

TEMPLATE 4: ACTION PLAN

Case number: 2022PL778539

Name Organisation under review: *The Franciszek Górski Institute of Plant Physiology Polish Academy of Sciences (IPP PAS)*

Organisation's contact details: Niezapominajek 21, 30-239 Kraków, Poland

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SUBMISSION DATE:

1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	*41
Of whom are international (i.e. foreign nationality)	*0
Of whom are externally funded (i.e. for whom the organisation is host organisation)	*0
Of whom are women	*27
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	*5
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	*7
Of whom are stage R1 = in most organisations corresponding with doctoral level	*16
Total number of students (if relevant)	8
Total number of staff (including management, administrative, teaching and research staff)	*49
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	1 570 515
Annual organisational direct government funding (designated for research)	1 163 835
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2 82 569
Annual funding from private, non-government sources, designated for research	7 3519
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
The IPP PAS is an important interdisciplinary scientific center focused on understanding how molecular and cellular processes control crop physiology and yield under increasingly unstable environmental conditions resulting from climate change and increased environmental stress.	

Research focuses on the balance between plant and crop, and cellular and molecular physiology. The studies conducted support modern agriculture in deriving new varieties with improved traits that combine high yield and quality. Our facilities and resources allow us to bring together diverse plant scientists from physiology, biochemistry, cell molecular biology, biotechnology and bioinformatics. The institute collaborates productively worldwide.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>Most of the principles related to ethical and professional aspects were reported in the questionnaire responses as almost implemented, six of them (Research freedom, Ethical principles, Professional responsibility, Professional Attitude, Contractual and legal obligations and Accountability) as fully implemented. In line with its mission and strategy, the IPP PAS is a safe workplace that respects the principles of equality and diversity. The IPP PAS supports the research community in their professional and personal development. In 2023, the IPP PAS developed and implemented the 'Gender Equality Plan', which formulates key principles, objectives and activities to promote equal opportunities for everyone working at the Institute.</p> <p>Our main strenghts:</p> <ol style="list-style-type: none"> 1. Research freedom as basis for all research. 2. High awareness of ethical principles in research work. 3. A high level of commitment to the dissemination of science to the general public / to non-experts. 4. Independent of ideological, economic or political pressures, scientists are characterised by a high degree of responsibility and an appropriate approach to their work. 5. Scientists have a professional attitude to their work and apply good research practices. 6. Researchers familiar with research strategic objectives and funding mechanisms. 7. Professional networking transmission conditions (fibre optic and internal network communications). <p>We consider that our strengths are based on:</p> <ol style="list-style-type: none"> 1. The national legislation, laws, codes and internal regulations governing the management of copyright, related and industrial property rights, the principles of commercialisation of scientific research results and development work in IPP PAS, which refer to freedom of research and ethical principles.

	<p>2. A Disciplinary Spokesperson of the IPP PAS Scientific Council for Ethical and Responsible Conduct of Research, who controls the ethical aspects of Freedom of Research in IPP PAS.</p> <p>3. Clear guidelines for responsible research, i.e. rules: Affiliation in publications; Authors' contributions.</p> <p>4. Regular e-mails and meetings with researchers focus on responsible research and raising awareness of the public engagement with science.</p> <p>5. Clear internal policies and procedures for obtaining the necessary approvals before starting research or accessing resources.</p> <p>Weaknesses:</p> <p>The questionnaire responses indicate that 5 out of 11 principles are almost, but not fully, implemented. The questionnaire responses indicate that several aspects of these principles should be improved.</p> <p>We recognize the following weaknesses, which are addressed in the action plan:</p> <ol style="list-style-type: none"> 1. Need to improve awareness of national data protection and privacy laws. 2. Low level of dissemination, exploitation of results. 3. Poor awareness of how to define and mean discrimination 4. Imperfect periodic evaluation system for scientific staff.
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Recruitment and selection	<p>Three principles concerning Recruitment (C&C) and Recognition of mobility experience have been fully implemented in IPP PAS according to the questionnaire responses. The recruitment and selection process at the IPP PAS is one of our Strengths. Our vacancies for scientists are now published on the national websites: of the Institute and the Law on Higher Education and Science, as well as on international portals: EURAXESS and LinkedIn (from the end of 2022). The advertisements contain information about the vacancy (PL and ENG languages), and where to go if more information is needed.</p> <p>The IPP PAS has recently published The Policy of OTM-R on its website and distributed it to all employees.</p> <p>We consider that our strengths are based on:</p> <ol style="list-style-type: none"> 1. The IPP PAS recruitment and selection process is largely in accordance with the recently published OTM-R Policy: https://en.ifr-pan.edu.pl/otm-r-policy 2. The national law and the IPP PAS internal Regulations for the Rules for Hiring and Promoting of Scientists that, with regard to the criteria for recruitment to research positions, recognise the experience gained by candidates as a result of their professional mobility (available on the IPP PAS website). 3. Job offers for scientists. 4. Regular e-mails and meetings with researchers focus on high awareness of mobility benefits in personal career development. <p>Some of the recruitment aspects were assessed as almost implemented in the questionnaire, but two of them (Transparency and Variations in the chronological order of CVs) were assessed as insufficiently implemented.</p> <p>The weak points are:</p> <ol style="list-style-type: none"> 1. Low level of knowledge among employees about the recruitment policy of IPP PAS. 2. Failure to update internal rules in accordance with OTM-R principles. 3. Lack of feedback to applicants on the strengths and weaknesses of their application. 4. Lack of monitoring systems of the OTM-R principles for recruitment and selection. 5. Lack of specific guidelines/training for researchers in recruitment and selection committees to establish. 6. Need to improve IPP PAS funding and working conditions to attract foreign scientists, especially early career researchers. <p>The above weaknesses are addressed at the Action Plan.</p>
Working conditions	<p>The questionnaire responses showed that of the 14 principles in this area, two (Working conditions and Participation in decision-making bodies) were fully implemented, and two others (Complains/appeals and Teaching) were poorly implemented.</p>

