

# Gender Equality Plan for the Institute of Political Studies of the Polish Academy of Sciences (*Instytut Studiów Politycznych Polskiej Akademii Nauk, ISP PAN*) for 2023–2024

## Introduction

In line with the European Union's Horizon Europe framework program for 2021–2027, the adoption and implementation of the Gender Equality Plan is an eligibility criterion for all research centres wishing to participate in Horizon Europe and fund their research from the resources available in this program. Therefore, the Gender Equality Plan for the Institute for Political Studies of the Polish Academy of Sciences for 2023–2024 is necessary for the Institute to benefit from European funds, and it also realizes the basic guidelines of the European Commission.

This Plan also fulfils the obligations resulting from ISP PAN's adoption of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, in accordance with the letter of intent submitted to the European Commission on 15 March 2022 by Institute Director Professor Grzegorz Motyka and Chairman of its Scientific Council Professor Wojciech Roszkowski.

## 1. Diagnosis

Between January and July 2022, a diagnosis of the current state of gender equality was carried out at ISP PAN in accordance with the European Commission's guidelines. It consisted of the following elements: an analysis of the aggregated personnel data presented by ISP PAN HR Department, a review of the existing documents and internal regulations, and a survey entitled *Working and Professional Development Conditions — HR Excellence in Research* carried out among the Institute's employees during 26 April–21 May 2022. The anonymous online survey examined a number of issues related to gender equality in ISP PAN, such as, combining work and family life, the attitude toward the representation of women in the decision-making bodies, and the experience of improper treatment, including mobbing and harassment. 60% of the Institute's staff participated in the survey, of whom around 1/3 were women, which is approximately equal to their percentage of the total staff.

### 1.1. Employees by Gender

In late April 2022, ISP PAN employed a total of 94 people, 37% of whom were women and 63% were men.

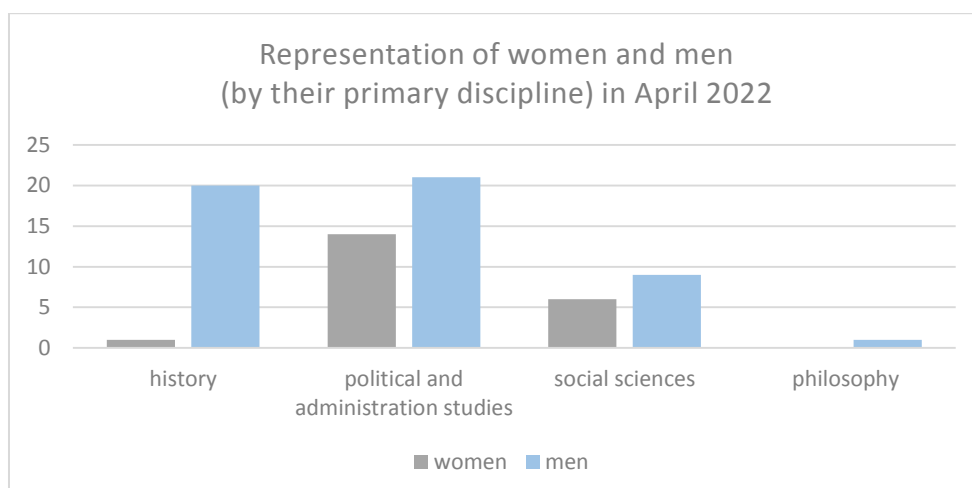
While the administrative positions are mainly held by women, men are dominant among the researchers. 20 people work in the administration, 70% of whom are women. There are 74 full-time researchers, 29% of whom are women and 71% are men. By comparison, according to the European Commission, in the EU member states, women make up, on average, 42% of academic employees (*She Figures* [2021], p. 184).



The employment structure by gender has not changed significantly over the last decade. In 2012, women made up 38% of the Institute's staff, including 76% of the administrative staff and 26% of the researchers.

However, there was no significant gender imbalance with regard to the type of employment. In late January 2022, the vast majority of the employees (86% of the women and 88% of the men) were employed in ISP PAN under permanent employment contracts. Only a small group worked under fixed-term employment contracts (8,6% of the women and 5,1% of the men) or under grant employment contracts (5,7% of the women and 6,8% of the men).

