



**HR Excellence in Research**

**Institute of Political Studies  
of the Polish Academy of Sciences**

**Internal Review**

**July, 2025**



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## **1. Organisational Information**

### **ORGANISATIONAL PROFILE**

Founded in 1990, the Institute of Political Studies Polish Academy of Sciences brings together leading Polish political scientists, historians, and sociologists to create a unique environment where innovative knowledge and policy expertise is produced. The Institute's mission is to conduct high-level multidisciplinary research investigating political and social change at the crossroads between East and West. The Institute employs 20 administrative staff that support the scientific activities conducted by 72 researchers, clustered within eight research units. The Institute cooperates permanently with foreign research institutions. The effects of the activity of the Institute are valued in Poland and abroad.

## **2. Strengths and weaknesses of the current practice**

### **Ethical and professional aspects**

#### **Strengths and Weaknesses (Initial Phase)**

##### **Strengths:**

The employees assessed the work of the IPS PAS in terms of ethical and professional aspects quite well. They have recognized as the strength of the Institute's activities transparent regulations on the principles of employee evaluation. Scientists know the principles of employee evaluation and consider them clear and legible. Employees know their contractual obligations equally well. Therefore, good knowledge of the scope of duties resulting from employment contracts and the Director's orders can be considered a strength.

Employees showed a consistent awareness of the robust internalization of the standards for publishing research results in foreign scientific journals and publications, awareness of posting in open access and popularizing research results in the media. Among the institute's researchers, there is also reasonably broad permission to conduct various types of activity - scientific, didactic, and other.

The declaration of employees regarding the freedom to choose the research subject is also essential for the IPS PAS issue. It is also essential that new regulations regarding hiring employees have been established and passed recently, which justifies the Institute's efforts to acquire HRS4R.

##### **Weaknesses:**

The lack of an Ethics Committee at the IPS PAS can be considered a weakness of the institute's ethical and professional aspects. The establishment of the Ethics Committee has been scheduled as a priority. What should also be noted is that many employees of the IPS PAS need help identifying the main catalogues of ethical principles applicable to scientists, which suggests that the catalogues' content needs to be more known. Moreover, employees must be better acquainted with the applicable legal provisions, which must be clarified and constitute a uniform system of rules and relevant standards of conduct. IPS PAS employees' awareness of ethical risks in publishing (auto plagiarism, ghostwriting, predatory publishing, etc.) is relatively low. Therefore, COPE training will be carried out throughout 2023. Another weakness is the questionable operation of professional liability mechanisms within the IPS PAS. Thus, the goal should be extending the activities and improving the disciplinary spokesman's functioning.



## **Strengths and Weaknesses (Interim Assessment)**

### **Strengths**

- **Guaranteed freedom to conduct research: 84.8%\* of respondents confirmed, possible threats seen in external factors (politics & policy)**
- **Rare cases of ethical violations by staff: 89.1%\* of respondents did not encounter any instances of research or publication ethics violations by IPS PAS staff at all (isolated cases: plagiarism/mislabeling of authorship, unreliable review, exposure of subjects, publishing in predatory journals and participation in paper mills, fabrication of results or unreliable elaboration of results were not reported)**
- **Consistent and positively perceived by employees, periodic appraisal and bonus system: 76.1%\* believe that periodic appraisal is conducted transparently and impartially; the bonus system adequately rewards employees (84%\* yes, 15.2%\* no)**
- **Widespread good knowledge of the ethical principles contained in the Academic Staff Code (95.6%\*)**
- **Widespread good knowledge of internal regulations: more than 90%\* are well aware of the rules concerning their position as an employee (employment contract, IPS Statutes), 87%\* rate their knowledge of the criteria for evaluating their work well, 57%\* are aware of the bonus regulations**

### **Weaknesses**

- **Poor identification by employees of the persons/authorities responsible for the handling of cases on ethical and professional aspects:**
  - breach of service and professional ethics, including publication: indications of the Ethics Committee rather than the Disciplinary Ombudsman
- **Bullying and discrimination (60.8%\* incorrect indications to persons/bodies other than the Equal Treatment Commissioner)**
- **Abuse and breach of general law (so-called whistleblowers): only five correct indications to the Internal Reporting Coordinator**
- **Poor knowledge of the Internal Notification Rules: good knowledge declared by 22%\*, 37%\* do not know the Rules at all**
- **No uniform rules governing ethical aspects have been developed by the Ethics Committee (instead, use of higher-level regulations - revised Scientific Staff Code after the amendment of 5 December 2024)**
- **Relatively poorer (compared to other regulations) knowledge of the rules for rewarding scientific achievements: 57%\* good knowledge, but 33%\* poor and 11%\* none**