Although the IPP PAS has a long-standing and old-fashioned strategy of sustainable scientific employment in a so-called 'safe environment', it promotes prospective scientists and favours the development and renewal of its human resources. In fact, one of the main objectives of the Institute (which employs around 30 staff scientists) is to increase its capacity to attract, retain and disseminate talent in the context of new projects, in particular PhD students and postdoctoral fellows (e.g. MC and PASIFIC fellowships).

We consider that our **strengths** are based on:

1. The national law and codes.
2. Location and close historical collaboration (the main building is near the "Fitotron Laboratory" of the University of Agriculture, with which there has been close collaboration since the 1960s and which is equipped with several complementary facilities, with growth chambers as the most important for research).
3. The stable and friendly working conditions (IPP PAS offers stable work conditions i.e. offices, laboratories, library, social room, social services).
4. Existence of flexible working arrangements (hybrid and occasional remote working) supported by national and internal regulations.
5. Supervisors' support for PhD students and early-stage researchers.
6. Participation in decision-making bodies for researchers and PhD students.
7. Regular e-mails and meetings with researchers to raise awareness of research funding, career development plans and progress, and the benefits of mobility.

Weaknesses:

We recognise the following weaknesses addressed in the Action Plan:

1. Insufficient satisfaction of researchers as professionals appropriate to their position.
2. Not adequately controlled, both technical and scientific facilities.
3. No clear principles for access to research infrastructure.
4. Lack of financial satisfaction of the researcher-employee.
5. The low level of awareness among employees about promoting gender equality (GEP available on the website and implemented in IPP PAS; link: <https://en.ifr-pan.edu.pl/gender-equality-plan>)
6. Need to improve workers' awareness of formal arrangements for flexibility of working conditions.
7. The lack of templates for Career Development Plan.
8. Need to improve statistics on applications for graduate, doctoral and young scientist fellowships.
9. Need to improve forward-looking strategy and employee motivation system, especially financial.
10. Lack of support for researchers in project management, intellectual property rights, co-authorship, managing manager-employee and supervisor-researcher relationships.
11. Relatively low number of national grants (e.g. funding of Ph.D. and postdocs or support to the education system).
12. Inadequate internal regulation for the periodic evaluation of researchers.
13. No transparent procedure for resolving conflicts - need to create