Significant differences were observed in the representation of women and men in the various scholarly disciplines and the corresponding departments. The end of April 2022 figures shows that gender imbalance in ISP PAN is a matter of discipline and not so much the institution. Among the researchers whose primary discipline is history, men make up 95% (1 woman per 21 employees). A more balanced gender representation can be found in political and administrative studies and in social sciences, in which disciplines women account for 40% of the employees.



Due to the department's interdisciplinary nature, these trends in the individual disciplines are only partially reflected in the representation of women and men in the individual departments. On the one hand, at present, the Department of Recent Political History nor the Department of European Studies employ no women. On the other hand, women dominate in the Department of International Organizations and Global Security Studies (5 women and 2 men), while the interdisciplinary Department of Studies of Elites and Political Institutions is gender balanced (6 women and 6 men). It is noteworthy that the latter two departments are headed by women.

## 1.2. Gender balance in the decision-making bodies

Women are underrepresented in the ISP PAN Scientific Council, considering the size of the female staff. In the 9<sup>th</sup> Council (2019–2022), they constituted 20% of its members. But the representation of women has been increasing. For example, in the 7<sup>th</sup> Council (2011–2014), women made up only 15% of its members. The percentage of women among members of the Council elected from outside the Institute's staff is particularly low. In the 9<sup>th</sup> Council, they made up only 13% of its members (2 women per 15 members elected from outside ISP PAN). The percentage of women in the Council's committees is also disproportionately low. In the 9<sup>th</sup> and 8<sup>th</sup> Council, it amounted to 15% and only 9% respectively. Noteworthy is the parity in the Council's Presidium, introduced in its 9<sup>th</sup> Council (2019–2022), where the President and the Secretary were men and the two vice presidents were women. In the 7<sup>th</sup> and 8<sup>th</sup> Councils, the Presidium was composed exclusively of men.

Throughout the Institute's history, it has always had a male Director, but during 2012–2020 the position of the director for research was held by women (a total of 3). Since May 2020, the 3-member management has been composed exclusively of men, but during 2016–2018 women held the positions of both deputy directors, accounting for 66% of the management. In 2022, 37.5% of department heads were women (3 women and 5 men).

The representation of women and men in the working groups and advisory committees set up by the Director varies. For example, there were no women in the 4-member commission set up in 2015, which evaluates research proposals in an internal competition aimed at young scholars' development. By contrast, women made up 66% of the Ethics Committee set up in 2018, 40% of the Committee for evaluation of grant requests (2019), and 33% of the Discipline Panel (2021). Since 2020 there have been no women in the 4-member Publishing Council. Similarly, there are no women in the 4-member Scholarly Council of the Richard Pipes Laboratory, set up in 2020.

The issue of insufficiently balanced gender representation in the ISP PAN decision-making bodies was noticed in the employee survey. 41% of the respondents saw the need to increase the representation of women, for example, in the Scientific Council. 54% of the female respondents saw the need to increase the representation of their gender.

## 1.3. Gender equality in the recruitment process and career development

The survey conducted showed that the vast majority of ISP PAN employees had a positive opinion on the existing recruitment procedures. The highest ratings were given by individuals on non-independent positions (adjuncts and assistants), namely the category of the employees hired in recent years and by way of competition. At the same time, the men were much more likely to have a "very positive" opinion about the recruitment procedures (60%), while the women tended to have a "rather positive" opinion (60%).

It is noteworthy that the commissions that recruit the researchers are very small (2 or 3 persons, including the Deputy director for research and the head of the department where the candidate is to work in, as per *Rules for Recruitment Competitions for Research Workers* of 24 September 2010). Thus, women's membership in these commissions depends on their holding the said managerial positions. Set up on the basis on separate regulations since 2019, the recruitment committees for doctoral schools have 4 members, and their membership is gender-balanced (parity). The above-mentioned *Rules for Recruitment...* do not include

provisions on the promotion of balanced gender representation in the process of the recruitment and selection of candidates for researchers.

An analysis of the representation of women and men on the individual research in ISP PAN shows that the higher the level of the scholarly career, the lower the percentage of women. This is consistent with the international trend of the gradual decrease in the number of female employees at higher levels of scholarly careers, which in literature is metaphorically called “the leaky pipeline” (Berryman 1983).