**\*according to the results of the staff survey (May, 2025).**

## Remarks

**Therefore, it is essential to take steps to disseminate knowledge among staff on the proper identification of persons and bodies responsible at the Institute for handling matters related to ethical and professional aspects. It is also essential for the Institute to take steps to raise awareness among its staff of what constitutes a breach of the ethical rules and the Internal Reporting Regulations (socalled whistleblowers).**

**Failure to develop uniform rules governing ethical aspects by the Ethics Committee of the IPS Scientific Council (but to base these rules at the Institute on higher-level regulations): In 2023, an Ethics Committee was established at the Scientific Council of the IPS PAS (composed of five members, with a woman as its chair). However, guidelines on applying the PAS's Code of Ethics, which were to be provided by the Ethics Committee, have not been completed. This, however, should be attributed to the fact that IPS PAS has already based its ethical functioning on higher-level regulations, such as the Updated Code of Ethics for Researchers, which was developed by the Science Ethics Commission and adopted by the General Assembly of the Polish Academy of Sciences on 5 December 2024.**

**Relatively poorer (compared to other internal regulations) knowledge of employees regarding the awarding of bonuses for scientific achievements: although more than half (57%\*) of the Institute's employees declare a good understanding of these regulations, there is still a large group of people whose knowledge of this subject is poor (33%\*) or none at all (11%\*).**

**\*according to the results of the staff survey (May, 2025).**

## Recruitment and selection

### Strengths and Weaknesses (Initial Phase)

The process of designing a HRS4R provided a primary impulse that led to adopting a comprehensive recruitment and selection policy at the Institute. The new recruitment code adopted by the Scientific Council on 28 October 2022 is entirely in line with the Charter and the Code. The recruitment code entered into force on 1 January 2023 and applied to all recruitment and selection procedures initiated on or after this date.

It must be underlined that the introduction of the new recruitment code constitutes a major and comprehensive change, as previous regulations (dating back to 2010 and applicable until the end of 2022) were fairly general and applied rather inconsistently.

In particular, the old rules were contained in a one-page document that stipulated the following: 1) employment is competition-based; 2) the selection committee consists of two people (deputy director for research and head of the department where the position is offered); 3) the job offer must contain the type of position offered, duration of employment, requirements, specification



of documents to be submitted, as well as application deadline and the date when results of the competition are to be announced; 4) the selection committee assesses the 'scientific, research and organizational record of the candidate'; 5) the selection committee drafts a protocol of proceedings and submits its recommendation to the Director of the Institute.

Thus there were no provisions whatsoever regarding: a) job description and working conditions offered by the Institute; b) diverse and gender-balanced composition of the selection committee or criteria and standards by which the committee should assess the candidates; c) information provided to candidates: ex-ante, about the recruitment procedure and ex-post about their performance (feedback).

Also, the old rules contained nothing on i) publication of recruitment policy; ii) use of e-recruitment tools (job offers were recently published on the Euraxess portal, but again this was a practice and not a formal rule); iii) template for advertising positions (in practice, templates in Polish and English were inconsistent and were often changed from competition to competition); iv) encouraging candidates from underrepresented groups (notably women: in April 2022 female researchers accounted for only 29% of all researchers employed at the Institute); v) guidelines for selection committee on how to judge 'merit'.

The exception was the recruitment to the doctoral school, which is guided by separate provisions adopted by the Scientific Council in 2019 (a major reform that led to the creation of a new system of doctoral schools was introduced by the Minister of Science and Higher Education in 2018). Recruitment procedures for the doctoral school are in line with the OTM-R guidelines.

Thus the weaknesses of the old regulatory framework were numerous: the rules were very general and with no specific guidelines. This approach allowed for arbitrary decisions made by the standard agreement of the deputy director and head of the department. In practice, the system used to be largely merit-based but clearly not particularly open and not transparent. Notably, the new recruitment code that entered into force on 1 January 2023 addresses all the major weaknesses of the old framework described above. It will now be essential to monitor the implementation of the new recruitment code. A dedicated commission of the Scientific Council will do this.

Key strengths of the new recruitment code are the following:

- 1) the code is now published on the Institute's website in Polish and in English;
- 2) a template adjusted to the Euraxess standards is now attached to and the inherent part of the code (in both language versions); it clearly outlines the job description, working conditions, requirements (formal, general and specific) and specifies the recruitment and selection procedure, while encouraging members of underrepresented groups, notably women and people with disabilities, to apply;
- 3) The code consists of seven parts:
  - a) general provisions;



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- b) job announcement and requirements for candidates (guidelines on the content of the job announcement, detailed guidelines on formal, general and specific requirements adjusted to the position offered, guidelines for the dissemination of the job announcement);
- c) selection committee (five members, criteria for appointment: gender balance, representation of various disciplines and research teams);
- d) assessment of candidates: procedure (dimensions of assessment, use of electronic communication, guidelines for creation of a ranking list, feedback provided to candidates)
- e) assessment of candidates: guidelines (a direct reference to Charter and Code, detailed guidelines accounting notably for career stage, return to a research career, non-discrimination, criteria for judging merit beyond bibliometric indices, preference for a candidate from the underrepresented group if the similar judgment of merit);
- f) appeal procedure;
- g) final provisions: entry into force, publication and monitoring of implementation by the Scientific Council.