	<p>a special internal commission.</p> <p>In reality, low salaries and persistently underfunded PAS institutes often make scientific work difficult and result in low quality research without innovation. Furthermore, the majority of women scientists are dependent on the economic resources of their families. Scientists may try to compensate for low salaries by taking on a variety of additional research and non-research jobs. Finally, scientists are overworked and their scientific careers fail.</p>
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<p>Training and development</p>	<p>All 5 aspects related to Training and development of researchers were rated as almost implemented in the questionnaire.</p> <p>The IPP PAS is committed to maintaining high standards of scientific, ethical and professional training and to preparing researchers with the necessary skills for an independent career in Academy or beyond. The mission is to ensure a successful training experience for PhD students and young researchers by supporting the integration of transferable hard and soft skills ('know-how', technical skills, interpersonal and behavioural skills) to prepare them for lifelong career management of these skills and to achieve their professional goals. Early-stage researchers (R1-R2) have regular internal funding that would allow for a clear career development strategy. All researchers in the IPP PAS are strongly encouraged to participate in institutional activities and to take responsibility for their own national and international projects and continuous personal development. Senior scientists are mentors and supervisors of PhD students working in various multidisciplinary programmes outside the Institute.</p> <p>We consider that our strengths are based on:</p> <ol style="list-style-type: none"> 1. Stable and regular funding. 2. Regular opportunities (including webinars, hybrid meetings and seminars) to discuss scientific issues that are essential to fill knowledge gaps and solve problems that may block career progression. 3. The individual research plan directed to PhD students and early-stage researchers 4. Regular announcements of specific courses and training opportunities (emails, internal meetings). 5. Establishment of a Doctoral School, which organises semester trainings for PhD students. <p>Weaknesses:</p> <p>We recognise the following weaknesses addressed in the Action Plan:</p> <ol style="list-style-type: none"> 1. Lack of formal training in supervision for senior researchers. 2. Lack of guidelines for mentoring PhD students. 3. Establishment of Doctoral School to organise the rights and duties of PhD students. 4. Need to improve awareness of specific training/courses among PhD students and young researchers. 5. Need to improve regular activities of well-motivated people from different scientific platforms to share views and concerns of researchers (especially R1-R2). 6. Lack of formal mentoring programme for senior scientists (R3-R4) and PostDocs preparing for habilitation in Departments and Research Groups. <p>The last two weaknesses will be addressed in Developing a Strategy for Research, Development and Innovation (2023 – 2030) in the Action Plan.</p>
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3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

<p>*URL:</p> <p>https://ifr-pan.edu.pl/hr-excellence-in-research</p> <p>https://en.ifr-pan.edu.pl/hr-excellence-in-research</p>
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Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicators (I) / Targets (T)
<i>Free text -100 words max</i>	<i>Retrieved from the GAP Analysis</i>			
<p>Action 1 Send emails with information on good research practice and familiarity with international and national data protection and privacy laws (target R1-R2).</p>	+/- 7. Good practice in research	until December 2023 and beyond	IT head Deputy Director for Scientific Research	<p>I.A1. Circulation of e-mail to all staff and PhD students.</p> <p>T.A1. All researchers, especially R1-R2, will be aware of national data protection and privacy laws, or at least know where to find them.</p>
<p>Action 2 - Send temporary emails about websites that focus on authorship and contributorship and publishing practices (especially aimed at R1-R4).</p>	+/+ 2. Ethical principles +/-7. Good practice in research +/-32. Co-authorship	until December 2023 and beyond	IT head, The Disciplinary Officer	<p>I.A2. The IPP PAS Code of Ethics and updated information on the Human Resources Strategy published on the website.</p> <p>T.A2. All researchers and PhD students know and follow recognised ethical practices, know where to find updated information on the website</p>

<p>Action 3 The meetings and motivational activities are planned for researchers to apply for R&D projects (aiming at R3-R4).</p>	<p>+/- 8. Dissemination, exploitation of results</p>	<p>2024-2030</p>	<p>Deputy Director for Scientific Research</p>	<p>I.A3a. Circulation of e-mail to all R3-R4 researchers.</p> <p>I.A3b. Meetings on currently open calls for proposals and other research funding opportunities.</p> <p>I.A3c. Hiring a project manager.</p> <p>T.A3a. Researchers (R3-R4) will receive the necessary support to submit at least one R&D project proposal.</p> <p>T.A3b. Annual 10% increase in open call submissions.</p> <p>T.A3c. 1.5% annual increase in success in getting projects funded.</p>
<p>Action 4 Intensifying activities related to dissemination and promotion of science and scientists' achievements on events promoting science.</p>	<p>+/+ 9. Public engagement</p>	<p>2024-2025</p>	<p>IPP PAS PhD student representative</p>	<p>I.A4. Annual schedule of events popularizing science (science festivals, Scientists' Night, etc.).</p> <p>T.A4. The IPP PAS researchers R1-R2 participate in the preparation of lectures, workshops, presentations, tours, shows by social media: (2 events/per year)</p>
<p>Action 5 The establishment of an anti-mobbing / anti-discrimination procedure that will set out the rules to prevent the practice of bullying and discrimination in the IPP PAS as well as the anti-bullying procedures (aiming at R1-R4).</p>	<p>+/- 10. Non discrimination</p>	<p>2024-2025</p>	<p>The Disciplinary Officer</p>	<p>I.A5. Issue of an appropriate regulation by the Director of the IPP PAS.</p> <p>T.A5a. All employees are able to recognise and prevent incidents (situations) related to mobbing and discrimination.</p> <p>T.A5b. All employees are aware of the anti-</p>