At present, women make up 32% of non-independent researchers, assistants and adjuncts, while men make up 68%. However, among independent researchers — professors of the Institute and professors — the gap is even greater: 24% of those employees are women and 76% are men. This is particularly clear in the case of professors, among whom in 2022, there were 16 men and 1 woman. This means that while male scholars are proportionally represented on non-independent and independent positions (53% and 47% respectively), in the case of women, there is a significant disparity (62% and 38%, respectively).

#### **1.4. Organizational culture and work-life balance**

Most of the employees who participated in the survey considered the Institute a place with an organizational culture conducive to gender equality. The vast majority of the employees (84%) believe that ISP PAN employees enjoy equal treatment, regardless of their gender, with that opinion expressed by 92% of the men and 70% of the women. At the same time, the men more often chose the “strongly agree” option, while the women ticked “somewhat agree.” It is noteworthy that all critical responses, which emphasize the issue of gender inequality in the Institute, came from the scholarly staff and not from the administrative staff.

The Institute offers various rights and arrangements with regard to work-life balance. Most ISP PAN employees work under permanent employment contracts (86% of the women and 88% of the men) and full-time (94%), but the Institute also allows part-time work. The employees may be granted leave and exempted from the requirement to report for work when they have to take care of family responsibilities. Moreover, ISP PAN permits flexible work hours and working remotely. The vast majority of the employees (93%) positively assessed the availability of these recently adopted solutions, including all of the female respondents, regardless of their position, and 89% of the men.

The survey showed that most ISP PAN employees do not see serious work-life balance issues. 89% of the respondents (80% of women and 94% of men) believe that the working conditions in ISP PAN allow them to maintain the right work-life balance. Moreover, 72% of the people disagreed with the statement that the work hours at the Institute sometimes prevent them from fulfilling obligations in their personal life. However, it should be emphasized that the percentage of people who do not see these problems was lower among the employees who looked after children or people with disabilities (64%).

While most of the employees had a positive view of the organizational culture in terms of gender equality and work-life balance, many of them could not give a clear answer as to whether ISP PAN responded adequately to unequal treatment issues (52% of the respondents said that it was “hard to say”). A large group of the employees (nearly 40%) also failed to say specifically who one should turn to with regard to gender equality issues. This may be due to the employees’ limited exposure to such situations as well as the lack of an appropriate institutional framework and communication devoted to gender issues.

## 1.5. Inclusion of gender into research

In recent years, the Institute has conducted just a handful of studies that included the female and gender perspective in research on topics such as paramilitarism and security sociology and international politics. 2022 saw the issue of the magazine *Sprawy Międzynarodowe* [international affairs] entitled *Kobiety i polityka zagraniczna* [women and foreign policy]. The Institute's female researchers also participate in dedicated scholarly events and organizations (for instance, Fem Global. Women in International Politics) and also teach academic classes (for example, Women and Security: Key Challenges and Debates) though outside the Institute. However, an overview of the research activity carried out in ISP PAN against the background of other institutions with a similar discipline profile proves that gender as a category of historical or socio-political analysis is still relatively rarely included in the research carried out by ISP PAN employees.

At the same time, it is noteworthy that the 2022 employee survey on working conditions and professional development showed that ISP PAN is seen as a workplace that offers a high degree of freedom when it comes to choosing research topics. All the researchers surveyed declared that they had such freedom, including as many as 82% of them ticking the “strongly agree” option and 18% the “somewhat agree” option. Importantly, the surveyed employees see the main threat posed to scholarly autonomy as located outside — in the state's policy on science — and not in the Institute's own policy. Therefore, it can be assumed that the degree of the inclusion of the issue of gender into research is going to increase with the employees' exposure to this perspective and its analytical relevance and with the natural generational shift in the research staff.

## 1.6. Measures against improper treatment in the workplace

The last area of the diagnosis was the experience of improper treatment (discrimination, mobbing, and harassment) as well as the availability of the procedures that counteract such instances in the Institute.

