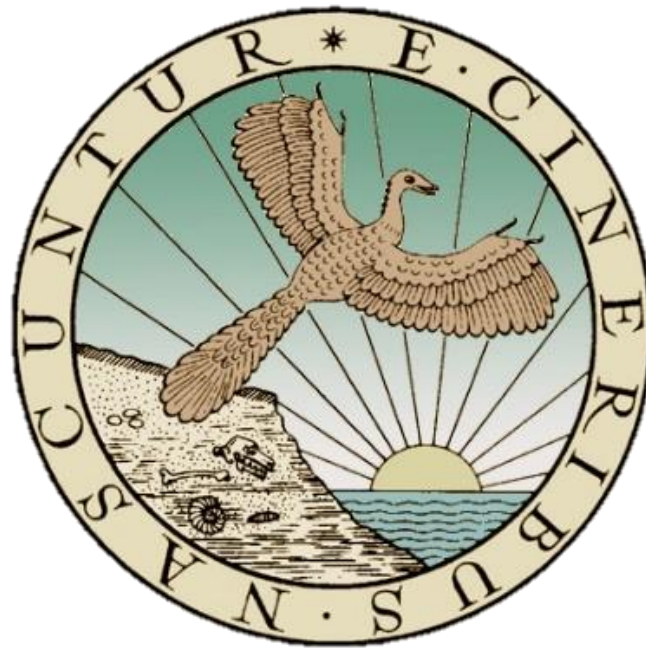


**Human Resources Strategy  
of the Institute of Paleobiology  
Polish Academy of Sciences**



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

Warsaw, 2023.



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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.

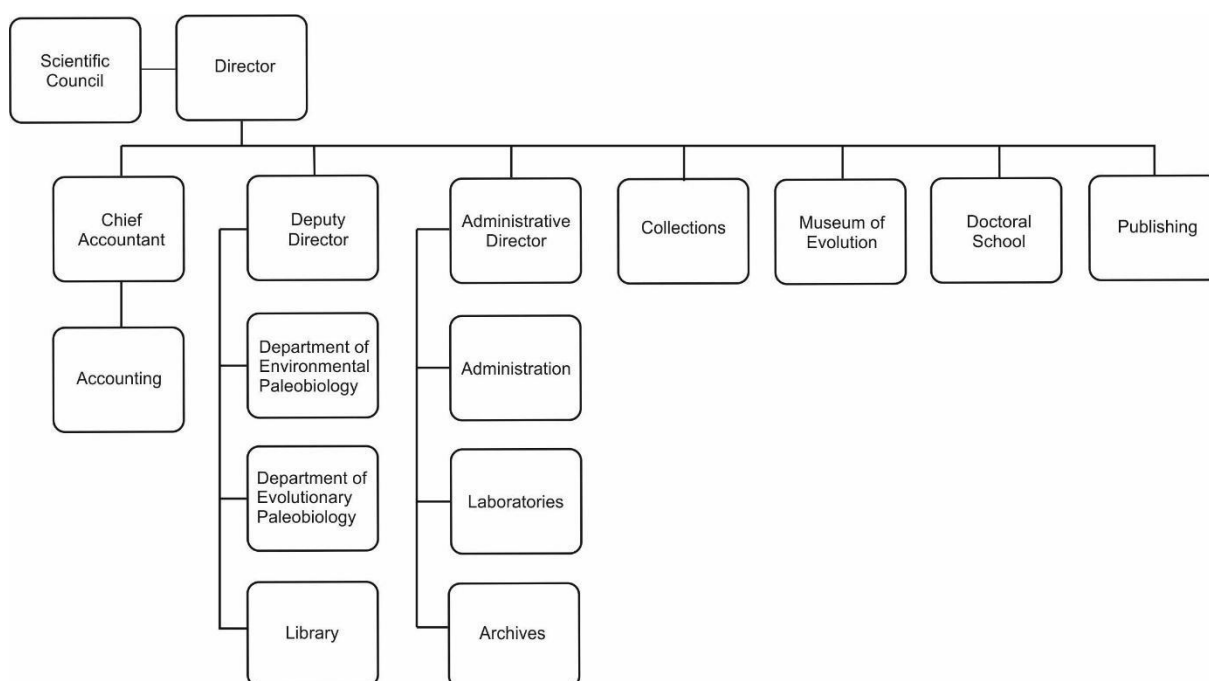


The Institute is successfully applying for research grants, both domestic, and international. Currently, are implemented 20 research projects founded by the Ministry of Science and Higher Education, National Centre for Research and Development, National Science Centre.

# Internal Analysis

## Employment structure

IPAL PAS employs 27 researchers including PhD Students: 11 professors (full Professors – R4 and associate Professors – R3; 40% among research staff), 11 adjuncts (R2; 40% among research staff), and 6 PhD students (R1; 20% among research staff). The Institute is certified for awarding Ph.D. and D.Sc. degrees in geology. There are employed 13 persons of technician staff, 5 of administration staff, 1 of library staff, and 4 of museum staff. That makes together 43 employees and 6 PhD students. The percentage of women employed in the institute is 47% and 29% 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.

Heads of Institute's departments, due to the diversity of research topics of independent researchers, do not have real influence on their scientific activity. Such organizational structure is inherited and does not reflect natural synergistic interactions within the Institute. Important background of all HR-related changes are the planned changes in the organizational structure of the Institute. These are mainly dictated by the pursuit of better use of the human potential of the employees of the Institute and better synergy between scientific and technical employees but also by changing priorities of scientific research in the world. The existing department-based organization will be replaced by several, smaller research groups. Research groups will be led by natural leaders of a given research profile. From a vertical structure, the Institute will transform into an organization with a more horizontal structure. This change

(following the idea of the Teal organization management model) is aimed at increasing the autonomy of employee groups, flexibility in undertaking research topics and, as a result, also improving the quality of teamwork.

## 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. . Due to pandemic and holidays season only 14 employees attended the meeting online. The video with the presentation was later posted in the IPAL PAS intranet and all employees were encouraged to review it ([https://www.paleo.pan.pl/administracja/HR\\_Excellence.html](https://www.paleo.pan.pl/administracja/HR_Excellence.html)).

On October 21, 2021 the Scientific Council of the IPAL PAN at the request of the Director of the Institute established the HR working group (WG) and Committee for the preparation of the *Human Resources Strategy* in IPAL PAS . 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 held a joint meeting with the Working Group on 17 May 2022 to review the results of the survey and decide on next steps. In the following weeks, the Committee consulted via e-mail the progress in the construction of the Gap Analysis and OTM-R documents. The first version of the Action Plan was presented to the Committee by the Working Group in December 2022. Hybrid meetings of the Working Group and the Committee with all stakeholder groups were held on December 6, 2022. More than 70% of each group was present at the meetings. The Action Plan was reviewed and discussed in depth, participants brought in new ideas that further improved the document. The Committee supervised the final revisions of the relevant documents via e-mail correspondence, to ensure best results the Committee requested an extension of the deadline. The final amendments were made by members of the Working Group in close cooperation with the Committee during January 2023. The final versions of the documents were approved by the Committee on January 13, 2023.

During the meetings concerning the implementation of the C&C principles, the Committee members were involved in the responsibilities of the WG, thus the HR working group decided to cancel the Committee and include the members into the WG. This change better reflects the work on the implementation of the C&C principles in the IPal PAS and all the members of the WG and Committee found it more suitable.

### Working group

The members of the working group (WG) include:

Jarosław Stolarski, Ph.D., D.Sc., Professor	Director of the Institute (R4)
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

On December 2, 2021 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*.

### 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 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 (all available on intranet: <a href="https://www.paleo.pan.pl/administracja/administracja.html">https://www.paleo.pan.pl/administracja/administracja.html</a> )	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



The analysis of the documents showed that neither national / regional legislation nor organizational regulations impede implementation of the principles of the European Charter for Researchers concerning supervision.

### **Survey**

The anonymous online survey was prepared by the working group. The stakeholders of IPAL PAS cloud vote from 12 to 22.04.2022. The stakeholders include researchers group (divided into R1, R2, R3, and R4), and technicians and administration group together. 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**

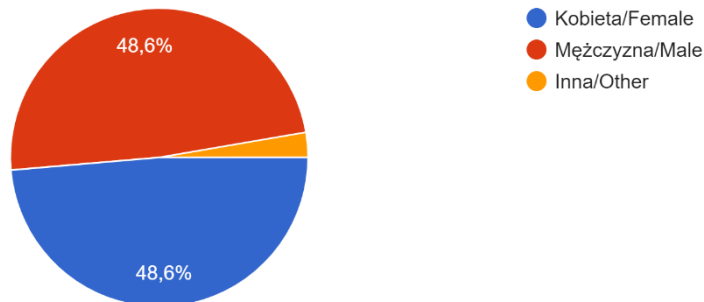
The results of the survey were consulted by the WG with all groups of employees: technicians and administration, PhD students (R1), adjuncts, post-docs, assistant professors (R2) and the independent researchers (R3-R4) separately to better understand the staff attitude towards the C&C rules, their expectations, and concerns. 70% of the PhD students (R1), 70% of the R2 researchers, 80% of the R3-R4 researchers and 80% of the administrative and technician staff were present during the meetings. 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

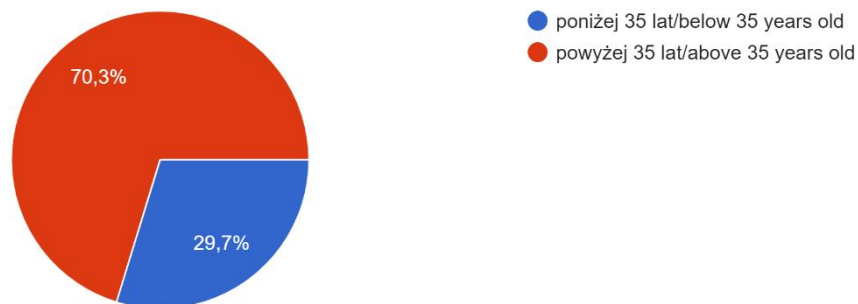
### Respondent's profile

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. Others represent the administrative and technical staff. The characteristic of the respondents is presented below:

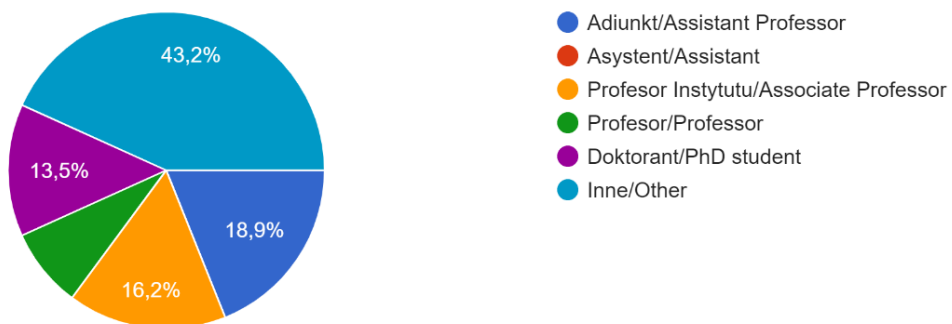
#### GENDER



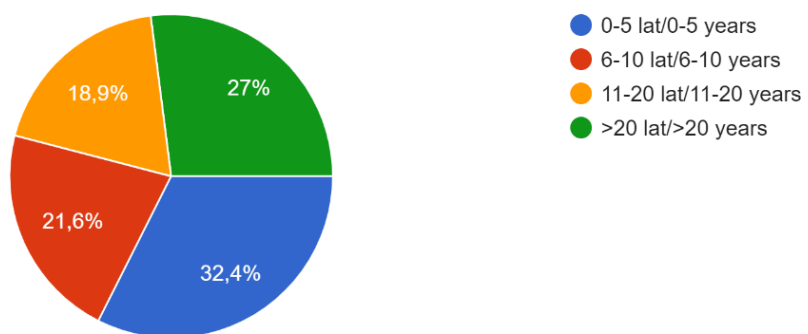
#### AGE



#### PROFESSIONAL PROFILE



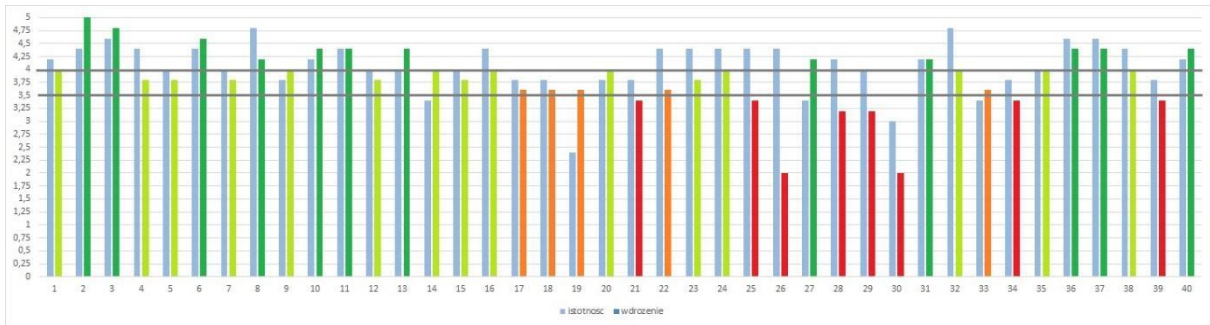
WORK EXPERIENCE AT THE INSTITUTE



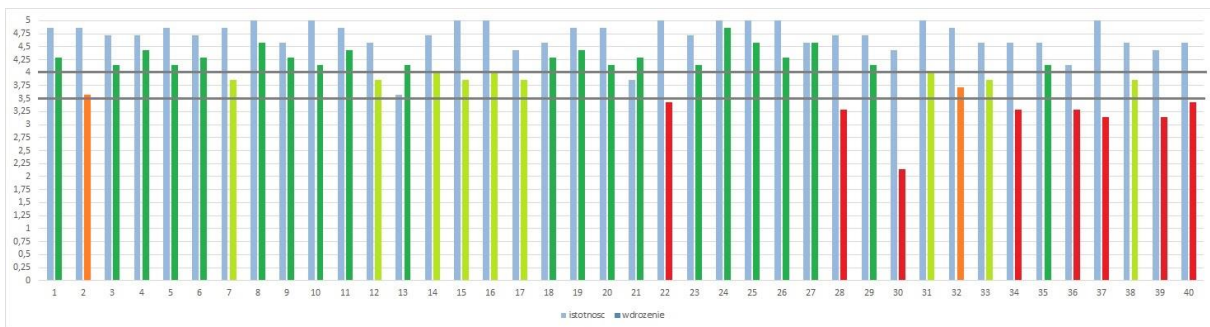
## Survey results according to stakeholder group

Below the survey results are shown according to group of respondents. In blue the importance of each C&C principle is shown. If the C&C principle is well implemented according to the group of stakeholders (>4), the stake is in dark green, in light green are the principles less implemented (4-3.75), in orange principles worth attention (3.75-3.5) and in red are the principles which were rated very low (<3.5).