				discrimination/anti-harassment procedures implemented in the IPP PAS.
<p>Action 6 Introduction of awareness training on the special needs of staff and PhD students, including disabilities (aiming at R1-R4)</p>		2024-2025	The Disciplinary Officer, IT head	<p>I.A6. Distribution of emails to all IPP PAS staff and PhD students.</p> <p>T.A6. All IPP PAS employees are aware of the special needs of workers with disabilities and are able to recognise and prevent incidents (situations) related to mobbing and discrimination.</p>
<p>Action 7 To implement a new evaluation/appraisal system for all R1-R4 researchers. This system aims to encourage and help the researcher to perform better.</p>	<p>-/+ 11. Evaluation/appraisal systems +/- 37. Supervision and managerial duties +/- 38. Continuing Professional Development +/- 39. Access to research training and continuous development</p>	2023-2025	Directors Advisory Board for the Scientists Development HR	<p>I.A7. Implementation of updated rules for periodic appraisal of IPP PAS staff.</p> <p>T.A7. All researchers at IPP PAS are evaluated according to transparent rules, they know the rules of periodic evaluation.</p>
<p>Action 8 To update the internal rules on the evaluation of scientists and researchers.</p>		2023	Directors	<p>I.A8. New: The Regulations for the periodic evaluation of scientists at IPP PAS. To this New <i>Appendix 1</i>: Survey for evaluation of research and organizational activity of scientists at IPP PAS and New <i>Appendix 2</i>: Rules for evaluation of research and organizational activity of scientists at IPP PAS (2023; aimed at R1-R4).</p> <p>T.A8. All researchers at IPP PAS are aware of the internal policy on the rules of periodic evaluation.</p>

<p>Action 9 To provide information about the OTM-R policy at IPP PAS on the Institute's website and send emails with this information to all staff, with a particular focus on R1-R2 researchers.</p>	<p>+/- 13. Recruitment (Code) +/- 14. Selection (Code) -/- 15. Transparency (Code) +/- 16. Judging merit (Code) +/- 19. Recognition of qualifications (Code) +/- 20. Seniority (Code) -/+ 21. Postdoctoral appointments (Code)</p>	<p>2024</p>	<p>HR, IT head</p>	<p>I.A9. Distribution of emails to all IPP PAS staff and PhD students. T.A9. All researchers at IPP PAS are familiar with OTM-R policy.</p>
<p>Action 10 To update the internal regulations for the evaluation of scientists, researchers and PhD students according to the criteria of the Competition Committee Principles in accordance with the OTM-R principles</p>		<p>2024</p>	<p>Directors</p>	<p>I.A10. New: Rules of the competition procedure applied for the employment of a researcher at IPP PAS in Kraków (including detailed criteria and procedure for the selection of the Competition Committee Board. T.A10. All researchers at IPP PAS are familiar with the rules concerning the nomination of selection committees in the recruitment process.</p>
<p>Action 11 Provide a procedure for feedback to candidates in the recruitment process.</p>		<p>2023-2024</p>	<p>HR, IT head</p>	<p>I.A11a. New employment regulations on the detailed organization, procedure and conditions for conducting a competition procedure when hiring for scientific positions. I.A11b. New Recruitment and selection guide for the Competition Committee Board Members</p>

			T.A11. All candidates are always informed by the recruitment committee of the strengths and weaknesses of their application.
Action 12 Implementation of a quality control system for OTM-R. To advertise according to the OTM-R principles, expecting more potential researchers according to the criteria of the competition committee board principles criteria.	2023-2024	HR, IT head	I.A12. Internal meetings with PI's and Research Group Leaders on the importance of OTM-R and practices in recruitment processes. T.A12. The IPP PAS has an effective quality control system for OTM-R.
Action 13 The development of guidelines for the recruitment committees on conducting the recruitment process for the positions of researchers in compliance with the Code of Conduct for Recruitment of Researchers.	2023-2024	HR, IT head	I.A13. Publication of internal guidelines for the Recruitment Committee regarding the recruitment process for research positions at IPP PAS. T.A13. New Recruitment and selection guide for the Competition Committee Board Members.
Action 14 Increasing the number of Postdocs especially from abroad.	2024-2030	Directors, Scientific Development Advisory Board, Heads of Departments, HR	I.A14a. The modification of internal regulation concerning the different positions available at IPP PAS including postdoctoral stages, resulted in increasing the number of Postdocs. I.A14b. New job offers for R2 researchers announced on international portals (e.g. EURAXESS, LinkedIn). T.A14. The number of postdoctoral researchers interested in the vacancy will be increased by at least 5%