5 female researchers answered “yes” (25% of all of the female respondents) to the following question: “Have you ever experienced mobbing, discrimination, or sexual harassment in ISP PAN?” No male employee gave a positive answer. The improper behavior signalled in the survey was mobbing and harassment (4 indications), discrimination and unequal treatment (4 indications), and harassment in the form of explicit comments (2 indications). Most of these situations took place over 1 year ago, but no more than 10 years ago, and 2 took place last year. An analysis of the answers to the open question revealed that those situations concerned mainly, though not exclusively, improper behavior on the part of the supervisors.

The survey also asked who improper treatment should be reported to. The opinions varied widely, with the employees listing as many as 12 different institutions and individuals. Most of the respondents (31 people) thought that such instances should be brought before the Institute's Director. The department head was also pointed to quite frequently (by 6 people), and so were the independent plenipotentiary (by 5 respondents) or Disciplinary Proceedings Representative (by 5 respondents). Two people declared that they did not know who to report to or said that there was no such person.

Such a wide variety of opinions as to who one should report improper treatment to might result from the lack of relevant uniform procedures and training in ISP PAN. The Disciplinary

Commission of the Scientific Council and other cells of the Institute have not yet developed detailed procedures for preventing and responding to instances of improper treatment. Moreover, no training in this regard has been offered in ISP PAN.

## 2. Objectives, actions, and markers

Based on the diagnosis and taking into account the Institute's specific conditions and needs as well as the opinions expressed by the employees in the survey, five key objectives of the Gender Equality Plan for ISP PAN have been formulated:

1. Improve gender balance in the decision-making bodies.
2. Promote equality in the recruitment process and career development.
3. Strengthen an organizational culture conducive to equality and work-life balance.
4. Promote the inclusion of gender equality into research.
5. Prevent improper treatment in the workplace.

### Objective 1. Improve gender balance in decision-making bodies

The representation of women in the ISP PAN Scientific Council is smaller than the percentage of women in the staff; women are less likely to be Department heads; and the Institute has never been headed by a woman. In the survey, 54% of the women (41% of all respondents) recognized the need to increase the representation of women, also in the Scientific Council. To improve gender balance in the decision-making bodies, including the management, ISP PAN shall take steps to encourage women to take the above-mentioned positions and to bring the decision-making bodies' structure closer to the gender ratio in the staff. The purpose is to ensure balanced gender representation and a balanced impact of researchers of both sexes on the decision-making processes in the Institute.

Action	Addressees	Markers	Responsible individuals and organs	Implementation period
Increasing the representation of women in the ISP PAN Scientific Council. <ul style="list-style-type: none"> <li>• Increasing the percentage of women to at least 30% of the candidates from outside the Institute.</li> <li>• Encouraging all female non-dependent researchers from ISP PAN to run in elections.</li> <li>• Encouraging women to run for representatives of</li> </ul>	Candidates for the ISP PAN Scientific Council  ISP PAN researchers	- Representation of women in the Scientific Council reflecting the employment structure (in 2022 — approximately 30%).  - Parity in the Scientific Council's Presidium	Director  The Scientific Council's Presidium  The Committee for the Election to the 10 <sup>th</sup> Scientific Council (and the subsequent ones at the moment of their appointment)	Continuously, starting with the elections to the 10 <sup>th</sup> Scientific Council (2023–2026)

non-independent employees.				
Ensuring balanced gender representation in the working and advisory groups set up by the Director	Women employed in ISP PAN as researchers	Representation of women reflecting the employment structure (in 2022 — approx. 30%)	Director Deputy director for research	Continuously, from the date of the Plan's adoption by the Scientific Council
Ensuring a balanced representation of genders in the competition committees set up by the Director	Women employed in ISP PAN as researchers	Representation of women reflecting the employment structure (in 2022 — approx. 30%)	Director Deputy director for research	Continuously, from the date of the Plan's adoption by the Scientific Council

## Objective 2. Promote equality in the recruitment process and career development

The diagnosis shows that women are under-represented among independent researchers and in some scholarly departments and disciplines, especially in history. Therefore, it seems appropriate to carry out further consultations and take action against the “loss” of female talent, that is, the retainment of women on the lower levels in the scholarly career. The Institute should also support women during the recruitment process.