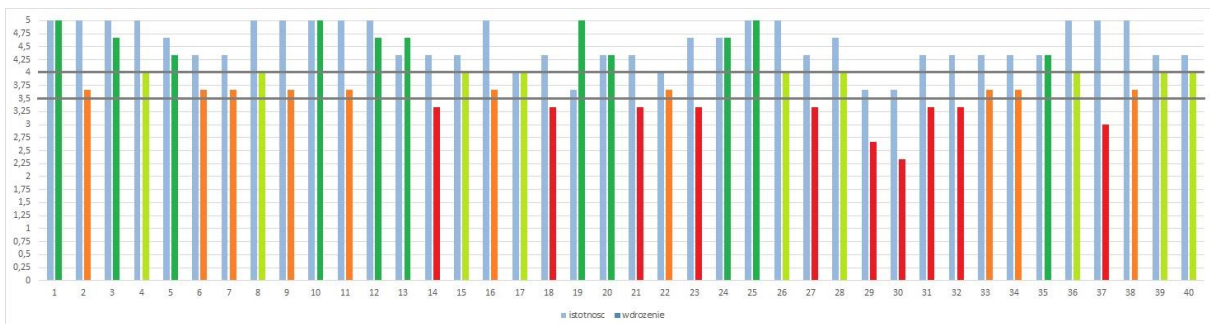
### PhD students R1



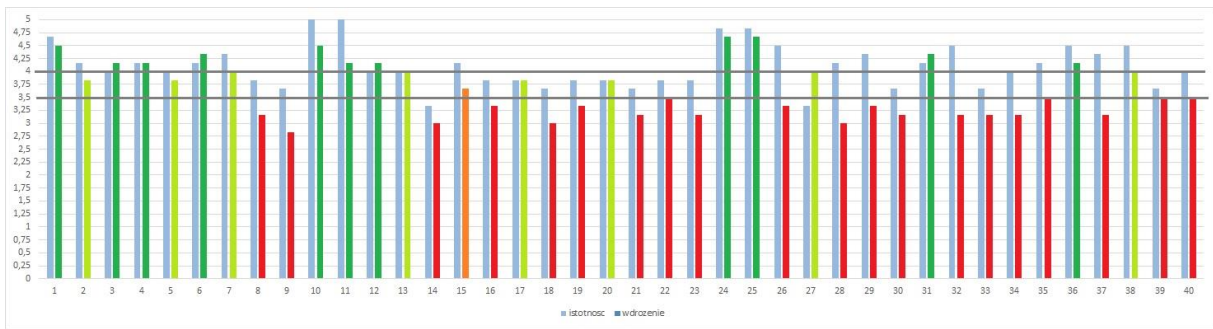
### R2 researchers



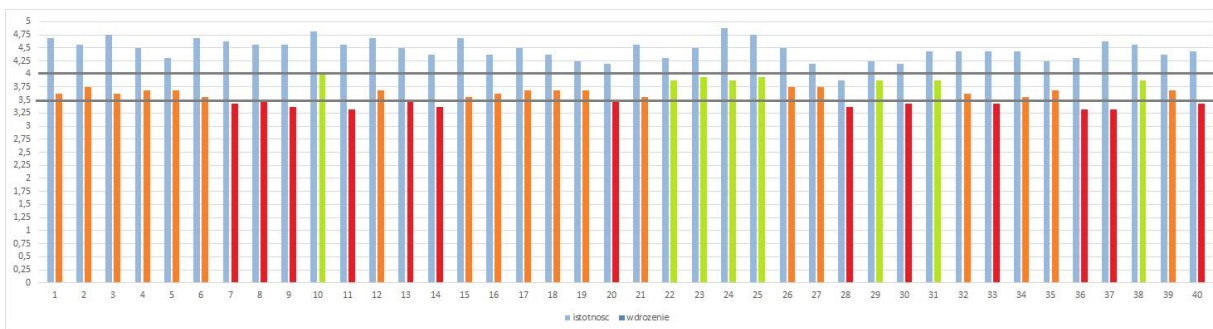
### R3 researchers



## R4 researchers

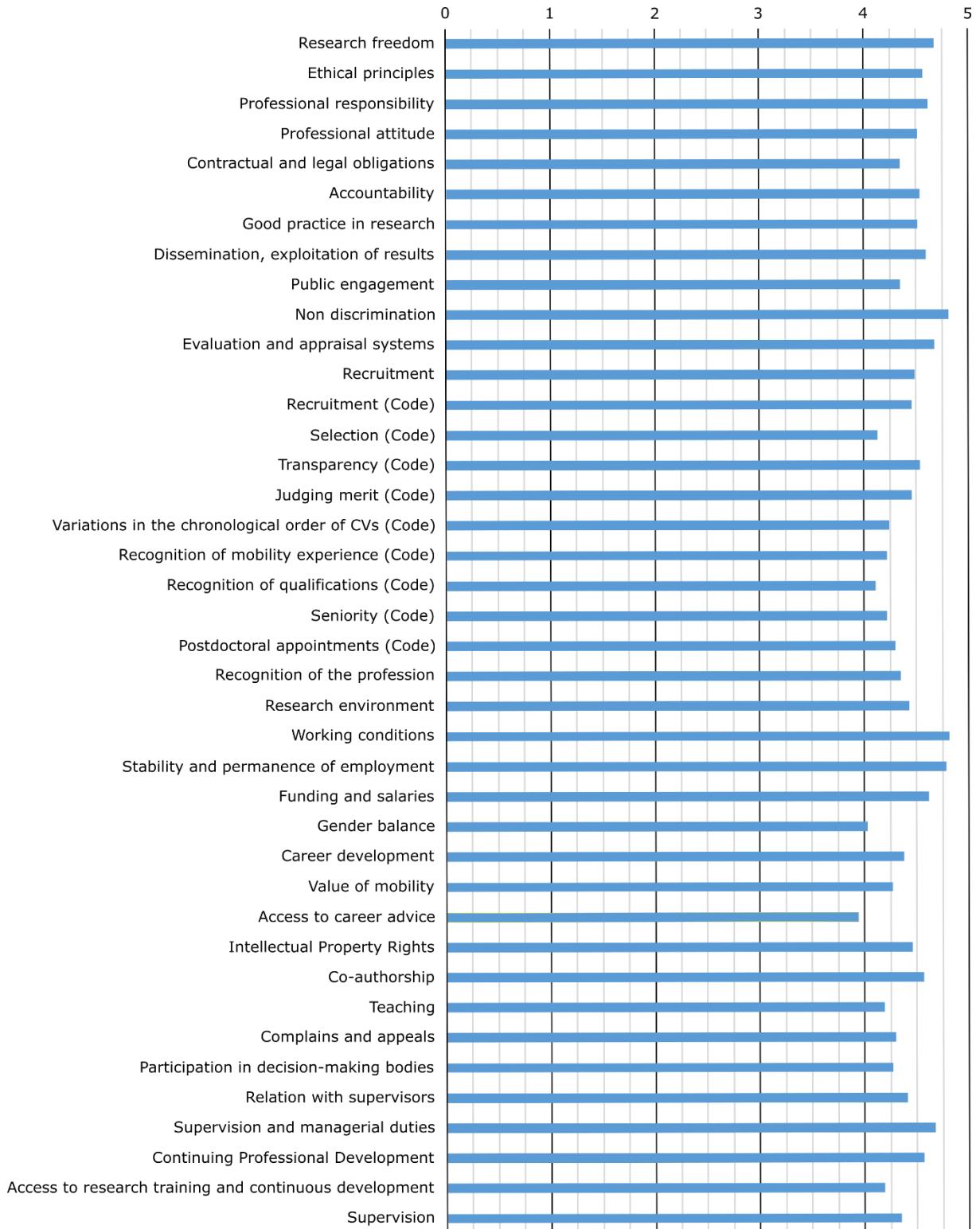


## Administration and technical staff



### 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.

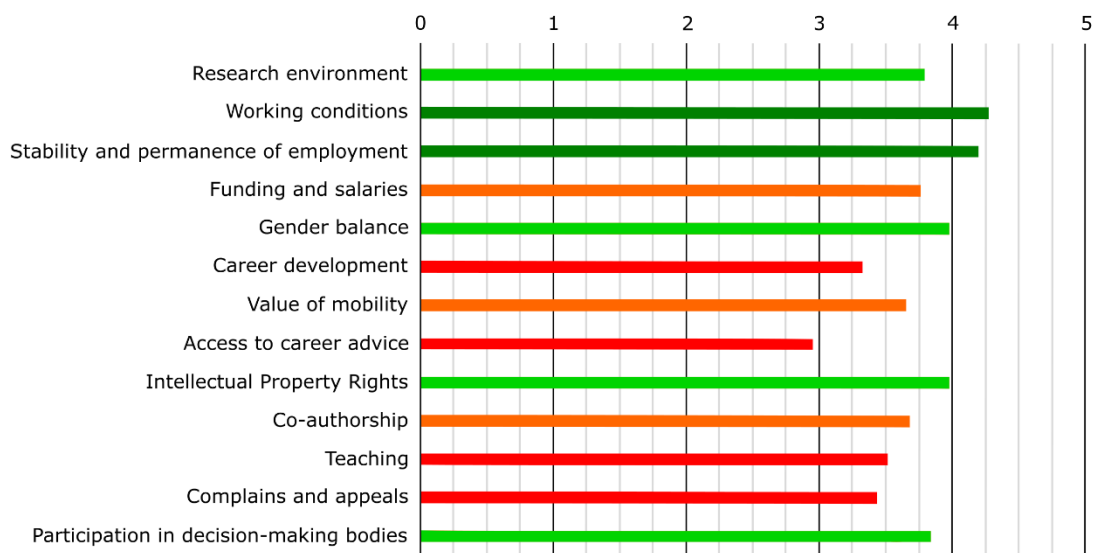
The carrier development, value of mobility, and access to career advice share similar problems. As it was already mentioned in the recruitment area, the PhD students and the young researchers do not have enough support in the terms of mobility from the IPAL PAS. The Institute and above all the



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.

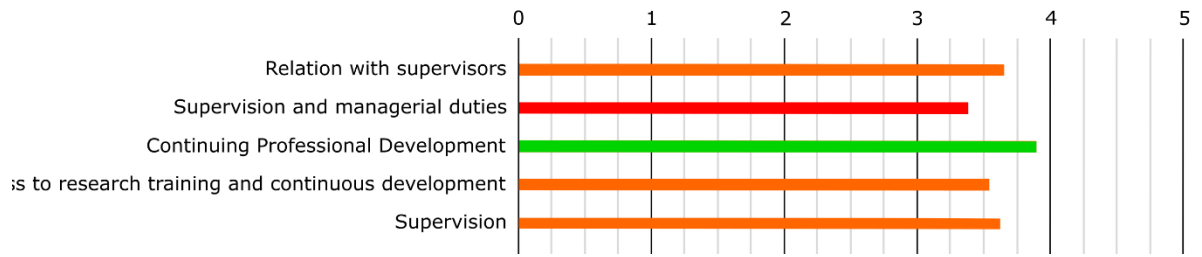
Finally, teaching gained low notes from the stakeholders. During the meetings with the employees few ideas were proposed to improve teaching among the researchers and at the same time raise the attractiveness of the Museum of Evolution. The PhD students will have to prepare a lesson for the Museum visitors. 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.



## Internal analysis in details

### Area I. Ethical and Professional Aspects

#### 1. RESEARCH FREEDOM

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

Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices.

Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g., for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.

##### Relevant legislation

Act on the Polish Academy of Sciences  
Copyright and Related Rights Act  
Charter of the Polish Academy of Sciences

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

The freedom of conducting scientific research is fully implemented. The 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 the Institute's strengths.

**Identified GAP:** Although no gaps have been identified on the basis of the performed survey, some activities leading to improvement of awareness about ethical and professional aspects were undertaken.

##### Initiatives undertaken/new proposals

Since the beginning of IPAL PAS efforts to implement the HRS4R policy, information and popularization activities regarding the existing standards have been intensified. Principles of the ethical and professional aspects have been discussed at the routine staff meetings and seminars.

[https://www.paleo.pan.pl/HR\\_excellence.html](https://www.paleo.pan.pl/HR_excellence.html)

<https://www.paleo.pan.pl/index.html>

[https://www.paleo.pan.pl/pl/akty\\_prawne.html](https://www.paleo.pan.pl/pl/akty_prawne.html)

<https://www.paleo.pan.pl/administracja/administracja.html>

#### 2. ETHICAL PRINCIPLES

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

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.

##### Relevant legislation

The Ethical Code of the Researcher of the Polish Academy of Sciences

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

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Only Regulations of Copyright Policies Management are formally codified in the Institute. Following ethical code was considered a common practice and therefore beyond doubt. Lack of formal regulations and appointed ombudsman led to some instances of abuse of ethical principles.

**Identified GAP:** Some issues of non-compliance with ethical rules in relation with PhD students and coauthors, unreliability of research, antagonization or discrimination of some groups of people or individuals have been revealed in the survey. The non-compliance with ethical principles was reported in the surveys by researchers R2, R4, and others represented by administration and technical staff.

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#### Initiatives undertaken/new proposals

Since the beginning of IPAL PAS efforts to implement the HRS4R policy, working group members discussed issues concerning professional responsibility at the routine staff meetings and seminars. After such consultations, they proposed conducting regular training courses for employees on the ethics in science and election of an ombudsman who will help in conflict situations. The Doctoral School coordinator will introduce an annual survey for PhD students concerning the work environment. Anti-mobbing and ethic policies will be implemented in the IPAL PAS regulations.

[https://www.paleo.pan.pl/HR\\_excellence.html](https://www.paleo.pan.pl/HR_excellence.html)

[https://www.paleo.pan.pl/pl/akty\\_prawne.html](https://www.paleo.pan.pl/pl/akty_prawne.html)

<https://www.paleo.pan.pl/administracja/administracja.html>

### 3. PROFESSIONAL RESPONSIBILITY

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#### Principle of the European Charter and Code

Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere.

They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.

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#### Relevant legislation

Act on the Polish Academy of Sciences  
Copyright and Related Rights Act

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#### Existing Institutional rules and/or practices

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.

**Identified GAP:** The survey revealed problems regarding few individuals, although generally the professional responsibility was highly rated in the survey thus, some activities leading to improvement of awareness about ethical and professional aspects were undertaken.

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#### Initiatives undertaken/new proposals

Since the beginning of IPal PAS efforts to implement the HRS4R policy, information and popularization activities regarding the existing standards have been intensified. Principles of the ethical and professional aspects have been discussed at the routine staff meetings and seminars.