				each year (especially foreigners).
Action 15 Updating internal regulations, HRS4R campaign on the recognition of profession.	+/- 22. Recognition of the profession	2023-2030	The Collegium, The Scientific Council	I.A15. Issue of an appropriate regulation by the Director of IPP PAS. T.A15. All IPP PAS employees are treated as professionals, appropriate to their position.
Action 16 Annual review of technical and scientific facilities and preparation of an annual report on their condition.	-/+ 23. Research environment	2023-2030	Directors, Heads of Departments	I.A16a. Establish a team of staff to prepare an annual report on the technical condition of research equipment. I.A16a. Budgets for capacity building at the IPP PAS I.A16b. Updating the principles for access to research infrastructures. T.A16a. Annual report on the technical condition of research equipment. T.A16b. Submitted at least one project where the funding is for the purchase of equipment. T.A16c. Modernising or purchasing new equipment T.A16d. All IPP PAS researchers have access to modern and efficient research equipment.
Action 17 Modifying the principles of research infrastructure access.		2024-2030	Directors, Heads of Departments	I.A17. Issue of an appropriate regulation by the Director of IPP PAS. T.A17. All researchers are familiarised with the principles of access to research infrastructure.

<p>Action 18 Improve the funding and salary system (including the awarding of bonuses).</p>	<p>-/+ 26. Funding and salaries</p>	<p>2024-2030</p>	<p>Management (Directors & Chief Accountant)</p>	<p>I.A18. Relevant rules and regulations, information meetings with employees.</p> <p>T.A18a. All researchers (R1-R4) have access to information on the remuneration policy and the level of remuneration for individual positions.</p> <p>T.A18b. All researchers with annual salary increase</p> <p>T.A18c. At least one top researcher with annual bonus each year</p>
<p>Action 19 Improving the visibility of information on favourable working conditions on the website of the Institute with the aim of increasing the attractiveness of IPP PAS as a 'research-friendly' institution.</p>	<p>+/- 27. Gender balance</p>	<p>2024-2030</p>	<p>Management, HR, IT</p>	<p>I.A19a. Promotion of IPP PAS as an institute with favourable working conditions in scientific and community forums.</p> <p>I.A19b. Distribution of emails to all IPP PAS staff and PhD students.</p> <p>I.A19c. More posting of attractive vacancies on the IPP PAS to all EU scientists (portals: EURAXESS, LinkedIn, FB).</p> <p>T.A19a. One post per quarter on the FB recognising IPP PAS as an institute with favourable working conditions.</p> <p>T.A19b. IPP PAS recognised as an institute with favourable working conditions. 5% quarterly increase in the number of people following the IPP PAS profile on FB.</p> <p>T.A19c. All researchers</p>

				<p>and PhD students at IPP PAS are protected against discrimination on the grounds of gender, age, ethnic, national or social origin, religion or belief, etc.</p> <p>T.A19d. Increase the number of researchers interested in the vacancy by at least 5% per year (especially foreigners, decrease the number of female researchers among those interested in the vacancy).</p>
<p>Action 20 Define career development paths through the creation of a Career Development Plan that includes mechanisms for career guidance and supervision with mentoring support.</p>	<p>+/- 28. Career development -/+ 30. Access to career advice +/- 36. Relations with supervisors +/- 37. Supervision and managerial duties</p>	2024 - 2030	<p>Directors, Heads of Departments, PI, RG leaders, HR</p>	<p>I.A20a. Create templates for career development plans that include information about career guidance and support (especially in relation to R1 – R2).</p> <p>I.A20b. Organise an initiative such as a 'Research Staff Development Day' (especially in relation to R1 – R4).</p> <p>I.A20c. Update the internal regulation on the duties and responsibilities of scientific staff.</p> <p>I.A20d. Send emails about webinars focusing on access to careers advice.</p> <p>I.A20e. Regular emails about professional webinars tailored for supervisors and doctoral students to acquire the skills of a good supervisor.</p> <p>I.A20f. Create manuals on how to follow the habilitation/promotion procedures.</p>