There are no actions proposed in the Action Plan under this chapter, as the recruitment code fully accounts for all the requirements under the Charter and the OTM-R policy.

## **Strengths and Weaknesses (Interim Assessment)**

### **Strengths**

**The Institute remains aligned with a comprehensive recruitment and selection policy outlined in the Internal Review, which fully accounts for all requirements under the Chapter and the OTM-R policy.**

**To reinforce the principle of equal opportunities in the recruitment process, and in light of the 2022 staff survey results, measures have been implemented at the Institute to increase the importance of open recruitment channels between 2022 and 2025. Currently, all job advertisements are posted simultaneously in two language versions (Polish and English) in several places, i.e. on the website of the Ministry of Science and Higher Education, on the website of IPS PAS, in the Public Information Bulletin (BIP) of IPS PAS and social media (Facebook IPS PAS), EURAXESS. Such a path of proceedings has also been adopted at the Institute, particularly in the case of searching for employees for positions offered within NCN grants (which are additionally published in the NCN Project Offers Database).**

**All competitions are conducted by competition commissions, consisting of five members. The Director of the Institute appoints the Deputy Director for Scientific Affairs, the head of the department or team for which the recruitment takes place, and three other members to the commission. Members of the selection boards are required to avoid conflicts of interest. Candidates are selected based on merit criteria; as far as possible, a gender balance is sought in the staffing structure, with priority given to merit. Minutes are kept of the work of the selection boards. Candidates always receive appropriate**





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**feedback from the Institute: first (ex-ante) after submitting their application, and second (ex-post) on the results of the competition.**

**The vast majority (89.1%\*) of staff members are familiar with the provisions of the Regulations for the conduct of competitions for scientific posts at IPS PAS (of which 65.2%\* of staff members know these regulations "well").**

**Promoting equality in the recruitment process and career development: The implementation of the Rules and Regulations for the conduct of competitions for Scientific posts, including in the part concerning the recommendation of the competition committee to hire a candidate from an underrepresented group in the Institute in the situation of obtaining an equal number of points, has helped to strengthen the gender balance in the IPS employment structure. Currently, all IPS Departments are staffed by women (in 2022, 2 out of 8 IPS Departments were staffed exclusively by men).**

#### **Weaknesses**

**Dissemination of knowledge of the Regulations for competitions for scientific posts: with slightly more than one in ten (10.9%\*) Institute employees declaring that they were not familiar with these regulations.**

**\* according to the results of the staff survey (May, 2025).**

### **Working conditions**

#### **Strengths and Weaknesses (Initial Phase)**

##### **Strengths:**

The Institute is committed to ensuring employment stability for its academic and administrative staff in accordance with the Polish Labor Code. Out of the 92 persons employed in January 2022, 81 were used on permanent contracts, five - through grants, and six – on fixedterm contracts.

IPS PAS is also intensely dedicated to creating appropriate conditions for work and the development of its staff. In particular, the Institute supports measures which help employees combine family obligations and work, such as part-time employment, flexible working hours, working from home and parental leaves. Following the COVID-19 pandemic when such measures were implemented on a large scale, 89% of surveyed employees agreed that the working conditions at the Institute allow for a healthy work-life balance.

Staff survey revealed that most employees would like to see higher expenditure in such realms as academic salaries, research and development, and infrastructure. Within the constraints of available state funding, IPS PAS is dedicated to providing an adequate research environment for its employees. In 2020, the Institute took steps towards ensuring more office space for its employees by acquiring the rights to temporarily use a PAS property on Dworkowa street in Warsaw which is currently under renovation. IPS PAS also makes every effort to offer its



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employees attractive bonuses for administrative work and academic achievements. The latter policy is viewed positively by 93% of surveyed employees.

Weaknesses:

One area where progress is needed concerns gender balance on all levels of staff, as well as the participation of women in decisionmaking and managerial bodies. Desk analysis revealed that women are still underrepresented among higher academic positions, in the Scientific Council, as well as in different committees. At the same time, 54% of surveyed women would like to see an increase in women's formal representation in the Institute. IPS PAS also recognizes the need to address the issue of gender equality in a more comprehensive manner, through the creation of a Gender Equality Plan as well as the appointment of a Gender Equality Officer.

Another area identified for improvement relates to the mobility of scholars and the internationalization of academic research. An internal audit revealed that while most employees deem publishing in leading international scholarly journals an essential element of a scientific career in IPS PAS, international cooperation and publishing is still not the norm. To encourage and assist employees to internationalize their work, IPS PAS introduced a pilot program of language courses and consultations, as well as a system of financial remuneration for highly-ranked publications.