[https://www.paleo.pan.pl/HR\\_excellence.html](https://www.paleo.pan.pl/HR_excellence.html)

<https://www.paleo.pan.pl/index.html>

[https://www.paleo.pan.pl/pl/akty\\_prawne.html](https://www.paleo.pan.pl/pl/akty_prawne.html)

<https://www.paleo.pan.pl/administracja/administracja.html>

#### 4. PROFESSIONAL ATTITUDE

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

Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided.

They should inform their employers, funders, or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.

##### Relevant legislation

Act on the Principles of Financing Science

Act on the National Science Centre

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

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, who lack knowledge and need more support in this area.

**Identified GAP:** In the survey researchers (R2-R4) reported unclear protocols and weak information flow, as well as non-transparent funding mechanisms.

##### Initiatives undertaken/new proposals

Since the beginning of IPAL PAS efforts to implement the HRS4R policy, working group members discussed issues concerning professional attitude at the routine staff meetings and seminars. After such consultations, they proposed publication of clear procedure protocols and information about workshops on the internal website. Obligatory declaration about the grant employees for each year will be submitted to the Administration at the beginning of the year by grant leaders to reduce organizational stress. In the new organizational structure of IPAL PAS, departments will be replaced by smaller research groups, so their leaders will be more aware of emerging problems. Acting as mentors, they will be able to provide actual care to young scientists. The management of IPAL PAS will consider creating an administrative advisor position if the mentoring approach proves ineffective.

[https://www.paleo.pan.pl/HR\\_excellence.htm](https://www.paleo.pan.pl/HR_excellence.htm)

<https://www.paleo.pan.pl/administracja/administracja.html>

#### 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.

**Identified GAP:** Reaching out with information about grant requirements provided on NCN site, proved unsuccessful. Researchers, especially R1 and R2, find difficult using the information on official government websites, because they seem to be too complicated for them due to the lack of experience in this field, therefore they still find, e.g. funding mechanisms non-transparent.

#### Initiatives undertaken/new proposals

Since the beginning of IPAL PAS efforts to implement the HRS4R policy, working group members discussed issues concerning awareness of contractual and legal obligations at the routine staff meetings and seminars. After such consultations, they proposed publication of clear information about grant procedures on the internal website. Research group leaders will be held responsible for providing information about funding perspectives for other group members.

<https://www.paleo.pan.pl/pl/projekty.html>

[https://www.paleo.pan.pl/pl/akty\\_prawne.html](https://www.paleo.pan.pl/pl/akty_prawne.html)

## 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 concerning the principles of sound, transparent and efficient financial management and cooperate with audits of their research. Act on the Principles of Financing Science in particular. Great attention is paid to the efficient management of resources.

**Identified GAP:** Although no gaps have been identified on the base of the performed survey, some activities leading to improvement of awareness about ethical and professional aspects were undertaken.

#### Initiatives undertaken/new proposals

Since the beginning of IPal PAS efforts to implement the HRS4R policy, information and popularization activities regarding the existing standards have been intensified. Principles of the ethical and professional aspects have been discussed at the routine staff meetings and seminars.

[https://www.paleo.pan.pl/pl/akty\\_prawne.html](https://www.paleo.pan.pl/pl/akty_prawne.html)

## 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 the Department of Collections and Documentation. The Data Repository hasn't been organized until 2023. Research groups have 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.

**Identified GAP:** The survey revealed that more strict regulations are needed for fossil collection management. The survey revealed that others (including administration and technical staff) rated this principle low. Issues regarding transfer of information from the scientists to the collection department, especially about the fossils under study and on loan for external exhibitions appeared to be problematic and have to be addressed properly. The respondents during the meeting with administration and technical staff pointed out that the health and safety rules during the fieldwork have to be stressed out and enforced more strongly.

### Initiatives undertaken/new proposals

Since the beginning of IPal PAS efforts to implement the HRS4R policy, working group members discussed issues concerning good practice in research at the routine staff meetings and seminars. In 2023 preparation of the IPAL PAS archive has been completed. Researchers have already started transferring data to institutional archives. Efforts have been made to include the Institute in the RepOD repository (Repository for Open Data). First of the series of workshops aiming to improve awareness about collection rules, regulations of fossil loans and imaging, holotype care and data storage system has been held in 2023. Further regular workshops with obligatory attendance followed by quizzes are scheduled. After consultations, working group members also proposed posting instructions on the collection rules on the intranet. Administrative director will be responsible for revising field work regulations to include a list of the participants and obligatory training about health and safety rules. Regulations concerning use of the company car will be introduced. A person responsible for the company cars and enforcing regulations has been appointed.

<https://www.paleo.pan.pl/administracja/administracja.html>

[https://www.paleo.pan.pl/pl/wyprawy\\_naukowe.html](https://www.paleo.pan.pl/pl/wyprawy_naukowe.html)

## 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 popularization 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 and there are no pages promoting new activities undertaken by Labs or research groups.

**Identified GAP:** Administration and technical staff, and R3 researchers found this principle unsatisfactory, the PhD students (R1) in the survey claimed that they do not have knowledge of how dissemination and exploitation of results works in the Institute. R2 and R4 researchers pointed out that a group consisting of representatives of different Labs, that would be responsible for a routine organization of popular science events and coordinating social media publishing would be helpful to improve dissemination and exploitation of results.

#### Initiatives undertaken/new proposals

Since the beginning of IPal PAS efforts to implement the HRS4R policy, working group members discussed issues concerning presence on social media and dissemination of results, at the routine staff meetings and seminars. After such consultations they proposed creating a protocol for promoting research results at the Museum of Evolution, e.g. each research group will be responsible for preparing a thematic course for the Museum of Evolution about their scope of interests. Museum of Evolution regulations will be updated to facilitate those courses, also rules for preparation of new exhibitions and science event cooperation will be covered there. Institute graphics were commissioned to design and launch the new website to make employees' achievements more visible. It will include sections about ongoing projects and individual research groups websites.

<https://muzeumewolucji.pl/>  
<https://www.paleo.pan.pl/pl/index.html>

## 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 popularization of researchers' publications through website, 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 organized at the Museum of Evolution are poorly coordinated. Engaging local communities, e.g. in the areas where field work is carried out is weakly supported by IPal PAS.



**Identified GAP:** In the survey R3 and R4 researchers, and others (administration and technical staff) pointed out that there is little collaboration with external science popularizers. R3 and R4 researchers pointed out that since contribution to popularization is not formally rewarded, with high pressure on scientific results and publications, commitment to popularization is weak and "unprofitable".

#### Initiatives undertaken/new proposals

Since the beginning of IPalAL PAS efforts to implement the HRS4R policy, working group members discussed issues concerning public engagement at the routine staff meetings and seminars. On the basis of that it has been concluded that the system of evaluation of research workers will be revised to reward employees reaching out to local communities and involved in science popularization. The researchers will be encouraged by remuneration or Director's bonuses to apply for, e.g., H2020 Marie Skłodowska-Curie European Researcher's Night, as well as participate in other forms of public engagement, like mass and social media to improve public's understanding of science, e.g., Facebook, Twitter, Instagram.

Media group responsible for preparing social media content, other than formal announcements about scientific articles, consisting of 5 employees from different groups ((consisting of technician, R1, R2, R3) was appointed in 2023. As the first project they successfully launched the Instagram site.

<https://muzeumewolucji.pl/>

<https://www.paleo.pan.pl/pl/index.html>

<https://www.facebook.com/muzeumewolucji>

<https://www.facebook.com/IPaleoPAN>

<https://www.instagram.com/muzeumewolucji/>

<https://twitter.com/IPaleoPAN>

## 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 survey proved that the Institute is a non-discrimination environment. However the Directors consider that gender equality plan and antimobbing policy are necessary to promote and ensure the maintenance of high standards.

**Identified GAP:** Although no gaps have been identified on the base of the performed survey, some activities leading to further improvement of standards and employees awareness about ethical and professional aspects were undertaken.

#### Initiatives undertaken/new proposals

Since the beginning of IPal PAS efforts to implement the HRS4R policy, information and popularization activities regarding the existing standards have been intensified. Principles of the ethical and professional aspects have been discussed at the routine staff meetings and seminars.

The Administrative director is working on updating relevant regulations to include gender equality plan and antimobbing policy.

[https://www.paleo.pan.pl/HR\\_excellence.html](https://www.paleo.pan.pl/HR_excellence.html)

<https://www.paleo.pan.pl/administracja/intranet.html>

## 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.

**Identified GAP:** The survey proved that the employees (R4, administration and technical staff) find the internal evaluation system unsatisfactory. Low wages of technical staff are also an issue often discussed with the directors.

### Initiatives undertaken/new proposals

Since the beginning of IPAL PAS efforts to implement the HRS4R policy, working group members discussed issues concerning evaluation/appraisal system at the routine staff meetings and seminars. Meetings with employees dedicated to consult and provide information about changes in internal evaluation and informing employees about actions undertaken during implementation of the Action Plan will be held at the end of each year. Introduced changes in the regulations will be explained and consulted with an emphasis on the internal evaluation, the applicable remuneration and bonus system (e.g. "priority work" for technicians). Obtained feedback will be discussed at the Working Group meeting resulting with adjusting of the Action Plan, accordingly. The Administrative Director is responsible for unifying the procedures for Polish and foreign scientists by establishing an English version of key documents and procedures. Preparation of evaluation protocols for technical and administrative staff will be discussed and introduced in 2024.

<https://www.paleo.pan.pl/administracja/intranet.html>

## 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.

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#### Relevant legislation

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Labour Code, Act on the Polish Academy of Sciences  
Charter of the Institute of Paleobiology PAS  
The Law on Higher Education Act

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#### Existing Institutional rules and/or practices

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Regulations of Recruitment for scientific positions at the Institute of Paleobiology PAS and Work Regulations cover all issues regarding the recruitment process. All applicants have to meet the same criteria, experience and qualifications being the 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.

**Identified GAP:** The survey respondents (R2) reported unfair, non-transparent recruitment processes for the candidates. R3- R4 researchers pointed out that changes in the recruitment regulations are required. The OTM-R checklist revealed that many aspects of the recruitment should be improved.