				<p>T.A20a. All R1 – R2 researchers have a Career Development Plan.</p> <p>T.A20b. All early-stage researchers with professional support leading to career development (especially in relation to R1 – R2).</p> <p>T.A20c. New: The Regulations on the Duties and Responsibilities of Scientific Staff.</p> <p>T.A20d. Increased awareness and satisfaction of all researchers.</p> <p>T.A20e. Increased number of researcher promotion procedures.</p> <p>T.A20f. One habilitation procedure every two years.</p> <p>T.A20g. Good relationships between young researchers, postgraduate students and research supervisors across the research community in the IPP PAS.</p>
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<p>Action 21 Practice of regular dissemination of information on mobility opportunities.</p>	<p>+/- 29. Value of mobility</p>	<p>2024-2025</p>	<p>Directors, Heads of Departments, PI, RG leaders, HR</p>	<p>I.A21a. Regular emails and seminars on mobility programmes and their benefits for all researchers and PhD students.</p> <p>I.A21b. Modification of the internal regulation concerning the rules for the periodic evaluation of researchers.</p> <p>T.A21a. At least one research proposal based on a mobility opportunity between R1-R2.</p> <p>T.A21b. New: The Regulations for the periodic evaluation of scientists at IPP PAS. To this <i>New Appendix 1: Survey for evaluation of research and organizational activity of scientists at IPP PAS</i> and <i>New Appendix 2: Rules for evaluation of research and organizational activity of scientists at IPP PAS.</i></p> <p>T.A21c. All researchers and PhD students are aware of the value of mobility.</p>
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<p>Action 22 Dissemination of information on the rules governing researchers' intellectual property rights and co-authorship (R1-R4).</p>	<p>+/- 31. Intellectual Property Rights +/- 32. Co-authorship</p>	<p>2024-2027</p>	<p>Directors, Heads of Departments, PI, RG leaders, HR</p>	<p>I.A22a. Provide better information <i>via</i> emails on websites that focus on intellectual property (IP) issues.</p> <p>I.A22b. Organise consultations with the specialist (an attorney) in obtaining patents and acting in all matters and procedures related to patent law and practice.</p> <p>T.A22a. All researchers and PhD students are aware of the value of on the rules governing IP rights.</p> <p>T.A22b. All researchers and PhD students: good practice on co-authorship.</p>
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<p>Action 23 Activities to motivate committed researchers to apply for projects supporting education.</p>	<p>-/- 33. Teaching</p>	<p>2024-2030</p>	<p>Directors, Heads of Departments, PI, RG leaders, HR</p>	<p>I.A23a. Regular emails and seminars on activities for researchers and PhD students to apply for R&D projects.</p> <p>I.A23b. Modification of the internal regulation concerning the rules for the periodic evaluation of researchers.</p> <p>T.A23a. At least one research proposal per year in support of the education system (between R2-R4).</p> <p>T.A23b. New: The Regulations for the periodic evaluation of scientists at IPP PAS. To this <i>New Appendix 1</i>: Survey for evaluation of research and organizational activity of scientists at IPP PAS and <i>New Appendix 2</i>: Rules for evaluation of research and organizational activity of scientists at IPP PAS.</p>
<p>Action 24 Raise awareness of existing mechanisms for dealing with complaints, appeals and resolving conflicts.</p>	<p>-/- 34. Complains/appeals</p>	<p>2024-2030</p>	<p>Directors, Heads of Departments, HR</p>	<p>I.A24a. Annual seminar or training to prevent conflicts in the scientific institution.</p> <p>I.A24b. Modification of the internal regulation concerning the legal regulations for complaints and appeals by researchers/PhD students.</p> <p>T.A24a. All researchers with increased awareness of existing mechanisms for dealing with complaints, appeals and conflict resolution.</p> <p>T.A24b. New: The</p>

				Dissemination of information on the legal regulations for complaints and appeals by researchers/PhD students.
Action 25 The development of conflict resolution procedures and the establishment of a special internal commission.		2024-2027	Directors, Heads of Departments, HR	I.A25. Issue of a regulation by the Director of the IPP PAS. T.A25a. The procedure for the resolution of conflicts among employees. T.A25b. New: Conflict Resolution Strategy for IPP PAS.
Action 26 Disseminate information about available programmes, training and fundraising opportunities	+/- 39. Access to research training and continuous development	2024-2027	Directors, Heads of Departments, PI, RG leaders, HR	I. A26. Regular emails and seminars focus on research training opportunities and grants. T.A26a. All researchers have access to the necessary support for the development of their professional skills at all stages of their careers. T.A26b. Improving professional development for all researchers. T.A26c. 30% employees with new certificates
Action 27 Organise formal training, provide systematic support for supervisors to cultivate supervising competence.	+/- 40. Supervision +/- 36. Relation with supervisors +/- 39. Access to research training and continuous development	2024-2030	Directors, Heads of Departments, PI, RG leaders, HR	I. A27. Regular emails about professional webinars/trainings tailored to effective supervisory practice. T.A27. All researchers (R1-R2) aware of the support provided by supervisors T.A27b. All R3-R4 researchers with good practice in effective supervision.