Finally, the Institute is in need of developing clear guideline and regulations on such issues as anti-mobbing procedures, policy on flexible and remote work for academic staff, as well as the guidelines on the operation of the Social Benefits Fund and the internal allocation of indirect grant funding.

## **Strengths and Weaknesses (Interim Assessment)**

### **Strengths**

- **Institute as a stable place to work: 100% employed on an employment contract, of which 88.04% on an indefinite basis**
- **91.3%\* of respondents confirmed that IPS provides suitable conditions for professional development**
- **Employer offering extensive social support: 84.8%\* benefited from the Social Security Fund, and 93.4%\* believe that this support is sufficient**
- **Work-life balance: family-friendly place, widespread use of solutions promoting work-life balance (between 1/3 and 90%\* of employees use them) - proportional reduction in scores for use of maternity/parental leave**
- **Coherent system of anti-discrimination solutions: appointment of Commissioner, 63%\* assess the knowledge of anti-discrimination and anti-mobbing policies as good, and only 5%\* do not know these regulations at all**
- **IPS provides employees with equal opportunities in:**



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**- Employee recruitment**

**- Career advancement**

**- Access to resources for research**

**- Representation in decision-making bodies**

- **Strengthening the mobility of researchers: programme of language courses and consultations, funding for the linguistic revision of publications, change in the funding rules for scientific tasks by reintroducing company funds (58.1%\* rated this change positively, and 19.6%\* had no opinion/did not rate it)**

**Weaknesses**

- **The system of work-life balance solutions needs to be extended to groups other than parents returning to work after childbirth – parents of older children, and parents raising disabled children. Remote working regulations (Remote working on request)**
- **Improving gender balance in decision-making bodies: indicators improved (Scientific Council X term: women represent 33.3% of members vs. 15% in previous term; 30% (vs. 15%) of women are elected from outside IPS, gender parity maintained (vice-chair and secretary), women represented in all Council committees, women chair of one Committee (Ethics); improvement in working teams appointed by Director (Equal Treatment Commissioner, Publishing Manager), women have already been employed in all IPS PAS Departments**
- **The need to strengthen formal women representation was expressed by 78.6%\* of women (45.6%\* of total respondents) (in 2022, 54% of women expressed this need)**
- **Improved premises and equipment infrastructure: 58.7%\* of employees considered the premises and equipment infrastructure to be insufficient in the context of their work (only 4.3%\* of respondents were of the opposite opinion) - to be combined with the exclusion of Dworkowa/ seeking new premises**

**\* according to the results of the staff survey (May, 2025).**

**Remarks**

**The Directorate of the Institute is undertaking efforts to obtain a new location that would be more suitable and responsive to the operational needs of both the institution and its employees.**



## **Training and development**

### **Strengths and Weaknesses (Initial Phase)**

The Institute is a relatively small research institution (74 scholars as of April 2022) with a relatively flat 3-level structure: 1) leadership (director and two deputies); 2) heads of departments (8); 3) researchers and doctoral students, assisted by a small administrative team.

Departments are in fact relatively small teams (between 6 and 12 members) where regular exchange and mentoring are the rules.

Thus, supervision, relations with the supervisors and emphasis on scholars' continuing professional development are definitely among our strengths and are in line with the principles of the Charter. Early-stage researchers refer to their supervisors (PhD students) and/ or their heads of department (assistant professors). Supervisors are appointed by the Scientific Council which considers their expertise and experience in mentoring junior researchers. The head of the department assists less experienced supervisors. Junior researchers may also refer to the deputy director for research for further advice. All researchers propose an annual Individual Research Agenda, discussed with and approved by the direct supervisor (head of the department) and submitted to the Director; they are also expected to report annually (electronic system and the detailed template is in place) on their research output where their publication output but also other activities (dissemination, outreach, mentoring, teaching) are assessed according to pre-defined criteria (adopted by the Scientific Council). All doctoral students submit an annual Individual Study (Research) Programme agreed upon with their supervisor and submitted to the Council of the Doctoral School (in line with separate regulations for the Doctoral School). The Institute organizes many scientific events (conferences, seminars, debates) available to all employees. Junior scholars are encouraged to seek post-doctoral scientific degrees ('habilitation') and plan their careers accordingly. Progress is monitored by the head of the department and the deputy director of research. Scholars are encouraged to engage in international mobility, and flexible tailor-made arrangements are actively seeking to benefit both the researcher and the Institute. The consultation process (online questionnaire developed for the purpose of HRS4R) has in fact confirmed the high level of support that scholars receive from their supervisors and colleagues: 81% declared high value of support from their supervisors (71% - high value of support from their peers), whereas 13% declared average value of support from their supervisors (19% - average value of support from their peers).