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#### Initiatives undertaken/new proposals

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Since the beginning of IPAL PAS, efforts to implement the HRS4R policy, working group members and Directors have discussed issues concerning problems of the recruitment process. They concluded that regulations have to be presented in a more clear way, OTM-R policy has to be introduced. For instance, the amount of remuneration should be stated in the recruitment documents. Furthermore, the regulations regarding administrative and technical staff recruitment should be introduced. The Board of Directors will prepare, in consultation with HR group, relevant updated regulations on Recruitment and Selection process (in Polish and English), and publish them on the institute's website (<https://www.paleo.pan.pl/pl/praca.html>) not later than by the end of 2025.

### 13. RECRUITMENT (CODE)

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#### Principle of the European Charter and Code

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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.

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#### Relevant legislation

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Labour Code, Act on the Polish Academy of Sciences  
Charter of the Institute of Paleobiology PAS  
The Law on Higher Education Act

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#### Existing Institutional rules and/or practices

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

**Identified GAP:** The administrative and technical staff (others) rated this principle low. R3 researchers pointed out that applicants should be judged based on a wide spectrum of skills

#### Initiatives undertaken/new proposals

Since the beginning of IPAL PAS, efforts to implement the HRS4R policy, working group members and Directors have discussed issues concerning the recruitment process. They recommended several improvements. OTM-R policy has been introduced, including several proposed changes, for instance, job offers will include the knowledge and competences required from the candidate, and provide information about career prospects and remuneration. Furthermore, all ordinances and regulations will be available in Polish and English. Additionally, the Recruitment Commission will provide the feedback information to applicants from a short-list (interviewed by Recruitment Commission), whereby all applicants will receive a detailed report on their individual assessment with identified strong and weak points of her/his application. Finally, an employment policy specifying applicants' selection criteria, mobility recognition and excluding reputation-based selection will be introduced. The Board of Directors will prepare, in consultation with the HR group, relevant updated regulations on Recruitment and Selection (in Polish and English), and publish them on the institute's website (<https://www.paleo.pan.pl/pl/praca.html>) not later than by the end of 2025.

### 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 a need for gender equality plan implementation. A wide range of selection practices are used, face-to-face interviews are part of the standard procedure.

**Identified GAP:** R3-R4 researchers and others (administrative and technical staff ) found this principle unsatisfactory. The OTM-R checklist revealed that in the Institute not enough attention to gender balance in the commissions is paid, there is no international expertise, and not enough attention is paid to involving women in decision-making bodies.

#### Initiatives undertaken/new proposals

Since the beginning of IPAL PAS, efforts to implement the HRS4R policy, working group members and Directors have discussed issues concerning the selection process. They decided that some regulations need to be revised by introducing statements ensuring gender equality and diversity in recruitment commissions and selection committees. OTM-R policy has been introduced. Also, unification of all ordinances and regulations in Polish and English should be made. The Board of Directors will prepare, in consultation with HR group, relevant updated regulations on Recruitment and Selection (in Polish and English), and publish them on the institute's website (<https://www.paleo.pan.pl/pl/praca.html>) not later than by the end of 2025.

### 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 the recruitment process, also selection criteria and number of available positions is known prior to selection. Information about career development prospects and feedback protocols are not clear.

**Identified GAP:** The survey responders (R1, R3, R4) were not aware of informing the applicants about their weak and strong points, however they found it important. The OTM-R checklist revealed that in the Institute the applicants are not informed about the result of recruitment, about the strong and weak points of the candidate's submitted documents and there is a non-transparent recruitment process for the candidates.

#### Initiatives undertaken/new proposals

Since the beginning of IPAL PAS, efforts to implement the HRS4R policy, working group members and Directors have discussed issues concerning transparency in the recruitment process. OTM-R policy has been introduced. Also it was decided that the recruitment procedure will be described in an information leaflet and will be available on the website of the Institute. Also, the regulation on the recruitment for scientific positions at the Institute of Paleobiology PAS will be translated to English and then posted on the website. Finally, recruitment regulations will be updated to include clear guidelines concerning the feedback information to applicants and career development prospects. The Board of Directors will prepare, in consultation with the HR group, relevant updated regulations on Recruitment and Selection (in Polish and English), and publish them on the institute's website (<https://www.paleo.pan.pl/pl/praca.html>) not later than by the end of 2025. Job offers will be published on portals such as Euraxess.

### 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.

**Identified GAP:** This principle was rated low by R3, R4 researchers and others (administrative and technical staff). The R4 researchers complained about too high pressure on the bibliometrics.

#### Initiatives undertaken/new proposals

Since the beginning of IPAL PAS, efforts to implement the HRS4R policy, working group members and Directors have discussed issues concerning judging merit. They concluded that employment policy should focus on various criteria that should be published on the website and known to all employees. OTM-R policy has been introduced. The Board of Directors will prepare, in consultation with HR group, relevant updated regulations on Recruitment and Selection (in Polish and English), and publish them on the institute's website (<https://www.paleo.pan.pl/pl/praca.html>) not later than by the end of 2025.

### 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.

**Identified GAP:** This principle was rated low by R1 researchers and others (administrative and technical staff). The responders (R1 and R2) do not find variations of the chronological order of CVs as a positive factor.

#### Initiatives undertaken/new proposals

Since the beginning of IPAL PAS efforts to implement the HRS4R policy, working group members and Directors have discussed issues concerning variations in the chronological order of CVs. OTM-R policy has been introduced. The employment policy will be taking into account potentially positive aspects of activities resulting in the career breaks and/or chronological order of CVs, should be created. The Board of Directors will prepare, in consultation with the HR group, relevant updated regulations on employment policy (in Polish and English), and publish them on the institute's website (<https://www.paleo.pan.pl/pl/praca.html>) not later than by the end of 2025.

### 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.

**Identified GAP:** R1, R3, R4 researchers and others (administrative and technical staff) rated this principle low. The R1 and R4 researchers marked in the survey that mobility is not promoted in the Institute. Few R3 researchers do not find mobility as a positive experience.

#### Initiatives undertaken/new proposals

Since the beginning of IPal PAS efforts to implement the HRS4R policy, working group members and Directors have discussed issues concerning problems in recognition of mobility experience. They concluded that changes in the regulations promoting the mobility experience need to be made. For instance, starting from 2024, Deputy Director/administration will regularly send information on various mobility offers and scholarships as well as ongoing or upcoming calls for research grants. It is also planned to join the Erasmus program (hopefully not later than in 2026), and to discuss on the advisory board level recognition of short term mobility and international cooperation as a valuable contribution to the professional development of a researcher. The Director has already decided that he will not hire new research employees without foreign internship experience.

The Board of Directors will prepare, in consultation with the HR group, relevant updated regulations on employment policy (in Polish and English), and published them on the institute's website (<https://www.paleo.pan.pl/pl/praca.html>) not later than by the end of 2025.

### 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.

**Identified GAP:** R1, R4 and others (administrative and technical staff) rated this principle low. The R1 researchers are worried about financial criteria considering the results of their work.

#### Initiatives undertaken/new proposals

Since the beginning of IPal PAS efforts to implement the HRS4R policy, working group members and Directors have discussed issues concerning problems in recognition of qualifications. They concluded that more attention should be made to the external conditions of the scientific community in processes related to the assessment and development of employees. The Board of Directors are planning (in 2024-2025) to participate in workshops/courses concerning assessment and evaluation of the academic and professional qualifications.

## 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.

**Identified GAP:** Others (administrative and technical staff) rated this principle low.

### Initiatives undertaken/new proposals

Since the beginning of IPAL PAS efforts to implement the HRS4R policy, working group members and Directors have discussed issues concerning seniority. It was recommended to introduce a statement concerning the value of professional development and achievements into Employment policy and evaluation processes.

The Board of Directors will prepare, in consultation with the HR group, relevant updated regulations on employment policy (in Polish and English), especially for administrative and technical staff, and publish them on the institute's website (<https://www.paleo.pan.pl/pl/praca.html>) not later than by the end of 2025.

## 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.

**Identified GAP:** R1, R3, R4 and others (administrative and technical staff) rated this principle low. The R1 researchers reported lack of transparency. The R2 researchers marked lack of benefits coming from a postdoctoral experience.

### Initiatives undertaken/new proposals

Since the beginning of IPAL PAS efforts to implement the HRS4R policy, working group members and Directors have discussed issues concerning postdoctoral appointments. It was concluded that regulations and guides about the procedures of hiring people with a doctoral degree need to be improved and published on the website. All regulations will be in compliance with OTM-R policy. It is



also recommended to select a person responsible for contact with the post-docs if the mentoring program proves insufficient..

The Board of Directors will prepare, in consultation with HR group, relevant updated regulations on employment policy (in Polish and English), and publish them on the institute's website (<https://www.paleo.pan.pl/pl/praca.html>) not later than by the end of 2025.

### 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.

**Identified GAP:** All researchers (R1-R4) rated this principle low. The R1 and R2 researchers reported that supervisors do not consider PhD students and post-docs to be professionals. Few R3 researchers do not agree with this principle.

##### Initiatives undertaken/new proposals

In order to better assess relations between doctoral students and their supervisors, IPAL PAS will implement in 2023 annual anonymous surveys of doctoral students regarding their relations with their supervisors. Simultaneously, IPAL PAS puts emphasis on the necessity of constant contact and information flow between PhD students and their supervisors. IPAL PAS Director and Deputy Director will carefully observe the attitude of experienced (R3, R4) researchers towards younger colleagues during seminars and lectures held at the Institute.

At the beginning of 2023, IPAL PAS also elected an ombudsman who will mediate in any conflict situations.

#### 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

Currently, the formal scientific structure of the Institute includes two Departments i.e., Environmental Paleobiology and Evolutionary Paleobiology. All researchers have equal access to the 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 the employment.

**Identified GAP:** R3 and R4 rated this principle low. The R4 researchers claimed trouble in the organization of regular seminars. Others (administrative and technical staff) reported weak communication flow between the researchers and technicians, Museum staff, and administration. Heads of Institute's departments, due to the diversity of research topics of independent researchers, do not have real influence on their scientific activity. Such organizational structure is inherited and does not reflect natural synergistic interactions within the Institute.