Action 28 Developing a Strategy for Research, Development and Innovation (2023 – 2030)		2023-2024	Directors, Scientific Council, HR	I. A28. Issue of a regulation by the Director of the IPP PAS. T.A28. A Strategy for Research, Development and Innovation for the IPP PAS (2023 – 2030)
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The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

The Franciszek Górski Institute of Plant Physiology of the Polish Academy of Sciences, appreciating the impact of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, in order to ensure a high quality working environment and scientific research, and to emphasise the value of employees as a key resource of the organisation, has decided to initiate the implementation of the provisions of the Code and the Charter, creating the rules of the Open, Transparent and Merit-based Recruitment (OTM-R) Strategy.

The IPP PAS has analysed the extent to which the internal recruitment policy is in line with the OTM-R principles and recommendations. Based on the above, the IPP PAS management and HR have developed the recruitment strategy (OTM-R) among researchers at all levels (R1-R4). Implementation and promotion will be a priority task for HR, which will actively participate in the application process for the HR Excellence Award. The IPP PAS has been using the elements of the policy defined in the OTM-R for several years.

In fact, we also publish job advertisements on national or international websites in bilingual versions. The current rules guarantee non-discrimination and will include complaint mechanisms.

However, there are some aspects that need to be improved:

1. Train staff involved in the IPP PAS recruitment process in the area of OTM-R recruitment.
2. Advertising process, according to the OTM-R principles, expects more potential researchers according to the criteria of the competition committee board principles.
3. Preparation of the template for informing candidates about the results of the recruitment process and the reasons for not being hired.
4. Implementation of a quality control system for OTM-R.

The measures taken for researchers under the OTM-R policy will allow them to further improve working conditions and recruitment processes, which will be coordinated by HR.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL:

<https://ifr-pan.edu.pl/polityka-otm-r>

<https://en.ifr-pan.edu.pl/otm-r-policy>

4. IMPLEMENTATION

General overview of the expected implementation process:

The IPP PAS is committed to the Code of Conduct and the OTM-R principles to actively participate and plan the implementation of the specific actions outlined above.

For the IPP PAS, the implementation of the Action Plan will be a challenge that will involve many administrative staff, researchers (R1-R4) and PhD students from all departments.

In order to successfully implement the Action Plan with the involvement of the research community, we will organise semester meetings (webinars/seminars) to communicate news on the progress of the most relevant actions.

During the implementation process, we expect the active participation of the whole community, fully aware of the future individual and institutional benefits.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	<p>Once the HRS4R strategy has been presented to EURAXESS and the Action Plan has been approved, the HRS4R overseeing progress Steering Committee (SC) and the Working Group (WG) that implemented the initial actions will be responsible for monitoring progress. This committee is composed of the IPP PAS staff, including representatives of managers, scientists (R1-R4 from four Departments and three Research Groups), Scientific Council, HR/Administration, Technical Department, and the Doctoral School.</p> <p>Both, the SC and the WG will have regular support from IT in order to make progress in the whole process of the HRS4R project.</p> <p>The SC and the WG plan to meet regularly and prepare semi-annual reports based on the timetable of the proposed Actions.</p>
How do you intend to involve the research community, your main stakeholders, in the implementation process?	<p>The IPP PAS research community has already been involved in the implementation of the HRS4R. The questionnaire on the 40 principles of the Charter and Code (C&C) (carried out in 2022 among the staff and PhD students of the Institute, in which 62.5 % of eligible persons participated) allowed</p>

	<p>the development of the HRS4R strategy in line with other strategic documents of the IPP PAS.</p> <p>The fact that the Steering Committee (SC) and the Working Group (WG) include representatives of different groups (Scientific Council, R1-R4 scientists in the stakeholder groups, HR, administration, Doctoral School) guarantees the participation of the research community in all actions that involve the elaboration of new regulations, guidelines and templates. This is ensured by direct, streamlined information transfer (bottom-up and top-down) and representation in decision-making bodies.</p> <p>The implementation process, including proposed changes to the appraisal system, will be consulted with all researchers (R1-R4) and then with members of the Advisory Board for the Scientists Development.</p> <p>Finally, a new survey of researchers will be carried out in 2025.</p> <p>Information on the progress of the implementation of the actions will be published and updated on the IPP PAS website to ensure transparency for the public.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.</p>	<p>The HR Committee (PL https://ifr-pan.edu.pl/hr-excellence-in-research-szczegoly; ENG https://en.ifr-pan.edu.pl/hr-excellence-in-research-details) ensures that organisational policies are aligned with the HRS4R strategy.</p> <p>The main priorities are to focus on the effective dissemination of research results to R&D projects and to promote the principles of OTM-R (published in PL and ENG on the website; https://ifr-pan.edu.pl/polityka-otm-r and https://en.ifr-pan.edu.pl/otm-r-policy) and Gender Equality Plan (GEP published in PL version on the website; https://en.ifr-pan.edu.pl/gender-equality-plan; General information on GEP also available in ENG version https://en.ifr-pan.edu.pl/gender-equality-plan).</p>