However, we have detected some weaknesses with regard to access to research training and continuous development. On the one hand, PhD students benefit from intensive and comprehensive training offered by the Doctoral School. Also, Research Support Department makes available information on external training (notably when it comes to national and European research funding opportunities). But in our online questionnaire, a number of scholars (primarily junior) and administration members requested more training. They were particularly interested in the training concerning a) grant application and management; b) international publishing; c) methodology and software tools for social science research; d) English language courses. English classes and individual language consultations for research and publication purposes are now offered, but there is no coordinated policy on training and development.



Thus a more proactive approach should be taken: active search for training opportunities for researchers (especially online) and regular monitoring as to whether the offer is targeted correctly and whether researchers use the information provided (Research Support Office). Free training offered by external institutions should be prioritized, but there also should be a dedicated budget for basic training concerning anti-discrimination, gender equality (in line with Gender Equality Plan - GEP), languages, etc. For instance, closer cooperation with international institutions of PAS is needed, and the information on grant application training should be circulated more broadly among IPS researchers.

As to supervision and managerial duties, it is the responsibility of the head of the department to involve other senior members in the supervision and mentoring of junior staff; PhD students have supervisors, and they are fully engaged in the work departments, where it is also the responsibility of the head of the department to provide feedback and mentoring. However, current experience shows that more could be done in terms of mentoring and career advice offered to: a) mid-career scholars seeking promotion (especially 'habilitation') and b) female (junior) scholars.

As to the latter, a mentoring initiative for female scholars under Gender Equality Plan 2023-2024 is envisaged as one out of four actions under GEP objective 2 (Supporting equality in the process of recruitment and career development). GEP is available on Institute's website: <https://politic.edu.pl/aboutus/hr-excellence-in-research/>

## **Strengths and Weaknesses (Interim Assessment)**

### **Strengths**

- **Efforts to increase access to information on applying for and managing grants from external institutions have been intensified (the Research Office regularly distributes information on this topic and training from external institutions (NCN, ERC Talking Point, Polska)**
- **Courses and workshops were organised: gender equality (in line with the GEP 2023-2024) for 64 employees (mandatory), language courses for 24 employees**
- **High rating of the support during the application and implementation phase of the grants: approx. 73.9%\* of employees rated this support well**

### **Weaknesses**

- **Dissemination of staff's willingness to apply for external grants: only 1/3\* of respondents applied for external grants, and less than 1/5\* successfully; applications of 13%\* were rejected - actions to strengthen grant application will be addressed in the comprehensive training & development policy**
- **Staff training needs identified: new technologies, AI, methodology/statistics, external grants, language courses, communication with foreign publishers, journal selection, public speaking, ethics in research, equal treatment, expanding access to library databases, individual (employer funding)**



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**\*according to the results of the staff survey (May, 2025).**

## **Remarks**

**Comprehensive training and development policy for IPS PAS is to be provided in interim phase.**

## **Have any of the priorities for the short- and medium term changed?**

The priorities for the short- and medium-term remain unchanged.

## **Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?**

A detailed analysis of the Institute's staff age structure, which includes a significant proportion of senior academics, highlighted the need to support this group of staff. Consequently, regulations for obtaining the status of Professor Emeritus have already been provided in IPS PAS.

## **Are any strategic decisions under way that may influence the action plan?**

The Institute is currently developing a comprehensive training and development policy aimed at better addressing the needs of scholars, including both senior and early-career staff (e.g., increasing the formal representation of early-career workers in the Scientific Council of the IPS PAS and introducing Professor Emeritus/Professor Emerita status) - see more in GEP for IPS PAN for the years 2025-2027.

### 3. Actions

PROPOSED ACTIONS				
ACTION 1	GAP Principle(s)	Timing (at least by year's quarter/semester )	Responsible Unit	Indicator(s) / Target(s)
Guidelines on applying PAS' Code of Ethics.	(+/-) 3. Professional responsibility (+/-) 4. Professional attitude (+/-) 8. Dissemination, exploitation of results	Guidelines by the end of 2023. A seminar/workshop on ethics in research and publishing will be held in 2024.	Ethics Committee; Scientific Council; Deputy director for research	The newly appointed Ethics Committee within the Scientific Council of IPS PAS needs to draw additional guidelines on applying PAS' Code of Ethics. Other ethical codes can be indicated for internal use. Subsequently, a seminar/workshop on ethics in research and publishing will be organized.
	<b>Current Status</b>	<b>Remarks</b>		
	<b>COMPLETE D</b>	<b>IPS PAS has already based its ethical functioning on higher-level regulations, such as the Updated Code of Ethics for Researchers, which was developed by the Science Ethics Commission and adopted by the General Assembly of the Polish Academy of Sciences on 5 December 2024.</b>		
ACTION 2	GAP Principle(s)	Timing (at least by year's quarter/semester )	Responsible Unit	Indicator(s) / Target(s)