#### Initiatives undertaken/new proposals

Important background of all HR-related changes are the planned changes in the organizational structure of the Institute. These are mainly dictated by the pursuit of better use of the human potential of the employees of the Institute and better synergy between scientific and technical employees but also by changing priorities of scientific research in the world. The existing department-based organization will be replaced by several, smaller research groups. Research groups will be led by natural leaders of a given research profile. From a vertical structure, the Institute will transform into an organization with a more horizontal structure. This change (following the idea of the Teal organization management model) is aimed at increasing the autonomy of employee groups, flexibility in undertaking research topics and, as a result, also improving the quality of teamwork.

In 2024, IPal PAS will also structure and formalize regulations regarding the preparations of exhibitions in the Museum of Evolution Institute, in particular concerning the involvement of researchers in this process.

IPal PAS will also strive to improve the regulations for using the services offered by the technicians by means of a publication of the clear procedure protocols and announcements in the intranet. IPal PAS will also improve the regulations concerning relations between the administration and researchers with a publication of the clear procedure protocols and announcements in the intranet.

## 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 the building's infrastructure. Some renovations were carried out during hermos modernization of the building.

**Identified GAP:** The technicians complained about the sanitary infrastructure, emergency lightning. All researchers (R1-R3) are positive about the working conditions in the Institute.

#### Initiatives undertaken/new proposals

IPal PAS undertook an evaluation of the sanitary infrastructure in its venue and started an improvement in deficient areas. Also the revision of an emergency lightning system in the building is planned in 2023.

## 25. Stability and permanence of employment

### Principle of the European Charter and Code

Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the *EU Directive on Fixed-Term Work*.

### Relevant legislation

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

### Existing Institutional rules and/or practices

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.

**Identified GAP:** R1 researchers rated this principle low, they complained about unclear employment rules.

#### Initiatives undertaken/new proposals

Starting from 2023, IPal PAS will be preparing documents where possible further development paths at the IPal PAN will be indicated. IPal PAS will also prepare a document with regulations concerning employment rules for the technician staff.

IPal PAS will revise the principles and terms laid down in the EU Directive on Fixed-Term Work and confirm its implementation and abiding by the Institute's regulations.

## 26. FUNDING AND SALARIES

### Principle of the European Charter and Code

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

#### Relevant legislation

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

#### Existing Institutional rules and/or practices

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.

**Identified GAP:** R1, R3 researchers and others (administrative and technical staff) rated this principle low. R1 and R4 researchers claimed that payments are not satisfactory.

#### Initiatives undertaken/new proposals

IPal PAS will strive to increase the employee awareness of the applicable system of awarding remuneration and bonuses.

IPal PAS plans to introduce new regulations concerning “priority work” for technicians at the end of 2023.

### 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.

**Identified GAP:** The respondents (others, R1 and R4) pointed out that there is not enough attention paid to the gender balance.

#### Initiatives undertaken/new proposals

At the beginning of 2024, IPal PAS will revise the Work Regulations in accordance with the gender equality plan.

### 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.

**Identified GAP:** R1, R2, R3 researchers and others (administrative and technical staff) rated this principle low. R2 researchers pointed out . lack of clear strategy for researchers at all stages of their career in the IPal PAS and chaotic organization of PhD students rules and programs.

#### Initiatives undertaken/new proposals

IPal PAS plans 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 Institute's website.

IPal PAS will invite lectures and organise open workshops for researchers on teamwork, projects, time management, and commercializing research results.

IPal PAS will evaluate the course on career development strategy held by Doctoral School. The courses will be rated by the PhD students in an online survey.

## 29. VALUE OF MOBILITY

#### Principle of the European Charter and Code

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

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

#### Relevant legislation

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 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.

**Identified GAP:** R1, R3, R4 researchers rated this principle low. Recent IPal PAS regulations do not include all aspects supporting mobility.

#### Initiatives undertaken/new proposals

The mobility is not appreciated by the researchers, therefore IPAL PAS will include appreciation and support for mobility activities in the IPAL PAS regulations (mid-2024).

IPAL PAS developed an OTM-R policy, which include regulations that would enable and/or facilitate mobility.

Doctoral School will improve the courses for PhD students about mobility, the courses will be rated by the PhD students in an online survey.

### 30. ACCESS TO CAREER ADVICE

#### Principle of the European Charter and Code

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.

#### Relevant legislation

#### Existing Institutional rules and/or practices

The BioPlanet Doctoral School curriculum includes courses 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 a more structured approach.

**Identified GAP:** All respondents rated this principle low. There is no access to career advice in the IPal PAS.

#### Initiatives undertaken/new proposals

IPal PAS will publish the information about grants in the “information center” (since 2023) on the Institute’s website and also plans regular meetings with young scientists

IPal PAS management will take into consideration creating an administrative position of the advisor, if the new organizational structure will not prove sufficient.

### 31. INTELLECTUAL PROPERTY RIGHTS

#### Principle of the European Charter and Code

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.

#### Relevant legislation

The Ethical Code of the Researcher of the Polish Academy of Sciences  
Copyright and Related Rights Act

#### Existing Institutional rules and/or practices

Regulations of Copyright Policies Management are strictly followed. They are in accordance with the relevant legislation and cover issues related to Intellectual Property Rights.

**Identified GAP:** The R4 researchers rated this principle low.

#### Initiatives undertaken/new proposals

### 32. CO-AUTHORSHIP

#### Principle of the European Charter and Code

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).

#### Relevant legislation

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

#### Existing Institutional rules and/or practices

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.

**Identified GAP:** R2, R3, R4 researchers and others (administrative and technical staff) rated this principle low. The R2 researchers find the non-satisfactory evaluation system and reported unclear rules of co-authorship.

#### Initiatives undertaken/new proposals

Starting from the end of 2023, IPal PAS will organize workshops on intellectual property rights and the ethical code of a researcher.

IPal PAS will also conduct interviews with the employees in order to establish a satisfactory evaluation system.

IPal PAS will create internal rules defining copyright and co-authorship protocols and procedures to facilitate dealing with the complaints/appeals of the researchers

### 33. TEACHING

#### Principle of the European Charter and Code

Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities.

Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.

#### Relevant legislation

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

#### Existing Institutional rules and/or practices

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 their career. Researchers are encouraged as part of their curriculum

to participate in the scientific life of universities, and in particular in education. Institute encourages also its employees participate in teaching activities carried out at the Museum of Evolution.

**Identified GAP:** R1, R3, R4 researchers and others (administrative and technical staff) rated this principle low. R2 researchers pointed out that the teaching is not rewarded and no teaching courses are included in the career development of scientists. R3 researchers pointed out that not many employees would like to participate in teaching

#### Initiatives undertaken/new proposals

In 2024, IPal PAS plans to include didactic volunteering into the system of evaluation of research workers.

IPal PAS will recommend one semester of teaching practice at the Museum of Evolution or optionally in universities for PhD students.

IPal PAS encourages researchers to propose topics for bachelor's and master's theses to be carried out in cooperation with universities. IPal PAS will be encouraging researchers' cooperation with the universities and their involvement in the bachelor's and master's theses.

### 34. COMPLAINS/ APPEALS

#### Principle of the European Charter and Code

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

#### Relevant legislation

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

#### Existing Institutional rules and/or practices

In conflict situations employees/PhD students report problems to their supervisor, if conflict concerns the supervisor should they approach the 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.

**Identified GAP:** All respondents rated this principle low. There is no impartial person in the Institute helping in resolving conflicts and there is no adequate regulation for complaints and appeals.

#### Initiatives undertaken/new proposals

IPal PAS creates a document which will be a guide describing possible procedures for resolving disputes, complaints and appeals (not later than in 2024).

IPal PAS will create an efficient system for reporting and penalizing ethical abuse.

IPal PAS already elected an ombudsman who will help in the conflict situations.

### 35. PARTICIPATION IN DECISION MAKING BODIES

#### Principle of the European Charter and Code

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.

#### Relevant legislation

Act on the Polish Academy of Sciences  
The Statute of IPAL PAS approved by the President of PAS of 20.05.2011.

#### Existing Institutional rules and/or practices

The advisory board consisting of representatives of management consults new regulations regarding employees and propose changes to applicable regulations.

**Identified GAP:** R3 researchers and others (administrative and technical staff) rated this principle low. The advisory board is not always composed of representatives of all scientific positions.

#### Initiatives undertaken/new proposals

IPal PAS will reorganize the advisory board to be composed of representatives of all scientific positions to consult new regulations regarding employees and propose changes to applicable regulations.

### Area IV. Training and Development

#### 36. RELATION WITH SUPERVISORS

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

Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them.

This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.

##### Relevant legislation

The Law on Higher Education Act.  
Regulations for the BioPlanet Doctoral School adopted by the Resolution of the Scientific Council of IPAL PAS of 25.04.2019.

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

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.

**Identified GAP:** R2 researchers and others (administrative and technical staff) rated this principle low. Those respondents reported not enough support of the supervisors for students and post-docs. During the meeting with R1 and R2 researchers it appeared that the rules of gaining the PhD degree are not clear for the students and they need regular meetings and seminars of the scientific groups.

#### Initiatives undertaken/new proposals

In order to improve communication and collaboration between members of the research group and to check the progress of the PhD students' work, regular seminars of research groups will be introduced.

Supervisors will be informed about courses and training opportunities designed for supervisors.

In IPal PAS regulations, a paragraph will be proposed regarding the structure and regulating the relationship between the supervisor and the doctoral student for better communication between the doctoral student and the supervisor. Updated regulations will be published on the main institute's website ([www.paleo.pan.pl](http://www.paleo.pan.pl)).

The supervisor's annual written opinion on the progress toward completion of the doctoral dissertation, pointing out objectives, strengths, and challenges in her/his work will be send out to PhD

students and IPal PAS Directors. A relevant updated regulation will be published on the internal part of the Institute's website (<https://www.paleo.pan.pl/administracja/intranet.html>).