Action	Addressees	Markers	Responsible individuals and organs	Implementation period
Actively encouraging women to apply for research positions in the Institute.	Female researchers in disciplines in which the ISP PAN conducts research	- Adoption of new rules and regulations for the recruitment of researchers, including the job notice template - Promotion of job adverts in female researchers' networks	The Scientific Council  Deputy director for research  HR Department, in cooperation with the Plenipotentiary for equal treatment.	Continuously, starting from 2023 (the date of the implementation of the new recruitment rules and regulations)
Promoting balanced gender representation in the individual departments/teams and disciplines by	Male and female candidates for researchers in ISP PAN	Adoption of new rules and regulations for recruitment to research positions, including the job advert template.	Scientific Council  Deputy director for research	Continuously, starting from 2023 (the date of the implementation of the new rules)

employing women when the male and female candidates are equally qualified, and women are underrepresented in the given department/team or discipline.			Competition commissions	and regulations for recruitment)
Ensuring balanced gender representation in ISP PAN panels, seminars, and conferences.		<ul style="list-style-type: none"> <li>- The number of panels/seminars/conferences with a female participation rate of 30%</li> <li>- Number of panels/seminars/conferences without female participants</li> </ul>	Deputy director for research  Department head/team leaders  In cooperation with the Plenipotentiary for equal treatment	Continuously, from 1 January 2023
Identifying mentoring needs on key career stages.	Women employed in ISP PAN as researchers	<ul style="list-style-type: none"> <li>- Survey</li> <li>- Number of individual consultations</li> <li>- Number of (individual or group) mentoring meetings.</li> </ul>	Plenipotentiary for equal treatment in cooperation with potential female mentors.	2023–2024

### **Objective 3. Strengthen the organizational culture conducive to equality and work-life balance**

The vast majority of the employees surveyed see ISP PAN as a place where men and women are treated equally. However, many of the respondents do not know who to turn to with regard to gender equality issues and are also uncertain whether the Institute is responding properly to problems that may arise in this regard. Therefore, it seems justifiable to undertake actions institutionalizing equality issues in the Institute, as well as increasing the staff and managers' competence in this regard. The promotion of work-life balance is an important element of an organizational culture conducive to gender equality. The ISP PAN employees who are guardians notice problems in this regard more often than the other respondents.

<b>Action</b>	<b>Addressees</b>	<b>Markers</b>	<b>Responsible individuals and organs</b>	<b>Implementation period</b>
Appointment of the Plenipotentiary for equal treatment to monitor issues related to gender equality and implementation of the	ISP PAN employees	Director's ordinance	Director	Beginning with 1 January 2023



obligations arising from the Gender Equality Plan.				
Increasing the management and staff's competence in gender equality and diversity management through workshops and the sharing of experiences and good practices.	ISP PAN employees, particularly the management	<ul style="list-style-type: none"> <li>- Number of workshops</li> <li>- Number of participants</li> <li>- training materials</li> <li>- the Plenipotentiary's joining the GEinCEE network</li> </ul>	Plenipotentiary for equal treatment and external workshop entity specializing in the subject matter of equality	The first half of 2023 (so that the workshops can be funded from the NAWA grant)
Systematic inclusion of the conditions connected with guardianship obligations in researchers' evaluation criteria.	ISP PAN researchers	<ul style="list-style-type: none"> <li>- Changes to the Employee Evaluation Form</li> <li>- Changes to the ordinance on employee evaluation</li> </ul>	<p>Director</p> <p>The Scientific Council</p> <p>Legal counsel</p> <p>in cooperation with the Plenipotentiary for equal treatment.</p>	Adoption of the resolution by the end of 2023
Development and implementation of a comprehensive system of working from home and flexible work hours.	All ISP PAN employees	Director's ordinance	<p>Director</p> <p>Legal counsel</p> <p>Human Resources Department</p> <p>in cooperation with the Plenipotentiary for equal treatment</p>	Implementation of the ordinance before the end of 2024

#### **Objective 4. Promote the inclusion of the gender dimension into research**

The inclusion of the gender dimension into research projects is important for the quality of scientific knowledge as it contributes to a better understanding of the phenomena studied and their social rooting. This is one of the key elements of the excellence criterion in the evaluation of proposals in the European Commission's Horizon Europe program. The analysis carried out reveals that the gender perspective is still rarely included in ISP PAN employees' scientific and research activities. Therefore, it makes sense to take action to promote knowledge and competence in this regard. The nature of these activities should be adapted to

the specific characteristics and needs of the Institute as an interdisciplinary research unit that ensures freedom of research.