Full implementation of the Regulations for conducting competitions for scientific positions of October 28, 2022. Additional preparation of selection committees' members	(+/-) 12. Recruitment (++) 13. Recruitment (Code) (++) 14. Selection (Code) (++) 15. Transparency (Code) (++) 16. Judging merit (Code) (++) 17. Variations in the chronological order of CVs (Code) (++) 18. Recognition of mobility experience (Code) (++) 19. Recognition of qualifications (Code) (++) 20. Seniority (Code) (++) 21. Postdoctoral appointments (Code)	by the end of 2023	Director, Deputy director for research, Human Resources Department, Personnel Committee of the Scientific Council	Implementation of the Regulations will be monitored by the Personnel/ HR Committee of the Scientific Council. Additional guidelines will be set for new members of the selection committees. Furthermore, all the members will receive other materials that must be read. Moreover, everyone will have to sign a declaration regarding knowledge of applicable regulations.
	<b>Current Status</b>	<b>Remarks</b>		
	<b>COMPLETE D</b>	<b>All competitions for academic positions are conducted in accordance with the Rules for conducting competitions for researchers at the Institute of Political Studies of the Polish Academy of Sciences, 28 October 2022.</b>		
<b>Action 3</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester )</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>



Implementation of the Gender Equality Plan (of October 28, 2022) for the IPS PAS for the years 2023-2024.	(++) 24. Working conditions (+/-) 27. Gender balance (++) 28. Career development (-/+) 35. Participation in decision-making bodies	by the end of 2024	Director, Deputy director for research, Heads of departments, Personnel Committee of the Scientific Council, Scientific Council, Human Resources Department, Scientific Research and Information Office, Legal Counsel.	Implementation of the Gender Equality Plan: - the online publication of GEP in 2022, - appointment of the Commissioner for Equal Treatment and allocation of relevant resources, - organization of compulsory staff training on gender equality and antidiscrimination policy. Target: two separate pieces of training will be organized in 2023, - regular monitoring of the state of gender equality. Target: relevant data collected by the HR team and delivered to the Commissioner for monitoring once a year, - increased representation of women in the Scientific Council, competition committees, working groups, conferences etc. Target: increase
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				<p>should aim to reflect the employment structure, - introducing amendments to the employee evaluation policy to include staff guardianship obligations. Target: changed evaluation criteria and form, - organization scientific seminars introducing the gender perspective to IPS PAS disciplines. Target: at least three seminars to be organized by the end of 2024.</p>
	<b>Current Status</b>	<b>Remarks</b>		
	<b>COMPLETE D</b>	<p><b>The Gender Equality Plan for IPS PAS for the years 2023-2024 was fully implemented. Work is currently underway on the GEP report for the 2023-2024 period and on the GEP for the 2025-2027 period.</b></p>		
<b>Action 4</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester )</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
Developing and implementing comprehensive internal	(++) 24. Working conditions	by the end of 2024	Director, Legal Counsel, Human Resources	Improving working conditions by introducing

regulations regarding remote work and flexible working hours.			Department	remote work and flexible working hours. The new policy in this area will be introduced by the first half of 2024. All employees of IPS PAS will be informed about the new rules (an information meeting will be convened for this purpose).
	<b>Current Status</b>	<b>Remarks</b>		
	<b>IN PROGRESS</b>	<b>Flexible working hours have been introduced, but work on the Remote Working Regulations is still ongoing.</b>		
<b>Action 5</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester )</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
Development and adoption of a comprehensive antidiscrimination and anti-mobbing policy.	(+/-) 10. Non discrimination (-/+) 34. Complains/appeals (++) 37. Supervision and managerial duties (+/-) 39. Access to research training and	by the end of 2024	Director, Disciplinary Committee of the Scientific Council, Disciplinary Ombudsman , Legal Counsel	Introduction of an antidiscrimination and antimobbing policy

	continuous development			
	<b>Current Status</b>	<b>Remarks</b>		
	<b>COMPLETE D</b>	<b>The IPS PAS Regulation on Counteracting Discrimination and Mobbing in the IPS PAS is in force (adopted by Resolution No. 74 of the IPS PAS Scientific Council of 13 December 2024). A Commissioner for Equal Treatment was also appointed.</b>		
<b>Action 6</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester )</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
Development of the Institute's comprehensive training and development policy.	(++) 37. Supervision and managerial duties (+/-) 39. Access to research training and continuous development	new policy to be established by the end of 2024	Deputy director for research, Scientific Research and Information Office	This type of training trains several scientists/ administrative representatives. The first training sessions took place in the first half of 2023. More than 50% of all employees (both scientific and administrative) took part in them (both scientific and administrative).
	<b>Current Status</b>	<b>Remarks</b>		
	<b>IN PROGRESS</b>	<b>Since 2023, IPS PAS has organised several training courses, including those on language, equal treatment, and anti-mobbing. However, no policy has been introduced on this matter.</b>		



## **Comments on the implementation of the OTM-R principles (Initial Phase)**

In line with the initial declarations of compliance with The Code of Conduct for the Recruitment of Researchers, the Working Group started its work on the completely new formal rules guiding recruitment to all research posts at the Institute of Political Studies of the Polish Academy of Sciences. The newly drafted regulations have taken into account all of the OTM-R principles and devised good practices. The Rules for conducting competitions for researchers in the Institute of Political Studies of the Polish Academy of Sciences were adopted as a formal resolution on the 28th of October 2022 and came into force on the 1st of January 2023. The complete rules are available online at: <https://politic.edu.pl/aboutus/hr-excellence-in-research/>.