An ombudsman for PhD students will be selected and his tasks in IPal PAS will be defined.

### 37. SUPERVISION AND MANAGERIAL DUTIES

#### Principle of the European Charter and Code

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

#### Relevant legislation

Act on the Polish Academy of Sciences  
Charter of the Polish Academy of Sciences

#### Existing Institutional rules and/or practices

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.

**Identified GAP:** R2, R3, R4 researchers and others (administrative and technical staff) rated this principle low. The R1, R2 researchers, administrative and technical staff noted. no constructive relationship between the supervisor and the student, no respect to ethical standards, and that the supervisors do not share their abilities and knowledge with students and post-docs.

#### Initiatives undertaken/new proposals

There is a plan to organize training in the field of HR management and mentoring for group leaders, department heads, and supervisors.

In order to better introduce scientists to the role of supervisor, a program and training for young scientists will be proposed. Local HR meetings on the topic of doctoral student supervision will be organized to discuss issues concerning reliable and responsible mentoring of PhD students and the completion of their doctoral dissertation, combined with case studies. An internal multi-faceted evaluation of the role of the supervisor will be carried out.

A new organizational structure is planned for IPal PAS, with the leaders of research groups acting as mentors and providing assistance in conflicts between supervisors and doctoral students.

### 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.

**Identified GAP:** The R4 researchers noted that the Continuing Professional Development is not enough emphasized in IPal PAS.

#### Initiatives undertaken/new proposals

IPal PAS will detail good practices for professional development and the IPal PAS professional development model.

This is intended to support employees and PhD students in improving their professional qualifications by enabling them to participate in training, workshops, e-learning opportunities (current information about such events, financial support, and administrative support in the process of applying for participation in such events).

Workshops on soft skills for IPal PAS employees are planned.

### 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.

**Identified GAP:** R1, R2, R3 researchers and others (administrative and technical staff) rated this principle low. The courses are rare in the IPAL PAS, initiated by external organizations.

#### Initiatives undertaken/new proposals

IPal PAS undertakes to support participation in courses for scientists at every stage of career development, e.g., research promotion, training in the presentation of research results, communication, and other soft skills.

A regulation about funds for courses for researchers at all levels of development will be created and published on the internal part of the Institute's website (<https://www.paleo.pan.pl/administracja/intranet.html>).

IPal PAS also undertakes to support participation in courses for technical staff. A list of possible courses (and needed skills) will be posted on the internal part of the Institute's website or will be emailed to employees. In addition, regular meetings of technicians are planned.

#### 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.

**Identified GAP:** R2, R3 researchers and others (administrative and technical staff) rated this principle low due to non-compliance with ethical principles . R2 researchers stated need of regulations concerning the student-supervisor relation and formal regulations for independent young scientists.

##### Initiatives undertaken/new proposals

The regulations of doctoral schools will contain a more detailed provision regarding the duties of supervisors.

There is a plan to create regulations specifying the procedures of cooperation between the PhD student and the supervisor, including ethical principles. The mode of awarding the doctoral degree and the regulations concerning young researchers will be detailed.

Relevant regulations will be published on the internal part of the Institute's website (<https://www.paleo.pan.pl/administracja/intranet.html>).

## 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
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Institute's website is being redesigned to make employees' achievements more visible. Creation of the new sections e.g., dedicated to ongoing projects of research groups will be supervised by the research group leaders. We expect healthy competition between groups to benefit section content.

Besides participation in events popularising science, various initiatives in mass and social media e.g., Facebook, Twitter, Instagram (#Fossil Friday etc.), that allow wide dissemination of research results as well as public's engagement and understanding of science, will be coordinated by a newly appointed (I quarter of 2023) "Media Group" consisting of enthusiastic young employees from different groups: R1, R2, R3, and technicians.

Popularisation will be included in the system of evaluation of research workers, in the system of remuneration or Director's bonuses.

PROFESSIONAL ASPECTS  
 8. Dissemination, exploitation of results  
 9. Public engagement  
 23. Research environment

Media group and Research group leaders reporting at the Working Group meetings

## II quarter of 2023

Action	GAP	Unit
<p>"Information Desk" has been created at the Institute's internal website (II quarter of 2023). Information for scientists, technicians and employees of the Museum about upcoming conferences, workshops, grants, as well as post conference abstracts and presentations will be successively provided by the appointed Task Team (consisting of technician, R2, R3, and head of collections and documentation department). Clear procedure protocols, employment policy, and useful links to sites providing knowledge about procedures, as well as career development paths and career opportunities will be successively provided by the administration. Task team is already working on the rules of good professional practices. Final document will be published at the "Information Desk". The professional development model will be discussed at an internal conference in the IV quarter of 2023, a summary document will be published on the "Information Desk"</p> <p>All employees will be informed about new posts via email.</p>	<p>PROFESSIONAL ASPECTS and DEVELOPMENT            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            30. Access to career advice            38. Continuing Professional Development</p>	<p>Task Team and Administration reporting at the Working Group meetings</p>
<p>An OTM-R policy defining recruitment procedures for research job offers has been prepared (II quarter 2023). It specifies applicants' selection criteria, mobility recognition and excluding reputation-based selection, taking into account potentially positive aspects of activities resulting in the career breaks and/or chronological order of CVs. The Institute will implement OTM-R policy by modifying recruitment process regulations to fully comply with OTM-R policy (e.g. job</p>	<p>RECRUITMENT AND SELECTION            12. Recruitment            13. Recruitment (Code)            15. Transparency (Code)            16. Judging merit (Code)            17. Variations in the chronological order of CVs (Code)            21. Postdoctoral appointments (Code)            29. Value of mobility</p>	<p>Administrative Director will summarise progress at the Working Group meetings</p>

proposals will include the knowledge and competences required from the candidate, and provide information about career prospects and remuneration). The regulations, following OTM-R principles, regarding administrative and technical staff recruitment will be introduced by the Board of Directors. The Recruitment Commission will be responsible for providing the feedback information including identified strong and weak points, for all interviewed applicants. A quality control system for OTM-R policy implementation will be developed by the Working Group and supervised by the Administrative Director.

Due to the lack of financing, no renovation of sanitary infrastructure was carried out, only essential repairs were made. Evaluation of the sanitary infrastructure has been completed recently (I quarter of 2023), new appliances were installed and sanitary infrastructure has been refreshed and improved.	WORKING CONDITIONS 24. Working conditions	Administrative Director
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### III quarter of 2023

Action	GAP	Unit
Gap analysis showed that there is a need for organising IPAL PAS Archives for accumulating data from ongoing research and documentation of the Collections. Internal archives were made available in II quarter of 2023. The Institute is in the process of inclusion in the RepOD (Repository for Open Data) repository, where data will receive unique doi numbers. This will provide a place for data storage, also allowing the exchange of the data with the scientific community.	PROFESSIONAL ASPECTS 7. Good practice in research	Collections Manager reporting at the Working Group meetings.
Proposing a paragraph in IPAL PAS regulations regarding structured and regular relations between supervisors and PhD students, as well as regular research group seminars. Annual written opinion on the progress of the PhD students work, pointing out objectives, strengths and challenges in her/his work will be send out by supervisors to PhD students and Directors. 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.	TRAINING AND DEVELOPMENT 36. Relation with supervisors 40. Supervision	Leaders of the research groups Doctoral School Coordinator and Directors

### IV quarter of 2023

Action	GAP	Unit
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<p>Organisation of courses about ethics in science and workshops on intellectual property rights and ethical code of the researcher is planned (starting from the end of 2023 for all employees (R1-R4)). It is also planned to create internal rules defining copyright and co-authorship protocols and procedures to facilitate dealing with the complaints/appeals of researchers</p>	<p>ETHICAL ISSUES 2.Ethical principles 32. Co-authorship</p>	<p>Directors, , ombudsman and disciplinary committee</p>
<p>Gap analysis showed that there is a need for implementing anti-mobbing and ethical policies in the IPAL PAS regulations. The Scientific Council of IPAL PAS has already elected an ombudsman who will help in conflict situations. Disciplinary committee will be elected and prepare regulations for an efficient system for reporting and penalising ethical abuse, along with introducing respective regulations and a document / guide describing possible procedures for resolving disputes, complaints and appeals.</p> <p>In order to better assess relations between doctoral students and their supervisors, IPAL PAS will implement in 2023 annual anonymous surveys of doctoral students regarding their relations with their supervisors. Simultaneously, IPAL PAS puts emphasis on the necessity of constant contact and information flow between PhD students and their supervisors. IPAL PAS Director and Deputy Director will carefully observe the attitude of experienced (R3, R4) researchers towards younger colleagues during seminars and lectures held at the Institute.</p>	<p>ETHICAL ISSUES 2.Ethical principles 22. Recognition of the profession 34. Complains/ appeals 36. Relation with supervisors 37. Supervision and managerial duties</p>	<p>Directors, ombudsman and disciplinary committee, Doctoral School Coordinator Directors, ombudsman and disciplinary committee, Doctoral School Coordinator</p>
<p>Field work regulations have to be updated to include obligatory health and safety rules, list of the participants. Regulations concerning renting of the company car have to be enforced.</p> <p>Task Team (consisting of technician, R2, R3, and head of collections and documentation department) has been appointed (II quarter of 2023) and it is already working on the field work regulations. Administration changed a protocol for renting of the company car (an online schedule has been introduced, a person responsible for car services was appointed), which will ensure that regulations are followed.</p>	<p>PROFESSIONAL ASPECTS and WORKING CONDITIONS 7. Good practice in research</p>	<p>Task Team and Administration reporting at the Working Group meetings</p>
<p>Working group will hold meetings with researchers (R1-R4) and separate with technicians and administration staff at the end of each year to inform employees about actions undertaken during implementation of the Action Plan. Introduced changes in the regulations will be explained and consulted with an emphasis on the internal evaluation, the applicable remuneration and bonus system (e.g. "priority work" for technicians). Obtained feedback will be discussed at the Working</p>	<p>RECRUITMENT AND SELECTION and WORKING CONDITIONS AND SOCIAL SECURITY 11. Evaluation/ appraisal systems 15. Transparency (Code) 32. Co-authorship 26.Funding and salaries</p>	<p>Working Group</p>



Group meeting resulting with adjusting of the Action Plan, accordingly.

