedback information including identified strong and weak points, for all interviewed applicants.	12. Recruitment 13. Recruitment (Code) 15. Transparency (Code) 16. Judging merit (Code) 21. Postdoctoral appointments (Code) 29. Value of mobility	HR group Directors
Introducing employment policy specifying applicants' selection criteria, mobility recognition and excluding reputation-based selection. Employment policy taking into	12. Recruitment 13. Recruitment (Code) 15. Transparency (Code) 16. Judging merit (Code)	HR group Directors

account potentially positive aspects of activities resulting in the career breaks and/or chronological order of CVs has to be created and published on the website and known to employees.

Preparation of regulations concerning employment rules for technicians.

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

21.Postdoctoral appointments (Code)

25.Stability and permanence of employment

29.Value of mobility

Introducing statement concerning value of professional development and achievements into Employment policy.	20.Seniority (Code)	HR group Directors
Revision of principles and terms laid down in the EU Directive on Fixed-Term Work and confirming its implementing and abiding by the Institute's regulations.	25. Stability and permanence of employment	HR group Directors

## II quarter of 2024

Action	GAP	Unit
Unifying the procedures for Polish and foreign scientists by establishing an English version of key documents and procedures.	11. Evaluation/ appraisal systems 14.Selection (Code) 15. Transparency (Code) 29.Value of mobility	HR group
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.	18. Recognition of mobility experience (Code) 29.Value of mobility	Deputy Director

## III quarter of 2024

Action	GAP	Unit
Introducing regulations concerning "priority work" for technicians.	26.Funding and salaries	Administrative Director and Deputy Director

## IV quarter of 2024

Action	GAP	Unit
Joining the IPAL PAS to Erasmus +.	18. Recognition of mobility experience (Code) 29.Value of mobility	Director
Participation in workshops/course concerning assessment and evaluation of the academic and professional qualifications. Inviting lectures and organising open workshops for researchers on teamwork, projects, time management, and commercialising research results. List of possible courses (and skill needs) for the technicians in the intranet and regular meetings of the technicians.	19. Recognition of qualifications (Code) 28.Career development 36. Relation with supervisors 37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development	HR group
Increasing employee awareness of the applicable system of awarding remuneration and bonuses.	26.Funding and salaries	HR Group

The implementation of the Action Plan will be monitored by the members of HR Working group which will meet regularly (at least 4 times a year) to monitor progress and make necessary adjustments. At each Working Group meeting the progress of the implementation works, level of fulfilment of indicators and targets will be evaluated, non-compliances will be analysed. Stage report containing a summary, proposed adjustments and next phase goals will be compiled. The Working Group will appoint Task Teams responsible for overseeing implementation of specific areas and cooperation with the IPAL PAS research community. Task Teams, consisting of the research community members, will be responsible for preparing documentation and procedures as well as dissemination awareness of new regulations but above all consulting them with all members of the community, to ensure their involvement in the process. Issues regarding implementation of the process will be discussed during regular staff meetings. Reports and documentation created during the implementation process will be available to all employees in the internal system of information.

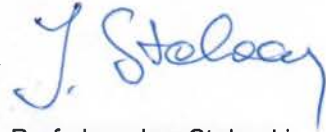
Revising existing and creating new regulations to assure compliance with OTM-R policies, improving information flow and providing access to clear procedures, opportunities for personal growth and the strategies of professional development at all stages of the research career, along with assistance of experienced staff to make working environment more attractive, open, and friendly, improving evaluation processes and introducing gender equality plan and complaints mechanism by electing an ombudsman, as well as other specific solutions regarding recruitment process proposed in IPAL PAS action plan will lead to full implementation of the principles of Open, Transparent and Merit-Based Recruitment. The management will make sure that all groups of the IPAL PAS employees are engaged in the design and implementation of the above instruments.

Internal review will be held once a year, adjustments will be made based on the received feedback.

Acceptance

The Director of the Institute of Paleobiology Polish Academy of Science accepts the Human Resources Strategy for Researchers.

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Prof. Jarosław Stolarski  
Director  
Institute of Paleobiology PAS

Warsaw, 16.01.2023  
Place, date

Signature