The provisions in particular include:

- \* The recruitment to all scientific posts is based on open competition,
- \* specification of the information to be included in a notice of competition (job ad), including detailed characteristics of the position, requirements, selection procedure, terms of employment, encouragement for under-represented groups,
- \* requirements cannot be expressed in an excessively restrictive manner – favouring particular candidates,
- \* notice of competition must be widely accessible; in particular, it will be published in Polish and English in the Public Information Bulletin, on Euraxess, and through the Institute's electronic channels, including social media,
- \* application requirements are kept to a necessary minimum set by Polish law; applications can be sent via e-mail, interviews can be held online,
- \* selection committees are composed of 5 members chosen according to diversity rules,
- \* evaluation of candidates is set as a rating system that includes several clearly defined criteria, assessment is to take into account diverse aspects of candidates' merits, and candidates are to receive feedback,
- \* there are explicit rules against discrimination.

The new formal rules of recruitment take into account all the OTM-R principles, as the recruitment is formally set to be open, efficient, transparent, and supportive, selection committees are required to be diverse, the selection process and criteria are clearly defined, merit is to be judged both qualitatively and quantitatively in relation to the course of a career, multidimensional career tracks and mobility are valued, while unnecessary entry barriers cannot be imposed.

The outlined rules are already in force. The recruitment procedure is to be further monitored and – if need be – amended to be fully formally and practically coherent with The Code of Conduct for the Recruitment of Researchers.



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## **Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)**

Since the implementation of the principles arising from the European Charter for Researchers, the Institute of Political Studies of the Polish Academy of Sciences (IPS PAS) has introduced the following measures:

**-Regulations for the Recruitment Procedures for Academic Positions at IPS PAS, adopted on 28 October 2022, are fully aligned with the principles of the European Charter for Researchers;**

**-Updated Regulations for the Periodic Evaluation of Academic Staff at IPS PAS, adopted on 23 June 2023;**

**-Regulations on Preventing Discrimination and Mobbing at IPS PAS, adopted on 13 December 2024;**

**-A Gender Equality Plan (GEP) for 2023–2024. Work is currently underway on both the report summarising the implementation of the 2023–2024 GEP and the new GEP for 2025–2027;**

**-promoting work-life balance.**

Additionally, training sessions have been conducted on topics including gender equality, anti-discrimination practices, and cultural diversity. These initiatives were met with high interest among employees. Moreover, all staff members had the opportunity to participate in language training courses.



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## **4. Implementation proces**

General overview of the implementation process:

The Institute of Political Studies of the Polish Academy of Sciences undertakes to carry out all changes listed in the Action Plan resulting from the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Most of the Institute's organisational units will be involved in the implementation process.

First, the Management and the Scientific Council - Ethics Committee of the Scientific Council, Personnel/HR Committee of the Scientific Council, Disciplinary Committee of the Scientific Council, and Disciplinary ombudsman will be involved. In addition, the Human Resources Department, Legal Counsel, the Working Group and its representative.

During March and April of 2023, GEP and Equal Treatment training will be held at IPS PAS. Training is scheduled for all employees of IPS PAS.

Implementation of the Regulations will be monitored by the Personnel/HR Committee of the Scientific Council. Additional guidelines will be set for new members of the selection committees by the end of 2023.

The newly appointed Ethics Committee within the Scientific Council of IPS PAS needs to draw additional guidelines on applying PAS' Code of Ethics. Other ethical codes can be indicated for internal use. Subsequently, a seminar/workshop on ethics in research and publishing will be organized.

Further actions such as:

- implementation of the Gender Equality Plan (of October 28, 2022) for the IPS PAS for the years 2023-2024,
- developing and implementing comprehensive internal regulations regarding remote work and flexible working hours,
- development and adoption of a comprehensive anti-discrimination and anti-mobbing policy,
- development of the Institute's comprehensive training and development policy, will be implemented by the end of 2024.

All these activities will certainly contribute to the better functioning of IPS PAS based on the principles resulting from the The Code of Conduct for the Recruitment of Researchers.