Action	Addressees	Markers	Responsible individuals and organs	Implementation period
Develop and disseminate information materials on the inclusion of the gender dimension into research and grant requests in line with the European Commission's existing guidelines.	ISP PAN researchers	Information package sent by email	Scientific Research and Scientific Research and Information Service Office  in cooperation with the Plenipotentiary for equal treatment	One-off in 2023 and then separately for every new person hired
The organization of scientific seminars on theoretical, methodological, and practical aspects of integrating the gender perspective into research. The meetings shall be incorporated within the framework of the three seminar cycles already functioning in the Institute. The invited guests — Polish and foreign researchers from the field of sociology, political science, and history — shall talk about their own research and the ways in which they use gender as a category of analysis.	ISP PAN researchers (representatives of each discipline separately)	- Number of seminars (3–6)  - Number of participants	Organizers of the <i>New Institutionalism — Theories and Research</i> seminars and of the seminars organized by the Department of Recent Political History and the Department of International Organizations and Global Security Studies  in cooperation with the Plenipotentiary for equal treatment	The cyclical event in 2024

### Objective 5. Prevent improper treatment in the workplace

Equality and the prohibition against employment discrimination on account of their gender is one of the fundamental principles of Polish labor law. A well-defined and consistently implemented institutional policy in this area creates an organizational culture that respects the dignity, safety, and potential of all staff members of the Institute. The survey revealed instances of improper treatment in ISP PAN, which exclusively affected women. At the same time, most of the staff were unsure whether the Institute was responding adequately to situations of unequal treatment. They also differed in their opinions as to the proper channel

of reporting violations of the norms. Hence, it is necessary to take action to increase awareness and foster the ability to identify and respond to the above-mentioned phenomena, especially among the management.

Action	Addressees	Markers	Responsible individuals and organs	Implementation period
Developing an overall anti-discrimination and anti-mobbing policy for the Institute.	All ISP PAN employees	A resolution of the Scientific Council	Director  Disciplinary Board of the Scientific Council  Disciplinary Proceedings Representative of the Scientific Council  Legal counsel	Adoption of the resolution by the end of 2024
Holding workshops on discrimination, mobbing, and sexual harassment to broaden the staff's knowledge about these phenomena, their identification, and the ways of reacting to them.	All ISP PAN employees  ISP PAN management (Director and Deputy Directors, department heads, praesidium of the Scientific Council)	- Number of workshops  - Number of participants  - Training materials	Plenipotentiary for equal treatment; external workshop entity specialized in the anti-discrimination subject matter	The first half of 2023 (required for the workshops to be funded from the NAWA grant)

### **p. 3. Resources and the implementation of the Gender Equality Plan**

The Gender Equality Plan for the Institute of Political Studies of the Polish Academy of Sciences for 2023–2024 is a joint committee of the Institute's community, expressed in the form of the ISP PAN Scientific Council's resolution passed on 28 October 2022. The Council, therefore, commands the Director of the Institute and its subordinate organizational units to carry out all the activities listed in this Plan and undertakes to monitor the realization of the objectives set out herein.

On 1 January 2023, the Plan shall be published on the Institute's website and sent to its employees by email. Further communication on the Plan shall be conducted through the same channels.

To ensure optimal implementation of the Plan, on 1 January 2023, the Director of the Institute shall appoint the Plenipotentiary for gender equality and define the scope of their authority in an ordinance.

Data on the issues concerning representation and gender equality in the Institute shall be regularly collected by the Institute's Human Resources Department and transferred to the Institute's Plenipotentiary for gender equality for analysis.

The Director of the Institute shall also provide the financial resources necessary to carry out the workshops and other pro-equality activities resulting from this Plan.

The ISP PAN Scientific Council shall set up a Commission for Gender Equality, which shall no later than by the end of June 2025, opine the report on the Plan's implementation during 2023–2024, presented by the Plenipotentiary for gender equality and make recommendations on possible further pro-equality actions.

*Authors of the study: Agnieszka Cianciara and Weronika Grzebalska.  
September 2022*