Administrative Director will oversee reorganisation of the advisory board to be composed of the representatives of all scientific positions. At the advisory board meetings new regulations regarding employees will be consulted and changes to applicable regulations will be proposed.	WORKING CONDITIONS AND SOCIAL SECURITY 35.Participation in decision-making bodies	Directors and HR group
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### I quarter of 2024

Action	GAP	Unit
Gap analysis showed that there is a need for introducing an obligatory declaration about the grant employees for each year submitted to the Administration at the beginning of the year.	PROFESSIONAL ASPECTS 4. Professional attitude	Administrative Director and PI of grants
Research group leaders will be acting as mentors in the new organisational structure of IPAL PAS. They will be responsible for increasing awareness of young researchers rights and duties in the structure and knowledge of the principles concerning the management of grants, and funding mechanisms, career development. Introducing specific regulations for early stage researchers is also planned.	PROFESSIONAL ASPECTS and TRAINING AND DEVELOPMENT 4. Professional attitude 5.Contractual and legal obligations 23. Research environment 29.Value of mobility 30. Access to career advice 37. Supervision and managerial duties 40. Supervision	Directors and leaders of the research group
Creating gender equality plan and revising regulations (e.g., using gender neutral language) introducing statements ensuring gender equality and diversity in recruitment commissions and selection committees. Administrative Director, who is involved in organising all formal meetings and procedures will oversee compliance with the rules in everyday activities. The updated regulations will be available on the internal part of the Institute's website, all employees will be encouraged to familiarise with them and report any irregularities in everyday situations. The Ombudsman will step in when necessary.	RECRUITMENT AND SELECTION and WORKING CONDITIONS 14.Selection (Code) 15. Transparency (Code) 27.Gender balance	Administrative Director will summarise progress at the Working Group meetings

### II quarter of 2024

Action	GAP	Unit
Changes in the regulations promoting the mobility experience including short term mobility and international cooperations as a valuable contribution to the professional development of a researcher will be introduced in a cooperation with Doctoral School coordinator. Deputy Director will oversee dissemination of information on various mobility offers and scholarships as well as ongoing or upcoming competitions for research grants.	RECRUITMENT AND SELECTION and WORKING CONDITIONS AND SOCIAL SECURITY 18. Recognition of mobility experience (Code) 29.Value of mobility	Directors and doctoral school coordinator

Joining the IPAL PAS to Erasmus + will facilitate increasing mobility. To increase the level of internationalisation, job offers for research positions and for doctoral students will be posted in English and published on Euraxess. Board of directors will discuss on the advisory board level recognition of short term mobility and international cooperation as a valuable contribution to the professional development of a researcher. The Director has already decided that he will not hire new research employees without foreign internship experience.

<p>Starting from 2024, IPAL PAS will be preparing documents where possible further development paths at the IPAL PAN will be indicated. The Administrative Director will be responsible for preparation and implementing employment and evaluation protocols for technical and administrative staff and improvement of the regulations for using the services offered by the technicians and publication of the clear procedure protocols and announcements on the internal part of the Institute's website. Directors will oversee implementing and abiding by the Institute's regulations of principles and terms laid down in the EU Directive on Fixed-Term Work.</p>	<p>WORKING CONDITIONS AND SOCIAL SECURITY 11. Evaluation/ appraisal systems 23. Research environment 25. Stability and permanence of employment</p>	<p>Administrative Director</p>
<p>Career advice will be offered to junior researchers in the form of individual consultations with the leaders of their research groups. Those experienced scientists will be encouraged to participate in additional soft skills training and will be held responsible for building the inspiring relations.</p>	<p>TRAINING AND DEVELOPMENT 39. Access to research training and continuous development</p>	<p>Deputy Director will summarise progress at the Working Group meetings</p>

#### IV quarter of 2024

Action	GAP	Unit
<p>The role of didactic experience is not adequately appreciated, its potential is not used for the professional development of young scientists. A Task Team consisting of Doctoral School Coordinator, Museum of Evolution Manager and Research group leaders will prepare necessary regulations and will be coordinating teaching activities. Didactic experience will be included in the system of evaluation of research staff. Researchers will be encouraged to cooperate with the universities, e.g. by involvement in the bachelor's and master's theses. A thematic courses for the Museum of Evolution or the universities prepared by each research group will give an opportunity to obtain valuable teaching experience (it will be obligatory for PhD students). In 2024, IPAL PAS will structure and formalise regulations regarding the preparations of exhibitions in the Museum of</p>	<p>PROFESSIONAL ASPECTS and WORKING CONDITIONS AND SOCIAL SECURITY 8. Dissemination, exploitation of results 23. Research environment 33. Teaching</p>	<p>Task Team reporting at the Working Group meetings</p>

Evolution, in particular concerning the involvement of researchers in this process.

<p>Directors are aware of the external conditions of the scientific community in processes related to the assessment and development of employees. They will encourage participation of team leaders in workshops/courses concerning assessment and evaluation of the academic and professional qualifications, invite lectures and organise open workshops for researchers on teamwork, projects, time management, and commercialising research results; in order to bring all employees up to date with the current trends.</p> <p>Deputy Director will oversee creating a career development strategy for researchers at all stages of their career, which later will be posted along with information about perspectives in science on the Institute's website. Deputy Director will oversee dissemination of information on mobility and grant offers, current information about training opportunities. Financial and administrative support in the process of applying for participation in such events will be offered by the IPAL PAS.</p> <p>Doctoral School Coordinator will oversee evaluation of the course on career development strategy held by Doctoral School. The courses will be rated by the PhD students in an online survey</p>	<p>RECRUITMENT AND SELECTION and WORKING CONDITIONS AND SOCIAL SECURITY</p> <p>19. Recognition of qualifications (Code)</p> <p>28. Career development</p> <p>36. Relation with supervisors</p> <p>37. Supervision and managerial duties</p> <p>38. Continuing Professional Development</p> <p>39. Access to research training and continuous development</p>	<p>Directors and HR group, Doctoral School Coordinator</p>
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#### I quarter of 2025

Action	GAP	Unit
<p>If the mentoring system (research group leadership) is not sufficient, IPAL PAS management would create an administrative position of a grant administrative/post-doc advisor to help young researchers navigate in the system and increase chances for obtaining grants.</p>	<p>PROFESSIONAL ASPECTS and DEVELOPMENT</p> <p>4. Professional attitude</p> <p>21. Postdoctoral appointments (Code)</p> <p>30. Access to career advice</p> <p>38. Continuing Professional Development</p>	<p>Directors</p>

#### IV quarter of 2025

Action	GAP	Unit
<p>Unifying the procedures for Polish and foreign scientists by establishing an English version of key documents and procedures is needed. The HR group will review the regulations and suggest changes, all relevant documents will be translated. The recruitment procedure will be described in an information leaflet and will be available on the website of the Institute. Job offers will be published on portals such as Euraxess.</p>	<p>RECRUITMENT AND SELECTION</p> <p>11. Evaluation/ appraisal systems</p> <p>14. Selection (Code)</p> <p>15. Transparency (Code)</p> <p>29. Value of mobility</p>	<p>Directors and HR group</p>

Deputy Director will oversee preparation and introducing statements concerning the value of professional development and achievements into employment and recruitment policy, as well as evaluation processes and further implementation of these rules in everyday practices.	RECRUITMENT AND SELECTION and WORKING CONDITIONS AND SOCIAL SECURITY 20.Seniority (Code) 25. Stability and permanence of employment	HR group and Deputy Director
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#### IV quarter of 2026

Action	GAP	Unit
Joining the IPAL PAS to Erasmus + is planned.	RECRUITMENT AND SELECTION and WORKING CONDITIONS AND SOCIAL SECURITY 18. Recognition of mobility experience (Code) 29.Value of mobility	Directors and doctoral school coordinator

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The implementation process was initiated by designation of a leader, who participated in training sessions to assure the best approach to introduce OTM-R principles. Current IPal PAS regulations were reviewed, an internal survey conducted among all employees, followed by a gap analysis. The Working Group, appointed by the Scientific Council, is composed of the representatives of all employee groups and the management to provide a wide spectrum of opinions and experiences. The fact that it includes people who make key decisions at IPAL PAS should ensure the efficient implementation of the proposed actions. The series of meetings were held to assess the detailed situation and best approach to satisfy the needs of various groups. The compiled reports were studied by the Working Group in order to develop optimal procedures for the Action Plan, leading to the implementation of the provisions of both the Charter and Code. After evaluation of the Action Plan, the required amendments were made.

The Working Group, whenever necessary, will appoint Task Teams responsible for overseeing implementation of specific areas and cooperation with the IPal PAS research community. All Task Teams will consist of decision making persons in relevant areas, as well as employees outside the Working Group to ensure effectiveness and a wide spectrum of opinions. An online document (Road Map) consisting of all actions in a chronological order, available to all WG members will be created. The process of implementation of individual tasks/actions, with emphasis on any obstacles and delays, will be recorded in a Road Map. In order to implement the assumed activities in a timely manner. A working group will meet every quarter (or more frequently - if any obstacles and delays are reported in the Road Map). At each of the meetings Task Teams will present a summary of activities and progress of the implementation. Delays or obstacles will be discussed, precautionary measures and decisions will be taken that will intensify the work aimed at achieving the intended goals. Road Map will be supplemented with a list of necessary activities for the next quarter. Internal review will be held once a year, a survey will be repeated, meetings with all groups of employees will be held. Adjustments to the Action Plan will be made based on the received feedback.

Implementation is planned over 5 years, with a mid-term external evaluation in the second year. 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.

Prof. Jarosław Stolarski  
Director  
Institute of Paleobiology PAS

Warsaw, 12.08.2023  
Place, date

Signature