### **How have you prepared the internal review?**

**The internal review was conducted in a structured and multi-stage process comprising the following components:**

- **Consultations with the IPS PAS Executive Management**



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**Extensive discussions were held with members of the executive board of the Institute of Political Studies of the Polish Academy of Sciences (IPS PAS) to gather strategic insights and institutional perspectives.**

- **Analysis of the 2025 Employee Survey Results**

**The review incorporated findings from a comprehensive survey conducted in May 2025 among IPS PAS personnel, including both administrative staff and researchers, to capture a wide range of experiences and opinions.**

- **Evaluation of the Action Plan Implementation**

**A detailed assessment was conducted to evaluate the implementation status of the Action Plan, assessing its effectiveness and alignment with strategic objectives.**

- **Gap Analysis**

**This analysis was based on a thorough review of IPS PAS internal documents and regulatory frameworks issued since 2022. It was further supplemented by the outcomes of the employee survey conducted in May 2022 among administrative and research staff. The objective was to identify gaps between current practices and the standards set forth by the European Charter for Researchers and the Code of Conduct.**

### **How have you involved the research community, your main stakeholders, in the implementation process?**

**Yes, stakeholders have been involved in the implementation process in several ways:**

- 1. Representation within the Working Group.** The IPS PAS Working Group includes representatives from both administrative Staff and academic personnel, ensuring that the perspectives of both communities are adequately reflected throughout the implementation process.
- 2. Employee Survey (May 2025).** In May 2025, a comprehensive survey was conducted among IPS PAS employees to gather their views, expectations, and needs concerning their current working conditions and prospects at the Institute.
- 3. Engagement with the Scientific Board.** The new Gender Equality Plan (GEP) for 2025–2027, along with the report on the implementation of the GEP for 2023–2024, will be formally presented to the IPS PAS Scientific Board for review and endorsement in late September 2025.

### **Do you have an implementation committee and/or steering group regularly overseeing progress?**

**Yes, the IPS PAS Working Group operates within the Institute to ensure regular oversight of progress. The Group is composed of representatives from both administrative and**





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academic staff, thereby guaranteeing a balanced and inclusive approach to monitoring and implementation activities.

**The IPS PAS Working Group members:**

- **Dr hab. Anna Ciepielewska-Kowalik, assoc. Prof. (Director's Plenipotentiary for Equal Treatment)**
- **Dr hab. Ireneusz Sadowski, assoc. Prof. (executive manager; representing academic personnel)**
- **Ewa Snopkiewicz, MA (representing administration staff)**

**Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy?**

IPS PAS ensures the alignment of its organisational policies with the principles of the Human Resources Strategy for Researchers (HRS4R) through several mechanisms:

- **Compliance of HR Regulations with the Charter and Code** All internal regulations at IPS PAS—including resolutions of the Scientific Council, directives issued by the Director, and other rules—are reviewed by the Institute's legal advisor to ensure their compliance with both IPS PAS regulations and higher-level legal frameworks. Additionally, these documents are reviewed with the Employees' Representative and the Director's Representative for Equal Treatment. This system ensures that newly introduced regulations are consistent with the principles outlined in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.
- **Strategic Documents and Regulatory Amendments Reflect the Charter and Code** Strategic documents and amendments to internal regulations are developed with explicit reference to the Charter and Code. For instance, the statutory amendments currently underway in 2025—including the enhancement of the position of non-independent researchers and the introduction of the "Professor Emeritus" title—have been designed based on a thorough analysis of HR related staff data and a SWOT analysis derived from the employee survey conducted in May 2025.

**How has your organisation ensured that the proposed actions would be also implemented?**

The Institute has gained practical experience in implementing the HRS4R strategy during the period from 2023 to 2024. The documents developed and implemented at IPS PAS over the past two years were fully aligned with the principles of HRS4R. The actions outlined therein were designed in direct response to the needs and expectations of employees, as identified in the staff survey conducted in 2022.



**How are you monitoring progress (timeline)?**

The Working Group, in collaboration with the Director's Plenipotentiary for Equal Treatment, continuously monitors progress in implementing the defined indicators. Monitoring meetings are held regularly, twice per year. Additionally, once a year, the Plenipotentiary for Equal Treatment submits a formal report to the Institute's Management summarising the progress made in implementing the Action Plan.

**How will you measure progress (indicators) in view of the next assessment?**

The implementation of the Action Plan will be monitored in relation to the predefined indicators. All internal documents developed within the Institute will be reviewed to assess the feasibility of the objectives and the effectiveness of the corresponding indicators.

**How do you expect to prepare for the external review?**

The preparation for the external review will be shaped by the needs expressed by the assessment team, including the questions submitted in advance of their visit to the Institute.

The preparation for the internal review will involve two main components:

1. Preparation of the necessary documentation required for the internal review process.
2. Organisational arrangements related to the assessors' visit to the Institute. This will include, among others, the development of a detailed schedule of meetings with the Management Board, the Director's Plenipotentiary for Equal Treatment, and representatives of both administrative and academic staff. During the on-site visit, a presentation will also be delivered, outlining the results and impact of HRS4R implementation. The Institute's overarching