<p>How will you ensure that the proposed actions are implemented?</p>	<p>A number of actions are planned to make the principles of HRS4R more visible and clear in all aspects relevant to recruitment, career management and research ethics.</p> <p>The process of implementing remedial and corrective actions has already started in 2022 as part of our activities in preparation for the HR Excellence in Research award (i.e. new HR-related internal regulations: statute, remuneration, awarding of bonuses, remote working, and already published on the OTM-R strategy website).</p> <p>The actions to be implemented under the HRS4R policy will be closely monitored by the responsible persons identified in Action Plan. Their actions and results are evaluated by the HR Committee at regular semester meetings.</p> <p>In addition, to compare the effectiveness of the implementation of the measures, a similar survey will be repeated and the results carefully evaluated against the 2022 results.</p> <p>Every year, an online interim survey will be sent to all employees and PhD students in order to monitor the implementation process of the HRS4R strategy (<i>Time</i>: the first one will be sent in January 2024; <i>Responsibility Leader</i>: Co-Coordinator of the HRS4R WG)</p> <p>The timing of the implementation of the Action Plan is important for a number of Horizon Europa projects, including one work package that has the HR Excellence in Research Award as a formal task.</p>
<p>How will you monitor progress (timeline)?</p>	<p>In accordance with the timetable included in the Action Plan, a timetable of actions to be carried out under the control of the WG will be prepared.</p> <p>Progress will be monitored through regular reports prepared by the responsible units identified in the Action Plan.</p> <p>In the event of delays, the WG, relevant units and the SC will work to explain the reasons and develop solutions and complete all tasks in agreement with management.</p>

<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>Largely with statistical figures and/or feedback on the implementation of the Action Plan from the research community at large.</p> <p>The IPP PAS Action Plan includes different types of indicators: regularly updated website, meetings, seminars/webinars/workshops, implemented employment rules for HR activities, implemented research development plan and mentoring programme, developed strategy for innovative research, graduated researchers, researcher mobility, new resources (people and infrastructure).</p> <p>Semi-annual meetings of the SC and WG with those responsible for the specific action will be organised to ensure the quality and effectiveness of the HRS4R strategy activities. Based on the annual activity of HRS4R summary/report, broad discussion will point out certain implementation successes, failures, obstacles and will draw possible risk management. Finally, staff and PhD students will be informed <i>via</i> email about the current implementation effectiveness (progress and results) (<i>Time</i>: the first meeting will be held in December 2023; <i>Responsibility Leaders</i>: Coordinator representing SC HRS4R - Director of the IPP PAS and Co-Coordinator representing WG HRS4R).</p> <p>The specific method of measuring progress in relation to the indicators will depend on the number of visits to the IPP PAS website, attendance lists of event participants, employee candidates, signed contracts.</p> <p>All actions, results and indicators defined in the Action Plan will be evaluated by HR Committee at its annual meetings.</p> <p>A self-assessment of the implementation of the Action Plan will be provided every two years (<i>Time</i>: the assessment will be made in December 2024; <i>Responsibility Leaders</i>: Coordinator representing SC HRS4R - Director of the IPP PAS and Co-Coordinator representing WG HRS4R).</p> <p>In order to inform the SC about the results of the implementation of the HRS4R strategy in the IPP PAS, an annual report on the successful implementation of the HRS4R strategy in the IPP PAS will be prepared. The HRS4R SC will be responsible for monitoring the implementation of the HRS4R strategy in the IPP PAS and for</p>
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	proposing further changes (<i>Time</i> : the first one will be sent in December 2024; <i>Responsibility Leaders</i> : Coordinator representing the HRS4R SC - Director of the IPP PAS and Co-Coordinator representing the HRS4R WG).
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Additional remarks/comments about the proposed implementation process:

The IPP PAS is fully committed to the HRS4R strategy. The HR Excellence in Research Award is important to achieve our goals and to attract excellent researchers in international projects. The Horizon Europe framework facilitates collaboration and strengthens the impact of research and innovation in the development, support and implementation of EU policies.